

# 2025 MAZDA SUSTAINABILITY REPORT

CARING FOR EARTH, SOCIETY, AND PEOPLE





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## LEADERSHIP MESSAGE



**Tom Donnelly**  
President and Chief Executive Officer

We are proud to share Mazda Motor of America's ("MMA") annual sustainability report.

At MMA, we believe successful companies prioritize people and the planet. So, we're committed to doing just that. In partnership with our broader industry, we have a unique opportunity to support society and drive positive change through our people. Together, we aim to inspire a joy of living through the joy of driving by minimizing our environmental footprint, supporting our people, and serving society.

MMA continues to advance Mazda Motor Corporation's global commitment to achieve carbon neutrality across all factories by 2035 and throughout the entire supply chain and vehicle life cycle by 2050. In 2025, we utilized our internal greenhouse

gas emissions forecasting tool to prioritize energy efficiency measures within our operations, where possible, and launched a waste reduction pilot within our parts distribution network.

Beyond our environmental priorities, we are proud to support our people, thereby strengthening our workforce to empower everyone to succeed. In 2025, we continued our learning and development programs to reflect the Mazda Pride Point values and to ensure growth opportunities for all. Notably, our team developed two new in-house learning programs: one designed to support individual contributors in recognizing and addressing unconscious bias in the workplace and the other aimed at equipping people managers to foster inclusive and high-performing teams.

**"Looking ahead, and in close collaboration with our stakeholders, we remain committed to advancing our sustainability strategy, turning ambition into action, and delivering progress through our people."**

Outside of our own operations, 2025 was a year of deepening connections with the communities we serve. At MMA, we are passionate about helping our team members support the causes they care about through meaningful giving and volunteering opportunities. This year, we accelerated our efforts even further, stepping up to support the local relief organizations that responded to the devastating Los Angeles wildfires. Through the Mazda Foundation, we continue to invest in organizations that make a real difference — focusing on improving food security, STEM (science, technology, engineering, math) education, and workforce development. Together, we're committed to driving positive change where it matters most.

Looking ahead, and in close collaboration with our stakeholders, we remain committed to advancing our sustainability strategy, turning ambition into action, and delivering progress through our people.

Thank you for your interest in Mazda and our sustainability efforts.



Regards,  
**Tom Donnelly**  
President and Chief Executive Officer



## ABOUT THIS REPORT

This report presents the goals and progress made by Mazda Motor of America, Inc. (“MMA”) in its primary sustainability focus areas, including environmental stewardship, social responsibility, and governance performance.

MMA is a subsidiary of Mazda Motor Corporation and is responsible for Mazda Motor Corporation’s U.S. operations. Mazda Motor Corporation is a publicly traded company based in Hiroshima, Japan. MMA is headquartered in Irvine, California. MMA’s business partners include affiliated entities in Canada, Colombia, Mexico, and the U.S., including Mazda Canada, Inc., Mazda de Colombia, Mazda Motor de Mexico (MMdM), Mazda de Mexico Vehicle Operations (MMVO), and Mazda Toyota Manufacturing (MTM).

MMA partners with Mazda Financial Services (MFS) to deliver automotive financing, leasing, and wholesale dealer financial products and services to Mazda dealers and customers across the U.S. MMA oversees the production, marketing, and sales of Mazda vehicles in North America through collaboration with suppliers, affiliated entities, and dealers.

Unless otherwise specified, this report covers only MMA activities in the U.S. for its fiscal year beginning April 1, 2024, and ending March 31, 2025 (henceforth, “2025”). MMA aligns with the fiscal year that Mazda Motor Corporation describes in its financial and sustainability reporting.

MMA reports in adherence to the latest Global Reporting Initiative (GRI) standards, released in October 2021, and aligns its sustainability progress with the United Nations Sustainable Development Goals (SDGs). We are committed to continuing to enhance the scope and transparency of our sustainability disclosures every year.

Additional details on GRI alignment can be found in the GRI content index.

This report was published online in February 2026 and is optimized for digital viewing. In the interest of minimizing paper use, please consider reading this report electronically rather than printing a hard copy.

Questions about this report can be directed to [esg@mazdausa.com](mailto:esg@mazdausa.com).



## ABOUT MAZDA MOTOR OF AMERICA

### PURPOSE AND VALUES

We foster a culture defined by the resilience that characterizes the Mazda brand and the history of its hometown, Hiroshima. We promise to uplift the human body, mind, and spirit to enrich life-in-motion for those we serve. This culture is at the center of our technology and products and in how we support our communities, engage with our dedicated employees, and partner with our dealers.

### MAZDA MOTOR CORPORATION

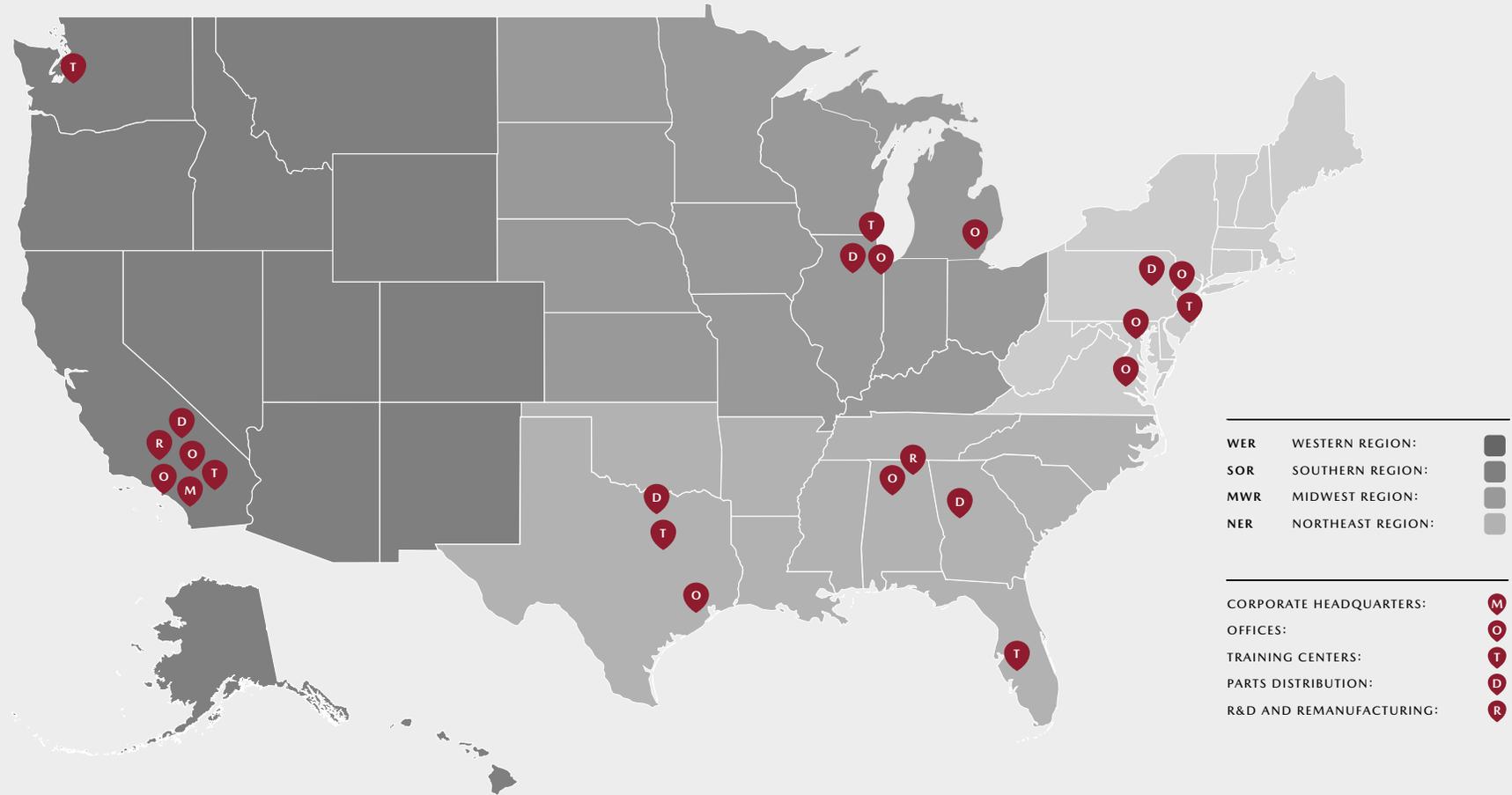
MMA is a wholly owned subsidiary of Mazda Motor Corporation. Founded in 1920 with headquarters in Hiroshima, Japan, Mazda Motor Corporation operates major production sites in Japan, Mexico, Thailand, and China and conducts sales in more than 130 countries and regions worldwide.

Learn more about Mazda Motor Corporation's global sustainability efforts on the [Mazda Sustainability website](#).



### WE ARE PART OF COMMUNITIES ACROSS THE UNITED STATES

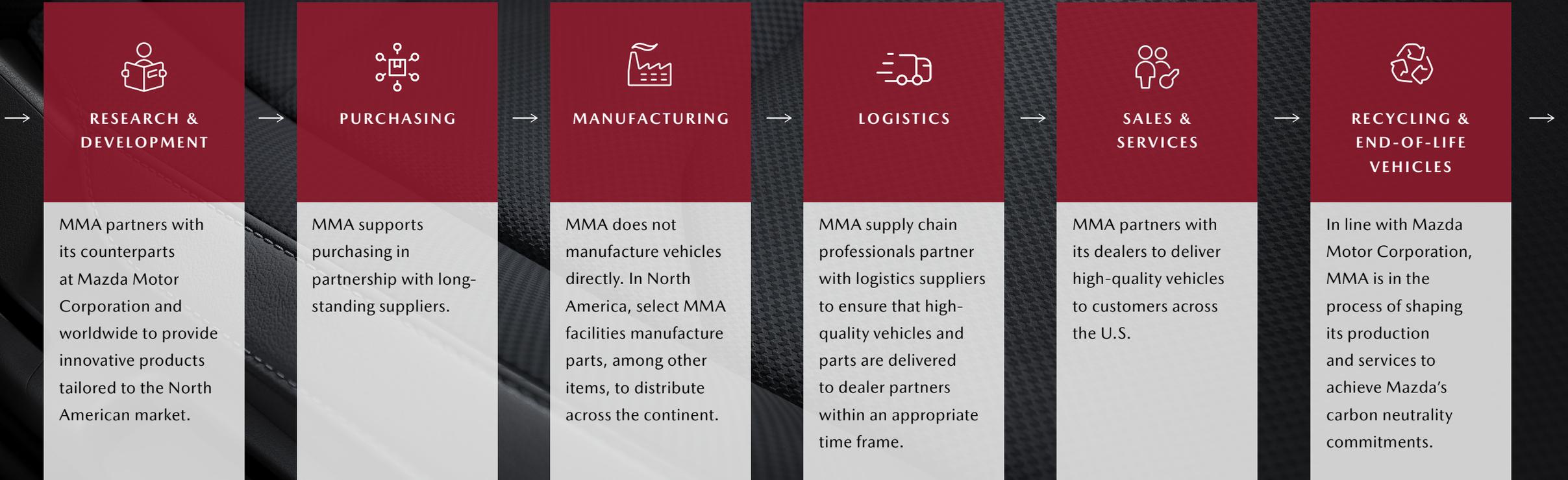
- In 2025, we sold more than 434,000 vehicles in the U.S.
- 1,019 employees<sup>1</sup>
- 543 independently owned U.S. dealerships across:
  - 4 regions
  - 49 states plus Washington, D.C. and Puerto Rico
  - 513 cities



<sup>1</sup>Includes MMA employees and Mazda Group employees assigned to MMA during the reporting period.

### OUR VALUE CHAIN

At MMA, we collaborate with a range of business partners and affiliated entities to fulfill our mission of enriching the journeys of those we serve. Throughout North America, we manage the production, marketing, and sales of Mazda vehicles across our network of affiliates.



## OUR STAKEHOLDERS

By fostering meaningful partnerships and two-way engagements with our stakeholders, we aim to positively impact the lives of those we serve. We use a variety of channels and engagement mechanisms to connect with key stakeholder groups, ensuring that we communicate in ways that are most relevant and accessible to them. This diverse approach to engagement supports our broader vision: to create a better world now and in the future.

### CUSTOMERS

Our customers are foundational to our work. We provide open, responsive two-way communication channels that allow customers to share feedback, ask questions, and engage directly with MMA. These interactions help us build strong relationships and maintain a customer-first approach, supported by the following methods of engagement:

- Customer Experience Center
- Mazda Financial Services (MFS)
- Dealership-driven customer support

### EMPLOYEES

MMA offers a range of communication channels designed to create an environment where employees feel valued, heard and respected — wherever they work, whatever they do. These efforts are supported through initiatives such as:

- Virtual and in-person employee town hall meetings
- Weekly CEO all-hands virtual meetings
- An annual global employee survey
- Weekly employee newsletter for Employee Business Resource Groups
- Employee Professional Resource Groups
- Employee membership on various committees and subcommittees (e.g., health and safety committee and diversity, equity, and inclusion [DEI] committee)
- Culture workshops
- Program and workshop feedback surveys
- Mazda Tribute
- Online employee engagement platforms
- 24/7 ethics hotline
- Internal reporting processes

## DEALERS

MMA's dealer-focused communication channels promote collaborative relationships that encourage the exchange of feedback, information, and best practices to improve the dealership experience and enhance customer satisfaction. This communication is cultivated through:

- National Dealer Meeting
- Monthly Mazda National Dealer Advisory Council meetings
- Four Mazda Action Teams (MATs). These include Aftersales MAT, Advanced Strategic Growth MAT, Product MAT, and Shopper MAT
- Executive communications (written and video)
- Region-to-dealer communications
- New model launch toolkits and dealer-facing rollouts
- Operational playbooks and best-practice sharing
- New dealer onboarding and orientation materials
- National Automobile Dealers Association (NADA) dealer sentiment surveys (biannual surveys)
- National Automobile Dealers Association (NADA) Convention and Make Meeting
- National Association of Minority Automobile Dealers (NAMAD)
- American International Automobile Dealers Association (AIADA)

## SUPPLIERS

MMA's supplier communication channels are designed to foster collaborative partnerships built on transparency and shared industry best practices. The examples below highlight our ongoing commitment to maintaining strong, productive relationships with our suppliers:

- 24/7 ethics hotline
- Mazda Supplier Extranet (Portal)

## COMMUNITY GROUPS

We've established two-way communication with a range of community groups, including nonprofits and government agencies, by creating opportunities for idea-sharing and collaboration aimed at making a meaningful impact in our local communities. We work in partnership with the following organizations:

- The Mazda Foundation (USA), Inc.
- Employee Business Resource Group community impact programs
- U.S. Department of Transportation and National Highway Safety Administration Partnership for Analytics Research in Traffic Safety (PARTS)

## ANNUAL SUSTAINABILITY HIGHLIGHTS



43% of MMA's facilities use 100% LED lighting.



More than \$56,000 donated through MMA's matching gift program.



More than 1,600 employee volunteer hours tracked across 37 nonprofit organizations.



The Mazda Foundation provided \$510,000 in grants to organizations across the U.S. in support of food security, STEM education, and workforce development.



Eight Mazda vehicles earned the Insurance Institute for Highway Safety's (IIHS) 2025 TOP SAFETY PICK+ and TOP SAFETY PICK award.



## OUR APPROACH AND STRATEGY

We are dedicated to meeting the evolving needs and expectations of our stakeholders while actively contributing to the sustainable development of society so that everyone can experience the joy of living. By aligning MMA’s sustainability approach with Mazda Motor Corporation’s core values, priority topics, and overarching sustainability strategy, we are confident in our ability to drive meaningful impact while staying attuned to the unique needs of our key stakeholders in the U.S.

Mazda Motor Corporation first conducted a materiality assessment in 2016 to identify its priority environmental and social topics. This process involved gathering insights from external experts, senior management, and various internal divisions across the company. Since then, Mazda Motor Corporation has continued to review and refine its assessment, most recently in 2022. To explore the full list of Mazda Motor Corporation’s priority topics, please visit the [Mazda Sustainability website](#).

Through the materiality assessment, Mazda Motor Corporation has identified 10 U.N. SDGs that align with its material issues, eight of which relate to our sustainability priority areas and initiatives. Throughout this report, these goals are depicted as tiles, each of which represents our ongoing efforts and commitment to achieving them.



Mazda Motor Corporation Sustainability Strategy Pillar	Mazda Motor Corporation Material Issue	What it Means to MMA	U.N. SDGs	MMA Focus Area
EARTH	<p>Endeavoring toward Carbon Neutrality by 2050</p> <p>Promotion of Resource Circulation</p>	<p>We are driving toward Mazda Motor Corporation’s carbon neutrality goals by enhancing our environmental data collection processes and developing our carbon neutrality technical roadmap.</p> <p>We focus on optimizing resources across our operations and product life cycle through collaborative waste and water management systems.</p>		<p>Managing Our Operational Impact</p> <p>Minimizing Our Product Footprint</p>

Mazda Motor Corporation Sustainability Strategy Pillar	Mazda Motor Corporation Material Issue	What it Means to MMA	U.N. SDGs	MMA Focus Area
<p><b>PEOPLE</b></p>	<p>Uplifting the Mind and Body</p> <p>Strengthening Human Capital</p>	<p>We strive to foster our people's well-being through a comprehensive benefits package, an inclusive workplace, and various learning and development programs for our team members.</p> <p>We aim to enhance employee job satisfaction throughout our employee life cycle, including recruitment, onboarding, learning and development opportunities, and open communication, among others.</p>		<p><b>Advancing Diversity, Inclusion, and Belonging</b></p> <p><b>Driving Success Through Our People</b></p>
<p><b>SOCIETY</b></p>	<p>Realizing an Automotive Society That Offers Safety and Peace of Mind</p> <p>Creating a System That Enriches People's Lives</p>	<p>We are committed to a crash-free society by using real-world data, advancing safety technologies, and exceeding vehicle safety standards with features like Blind Spot Monitoring and Automatic Emergency Braking across all new models.</p> <p>In our ongoing efforts to build a resilient, healthy, and sustainable society, we leverage the strengths of the Mazda Foundation, our employees, and our dealers to enhance our positive impact on the communities we serve.</p>		<p><b>Serving Society</b></p> <p><b>Ensuring Product Safety and Quality</b></p>
<p><b>COMMON TO EARTH, PEOPLE AND SOCIETY</b></p>	<p>Improving Quality</p> <p>Exploring Partnerships for "Co-Creation with Others"</p>	<p>Our commitment to upholding high product quality standards is reflected in our strict adherence to federal and state regulations. We ensure that both employees and third-party suppliers meet the requirements outlined in our Code of Conduct and supplier agreements.</p> <p>We actively seek partnerships to co-create innovative solutions, drive operational efficiency, and enhance supply-chain resilience. This includes collaborations with suppliers, local vendors, and industry associations.</p>		<p><b>Aligning Our Sustainability Governance</b></p> <p><b>Upholding Ethics and Compliance</b></p> <p><b>Protecting Privacy and Keeping Data Secure</b></p> <p><b>Forging Stronger Links in Our Supply Chain</b></p> <p><b>GRI Content Index</b></p>

# EARTH

## TOWARD A SUSTAINABLE FUTURE

We're committed to creating a sustainable future for mobility where people and vehicles can coexist with a healthy planet.



## MANAGING OUR OPERATIONAL IMPACT

At MMA, we recognize that a thriving planet is essential to our business. We are committed to creating our vehicles and conducting our operations in a way that meets the needs of drivers today while protecting the people and the planet of tomorrow.

### A COLLABORATIVE EFFORT TOWARD CARBON NEUTRALITY

Mazda Motor Corporation’s sustainability targets aim for carbon neutrality across all global factories by 2035 and throughout its entire supply chain and vehicle life cycle by 2050. Guided by these objectives and

reinforced by evolving regulatory requirements, MMA is strengthening its capacity to assess and manage its energy consumption and GHG (greenhouse gas) emissions.

To support these efforts, MMA developed an internal GHG emissions forecasting tool. With this tool, MMA can estimate its Scope 1 and 2 GHG emissions footprint and assess progress toward Mazda Motor Corporation’s carbon neutrality targets. Based on the outputs of this tool, MMA plans to expand energy efficiency projects across owned and leased facilities. Additionally, as part of its efforts to decrease Scope 1 and 2 emissions, MMA is undertaking a solar feasibility study to understand on-site renewable energy and renewable energy procurement

opportunities across its operations. Beyond its facilities, MMA is monitoring the GHG emissions footprint of its operational vehicle fleet as part of its Scope 1 and 2 emissions. As MMA continues to release electrified vehicles, MMA will integrate those vehicles into its operational fleet to reduce its carbon footprint.

MMA’s GHG emissions are calculated as part of Mazda Motor Corporation’s global GHG inventory and disclosed by Mazda Motor Corporation. Please see the [Mazda Sustainability website](#) for more details.



## ENERGY MANAGEMENT

MMA works to reduce energy use across its operations. Over the past year, MMA completed an energy efficiency project at its Wixom Center facility by installing high-efficiency lighting for an annual savings impact of nearly 17,000 kWh.

More broadly, MMA is upgrading to energy-efficient lighting across our facilities where possible, including within our parts distribution centers and vehicle port facilities, which are on track to be fully converted to LED in the next two years. To date, four of our five vehicle port facilities are 100% LED lighted. As of 2025, 43%

of our facilities have implemented 100% LED lighting. We continue to look for opportunities to optimize the energy usage of our facilities, and we currently have other energy efficiency-related projects underway.

Additionally, our research and development facility in Irvine, California houses a 317 kW

solar electric system with rooftop photovoltaic panels that generated over 425,000 kWh, covering 80% of electricity needs over the past year.

### MMA ENERGY CONSUMPTION

METRIC	UNIT	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>Total Energy Consumed</b>	MJ	56,476,452	71,802,005	83,584,125
<b>Renewable</b>	MJ	1,619,294	1,527,981	1,529,492
<b>Total Fuel Consumption</b>	MJ	28,629,142	40,547,378	50,218,779
<b>Natural Gas</b>	MJ	25,820,114	19,822,242	28,351,332
<b>Propane</b>	MJ	172,483	9,690,780	8,433,333
<b>Disel</b>	MJ	Not available	42,927	35,040
<b>Gasoline</b>	MJ	Not available	10,991,429	12,474,352
<b>Fuel Oil (No. 1)</b>	MJ	Not available	Not available	924,724
<b>Electricity Consumption</b>	MJ	27,847,310	31,254,627	31,835,853
<b>Energy Intensity Ratio</b>	MJ/Vehicles sold	187.61	191.43	192.32

In some cases, due to rounding, numbers may not sum to the total. Greater energy use from FY2024 to FY2025 was due to an increase in energy sources at a facility as well as expanded fleet operations.

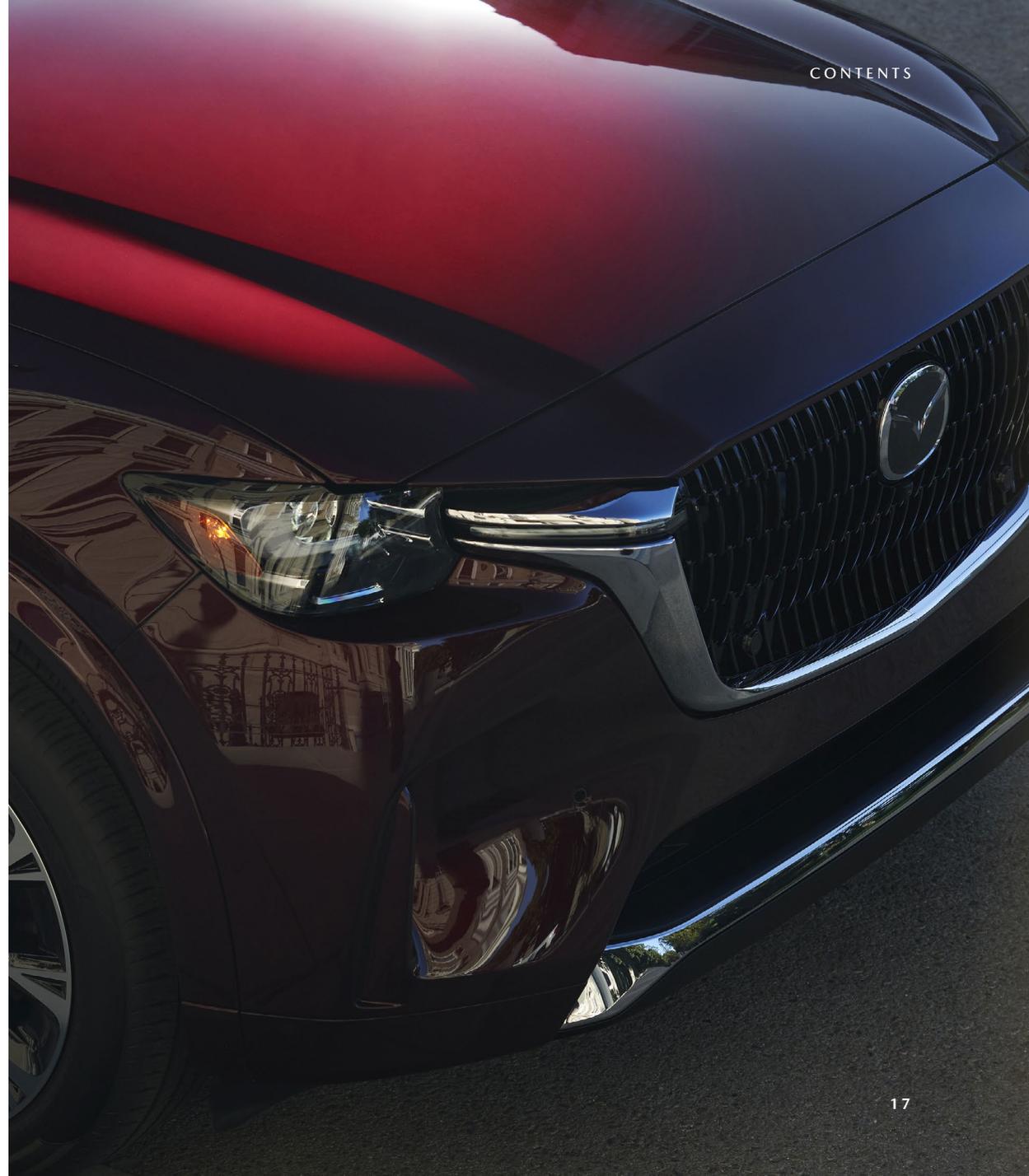
**WASTE MANAGEMENT**

MMA's commercial waste consists of boxes, pallets, plastic, and metals via parts distribution and office rubbish. MMA does not directly operate any manufacturing sites and does not generate any biochemical waste.

We partner with experts across our value chain to handle different aspects of waste disposal, including hazardous waste, waste diversion, and recycling. Individual dealers help manage scrap part disposal.

In 2025, we launched a pilot program to convert packaging for approximately 5% of our bumper parts to reusable bags from corrugate. Switching to recyclable bumper sleeve bags reduces cardboard waste and minimizes shipping volume from Mazda Motor Corporation in Japan to MMA, thereby cutting container miles and reducing our supply-chain carbon footprint. With promising results so far, we plan to expand the program in future.

MMA ENERGY CONSUMPTION			
METRIC	UNIT	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
Total Waste Generated	Metric tons	2,540	2,482
Waste Diverted from Disposal	Metric tons	691	594
Waste Directed to Disposal	Metric tons	1,850	1,888



**WATER MANAGEMENT**

MMA uses water for commercial purposes, such as landscaping, restrooms, and office kitchens. Several of MMA’s facilities use reclaimed water for landscaping to promote circular water use, while our Irvine headquarters reduces water consumption

by utilizing reclaimed water in flushable restroom fixtures. Because of Mazda’s presence in water-scarce areas, these initiatives help MMA maintain a responsible presence within our community by minimizing its environmental impacts.

MMA does not operate any manufacturing sites.

MMA ENERGY CONSUMPTION			
METRIC	UNIT	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
Total Water Consumption	Megaliters	39	31
Total Water Withdrawal	Megaliters	39	31

In some cases, due to rounding, numbers may not sum to the total.



## MINIMIZING OUR PRODUCT FOOTPRINT

MMA does not manufacture the vehicles it sells in the U.S. It partners with Mazda Motor Corporation and affiliated manufacturing entities, such as MTM, to manufacture its vehicles.

### VEHICLE ELECTRIFICATION

Mazda Motor Corporation is committed to partially electrifying all vehicle models by 2030. This includes a mix of hybrids (including mild hybrids), plug-in hybrids, and battery electric vehicles.

To achieve this goal, MMA is dedicated to delivering the ideal electric vehicle ownership experience, always with the customer at the center of its efforts. MMA strives to produce vehicles that meet the specific needs of U.S. drivers.

This commitment ensures that electric vehicles not only embody innovation and sustainability but also reflect what customers value most in their ownership journey.

During the reporting period, MMA expanded its electrified lineup with the introduction and sale of the CX-50 Hybrid and sale of the CX-70 PHEV. Both vehicles combine environmental benefits, like increased fuel efficiency, with Mazda’s signature performance and driving dynamics.

The Mazda CX-50 Hybrid delivers increased fuel efficiency and greater driving range over the CX-50 2.5 S and 2.5 Turbo models while also delivering the unique driving dynamics that people expect from a Mazda Crossover SUV.

The Mazda CX-70 PHEV delivers up to 56 MPGe using premium fuel, with an all-electric range of up to 26 miles and a combined range of 490 miles. Its 17.8 kWh battery charges from 20% to 80% in approximately 90 minutes on a 240-

volt connection, and the vehicle offers an upscale, eco-friendly driving experience.

Additionally, to prepare for the electrification of our vehicle lineup, 98% of U.S. dealerships have installed Level 2 charging infrastructure.



## SUPPORTING CUSTOMERS

We are dedicated to supporting our customers throughout their transition to electric vehicles. To ensure a seamless and informed journey, we maintain an online vehicle electrification resource center. This platform provides comprehensive guidance on topics such as where and how to charge electric vehicles, essential maintenance tips, and key differences between electric vehicles and traditional internal combustion engine vehicles, among others. Our goal is to empower customers with the knowledge and tools they need to make confident choices about the right vehicle for them.

Beyond our resource page, Mazda Motor Corporation announced in 2024 an agreement with Tesla, Inc. to adopt the North American Charging Standard (NACS) for charging ports on all Mazda Battery Electric Vehicles (BEVs) introduced in North

America. This commitment expands charging accessibility, making it easier for our customers to enjoy the benefits of electric driving and reinforcing our dedication to delivering an optimal ownership experience as we move toward a more sustainable future.

## PRODUCT FOOTPRINT DESIGN AND MANUFACTURING

In addition to vehicle electrification, Mazda considers innovations that minimize vehicle environmental impact from design to end of life. Mazda evaluates the impact of vehicles on the environment through life cycle assessments across manufacturing, delivery, use, and recycling and incorporates features into vehicle design to minimize environmental impact.

To read more about Mazda’s product footprint efforts, see this dedicated page on [Mazda’s environmental efforts](#).



# PEOPLE

## ENSURING OUR PEOPLE THRIVE

We celebrate diversity at MMA and across the globe, and we believe in the power of people to create and innovate.



## DRIVING SUCCESS THROUGH OUR PEOPLE

At MMA, we believe that great companies are built by great people. We want everyone to be engaged and empowered to succeed and to feel valued, respected, and cared for. We are dedicated to developing our people and ensuring that everyone has the tools they need to reach their full potential.

Moreover, we are passionate about creating a supportive and inclusive workplace and promoting a culture of collaboration and integration. Our Mazda Pride Point values are embedded into every aspect of our culture, from recruitment and training to employee engagement and wellness initiatives.



## RECRUITMENT

We focus on attracting candidates who not only bring the right skills but also possess a genuine drive for growth. Our structured recruitment process creates meaningful opportunities for applicants to connect with hiring managers, gain valuable insights, and share their feedback.

In 2025, we facilitated seven workshops to guide hiring managers through the process of hiring a new direct report. The workshops included live instruction and just-in-time resources for hiring managers. Team members from across MMA participated in the pilot trainings, and feedback is currently being gathered to guide future program enhancements.



## LEARNING AND DEVELOPMENT

At MMA, we strive to foster a culture of collaboration and knowledge-sharing across our business. We are committed to developing our people, strengthening our workforce, increasing engagement, and improving productivity. To achieve this, we ensure that all full-time employees receive annual performance reviews, and we offer several learning and development programs that are open to all team members. In 2025, we continued to expand our existing learning and development programs across a variety of areas, steered by our core employee competencies of adaptability, collaboration, customer focus, innovation, and results drive.

MMA employees participated in an average of eight hours of training per employee over the course of 2025.

**ONBOARDING** We strive to ensure our new hires feel valued, supported, and empowered from their first day at MMA. All new full-time staff are automatically enrolled in a one-time IGNITE session that introduces them to Mazda's Pride Point culture, which must be completed within the first three months of employment. This year, 52 new employees attended an IGNITE course.

**OPTIMAL LEADERSHIP TRAINING PROGRAM** We continued to offer our Optimal Leadership Training Program, an internal program that supports emerging leaders in becoming effective people managers. As of 2025, all new people managers are automatically enrolled in a cohort-based, four-month training program. The updated cohort structure boosts engagement and collaboration. We hosted six cohorts in 2025.

**COACHING AND DEVELOPMENT PILOT PROGRAM** We scaled our Coaching and Development Pilot Program to accommodate up to 100 employees. The program continues to offer tailor-made support for participants, helping them thrive personally and professionally. In 2025, our Women in Leadership Employee Business Resource Group continued to offer a mentorship program, facilitating live mentor and mentee training sessions as well as 1:1 check-ins.

**SUPPORTING EMPLOYEE-DRIVEN LEARNING AND DEVELOPMENT** All employees with at least one year of service are eligible to participate in our Education Assistance Program, which offers reimbursements and up-front advances up to \$10,000 per calendar year, with \$5,250 available tax free to help our people pursue educational opportunities and enhance their skill sets.

Our self-paced e-learning program empowers our team to succeed by developing essential skills and participating in customized learning activities. In 2025, MMA employees completed 791 different e-learning courses.

## ENGAGING OUR EMPLOYEES

At MMA, we aim for everyone to feel empowered, respected, and supported. Regular and transparent two-way communication channels ensure that our employees feel heard and that we remain responsive to their experiences.

Every year, our people participate in the Mazda Motor Corporation Global Employee Survey. This survey, focused on four key areas including Mazda’s global identity, employee motivation, workplace environment, and leadership and management effectiveness, is an important tool for capturing feedback and evaluating employee engagement initiatives. This year, 91% of MMA employees took part in the survey. The full survey results are shared company wide, and business unit-specific insights are provided to their leaders to inform priorities and action steps for the next year.

Feedback from the Global Employee Survey highlighted the effectiveness of the Mazda Tribute program as a platform for employee recognition and inclusion. The Mazda Tribute program is designed to strengthen employee engagement by enabling both employees and managers to recognize and celebrate exceptional contributions across our organization. Through the platform, managers can award recognition points to individuals or amplify examples of great work submitted by others. In addition, managers can nominate employees for higher-level rewards for work that goes above and beyond expectations. Through the Global Employee Survey, employees said they valued the opportunity to both give and receive recognition to help create a culture of appreciation.

In 2025, we also maintained regular town halls and weekly virtual meetings to keep employees informed and connected on key initiatives and progress across the business.

## MAZDA AUTOMOTIVE STUDENT TRAINING

MMA promotes education and training beyond its employees through the Mazda Automotive Student Training (MAST) program, facilitating technician career paths by connecting Automotive Technical Schools with Mazda Dealers. By establishing foundational skills first, then building on them with Mazda-specific vehicle and technology training, graduates gain a competitive hiring advantage. Established in 2019, the MAST program partners with reputable technical training schools across the U.S. to establish and instruct Mazda-approved training curriculum. Graduates of the program achieve Senior Certification — which includes required Mazda-specific training — while still in school. And dealers benefit from reduced turnover through hiring qualified, vetted graduates. To date, MMA has partnered with 18 automotive technical schools, reaching more than 1,000 students.



## GRATITUDE AND GIVING

The Season of Gratitude and Giving campaign set out to provide inclusive and intentional opportunities to improve our culture by connecting our people across departments, engaging with executive leaders, and showing appreciation to all our employees. Throughout November and December, we hosted a recognition campaign during which everyone was encouraged to use the Mazda Tribute platform to recognize at least one colleague for something specific during the year. We also hosted a series of Gratitude and Giving events to bring our distributed workforce together, and we used our social impact platform to issue Rewards Bucks to every employee to use to donate to the eligible charity of their choice.



Every MMA employee had an opportunity to attend one of six Season of Gratitude and Giving events hosted across the nation.



MMA employees folded paper cranes during the events and sent nearly 2,500 to Japan for display at Hiroshima's Children's Peace Monument.

## SUPPORTING WELLNESS

We want every MMA employee to enjoy a healthy, safe, and balanced lifestyle while feeling valued, respected, and empowered to succeed. Our goal is to create a workplace where people feel connected, appreciated, and cared for. To support this goal, we offer a wide range of resources that promote physical, emotional, and financial well-being, both inside and outside the workplace. Our virtual-first workplace model supports flexibility and work-life balance and enables our people to manage their well-being while staying connected and productive. Every full-time employee has access to comprehensive benefits to ensure that support is available when it matters most. Access a full list of MMA's comprehensive benefit offerings on the Mazda USA Careers Website.

Our commitment to supporting employees extends beyond their time at Mazda. We partner with a specialized organization to provide comprehensive transition and outplacement services for employees retiring or leaving due to reasons other than just cause, such as job elimination. Depending on grade level, support is offered for two to twelve months and includes personalized career coaching, job search assistance, resume development, interview preparation, and access to job leads.



## ADVANCING DIVERSITY, INCLUSION, AND BELONGING

We aim to foster inclusive leadership, cultivate a culture of trust and belonging, and empower employees to thrive. Employees are encouraged to incorporate inclusive practices into their individual roles and the broader business plan, thereby reinforcing connections to Mazda Pride Point and our core values and leadership principles.

Our strategy to promote diversity, inclusion, and belonging across MMA is built on four pillars: leadership, culture, talent, and marketplace. Our strategy is guided by our ESG Council. Our DEI advisory group and committee oversee the implementation of our initiatives across the organization.

### TRAINING, DEVELOPMENT, AND AWARENESS

In 2025, MMA spent the fiscal year developing enhanced in-house-driven replacements for the previous vendor-delivered DEI courses.

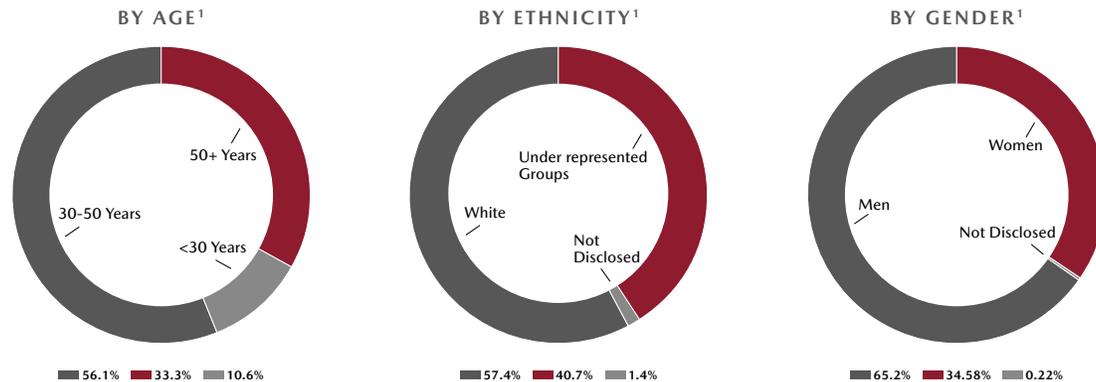
#### The Objective Edge — Navigating Bias

The session was designed for individual contributors and employees who are new to MMA to be able to make effective business decisions based on objective data and information — rather than bias or assumption — and to challenge learners’ own or others’ bias to ensure that the best business decisions are made. This new course was developed in FY159 for launch to the organization in May 2025 to replace and update the previous Managing Unconscious Bias course. Employee completion is required as part of new-hire onboarding.

#### Building High-Performing Teams

This session was designed to prepare MMA people managers to use practical strategies for inclusive decision-making, foster psychological safety on their teams, and promote equity in team development and opportunities. This new course was developed in FY159 to replace and upgrade the previously offered Inclusive Leadership course; it was launched to the organization in June 2025. Completion is required for people-manager employees as part of the Optimal Leadership learning program.

### FY2025 WORKFORCE DEMOGRAPHICS



<sup>1</sup> U.S. Only. In some cases, due to rounding, the individual percentages may not add up exactly to 100%.

### EMPLOYEE BUSINESS RESOURCE GROUPS

MMA has eight Employee Business Resource Groups (EBRGs) that represent more than 250 members and support and advocate for the diverse communities within the

organization. The EBRGs celebrate a wide range of customs and traditions, lead volunteer initiatives, host networking events, and help colleagues build awareness around topics such as unconscious bias. Find out more about the EBRGs on the [Mazda USA Careers website](#).



AFRICAN AMERICAN BUSINESS NETWORK



ASIAN AMERICAN & PACIFIC ISLANDER



CHRISTIAN FAITH



PRIDE AT MAZDA



TODOS UNIDOS!



VET+



WOMEN IN LEADERSHIP



WOMEN OF COLOR+

### SUPPORTING NAMAD'S MISSION

MMA is a proud member of the National Association of Minority Automobile Dealers (NAMAD), an organization dedicated to advancing the meaningful representation and participation of minority-owned businesses and diverse talent across the automotive sector.

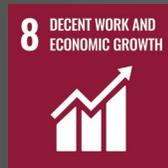
Our network development team engages closely with NAMAD through ongoing meetings and active participation in its annual conference. Each year, both regional and national team members attend the conference, where they also conduct interviews with prospective minority candidates interested in Mazda dealership opportunities.



# SOCIETY

## ENRICHING PEOPLE'S LIVES

Strong businesses drive positive change, and we are proud of the role MMA plays in society. Our mission is to promote healthy and resilient communities, where people are able to truly experience the joys of living.



## SERVING SOCIETY

We support a wide range of organizations to help tackle critical societal challenges, from initiatives on education and development to those addressing essential needs. This support deepens our relationship with the communities we serve while aligning with our business objectives.

By understanding local needs and working toward shared goals, we create positive change in the communities we serve in three main ways: our network of dealer partners, our teams' active participation in community initiatives, and through the Mazda Foundation.



**BE MOVED:  
THE MAZDA DIFFERENCE**

Building on the creative and inspiring community engagements Mazda dealers and employees conduct in their local communities year-round, MMA developed Be Moved as a way of giving back to local communities to support their progress and improvement. Our people and dealer partners drive this mission forward because they know real impact happens at the local level.

Throughout our operations and dealer network, our team is committed to serving as community champions, working collaboratively to uplift communities, and inspiring people to do more of what moves them.

Learn more about how our dealers and employees are supporting communities on the [Mazda USA Be Moved website](#).



MMA volunteers assemble student artwork into frames while volunteering with an Orange County-based organization dedicated to providing innovative, artistic, educational and therapeutic programs.

**TEAM MEMBER IMPACT:  
GIVING & VOLUNTEERING BY THE  
NUMBERS IN 2025**

- 548 employees used the platform to donate more than \$50,000 to causes they care about.
- Combined with the special 2:1 match offered in response to the January 2025 wildfires in southern California, MMA's matching gift program donated \$56,419.
- MMA employees supported 455 unique nonprofit organizations with charitable contributions.
- 133 employees participated in volunteering activities, recording 1,634 hours of volunteer time.
- MMA employees volunteered with 37 nonprofit organizations.

**TEAM MEMBER  
COMMUNITY SUPPORT**

At MMA, we are passionate about helping our employees connect with the causes they care about through meaningful giving and volunteering opportunities.

**Supporting Employee Giving and Volunteering**

Our web-based social impact platform enhances our employees' engagement in community volunteering and charitable giving. MMA employees can access the platform through a personalized dashboard to donate to vetted nonprofits and receive tax receipts. Eligible contributions are amplified with an automatic company match of up to \$250 per person, per year.

This year, we donated \$50,000 to both the Los Angeles Fire Department Foundation and the CAL FIRE Benevolent Foundation to support first responders and relief efforts during the Southern California wildfires in January 2025. We also provided Mazda Financial Services (MFS) Payment Relief to impacted homeowners. In addition to the year-round automatic company donation match, we conducted a special 2:1 matching gift program, donating \$2 for every \$1 donated by employees to select organizations:

- American Red Cross
- California Community Foundation
- CAL FIRE Benevolent Foundation
- California Fire Foundation
- Los Angeles Fire Department Foundation
- World Central Kitchen

More than 120 employees participated in the special 2:1 match, generating nearly \$45,000 in donations for organizations that responded to the wildfires.

In addition to charitable giving, we empower team members to donate their time. All full-time employees receive 16 hours of paid volunteer time each year, which can be used individually or as part of a team effort. This benefit reflects our commitment to empowering employees to support causes they care about while feeling valued and respected for their contributions beyond the workplace. Employees are encouraged to log their volunteer activities in our web-based social impact platform, reinforcing our shared dedication to making a positive impact. This year, our social impact platform helped support 578 employees' giving and volunteering activities.



## THE MAZDA FOUNDATION

The Mazda Foundation (USA), Inc. supports the communities where our employees live and work by focusing on three main objectives: food security, STEM education, and workforce development. Since its founding in 1992, the Mazda Foundation has donated more than \$16 million, supporting thousands of Americans.

The Board of Trustees of the Mazda Foundation awarded funding for seven programs this year, reinforcing our commitment to addressing food insecurity and some of its many root causes, including equitable access to education and job opportunities. In total, the Mazda Foundation awarded more than \$510,000 to organizations across the U.S. in 2025.

### Food Security

In 2025, the Mazda Foundation continued funding for the Second Harvest Food Bank in California, marking its 20th consecutive year of support. The Second Harvest Food Bank serves as a lifeline for thousands of people, distributing food to more than 400 local charities and helping combat hunger and malnutrition among children and the elderly living in poverty. Through the Mazda Foundation’s support, Second Harvest can purchase nutritious food, operate its mobile pantry, and strengthen warehouse logistics — ensuring meals reach those who need them most. This year, the Mazda Foundation’s grant funding allowed for the launch of a new management platform at Second Harvest, which streamlined Second Harvest’s data management and contributed to a 15% year over year increase in the number of volunteers.



MMA employees volunteering at the Second Harvest Food Bank in California.

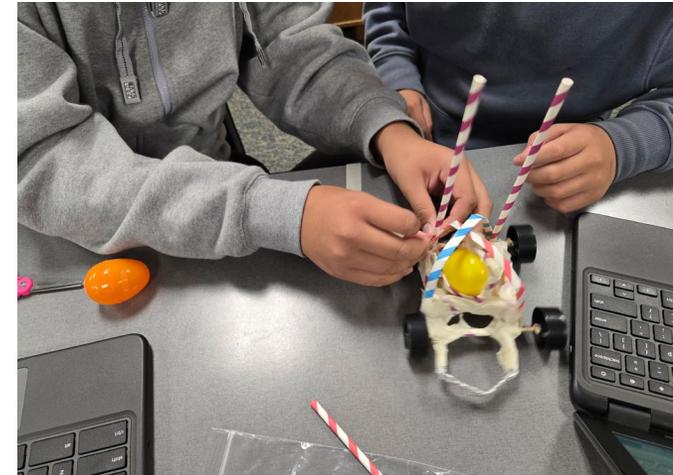
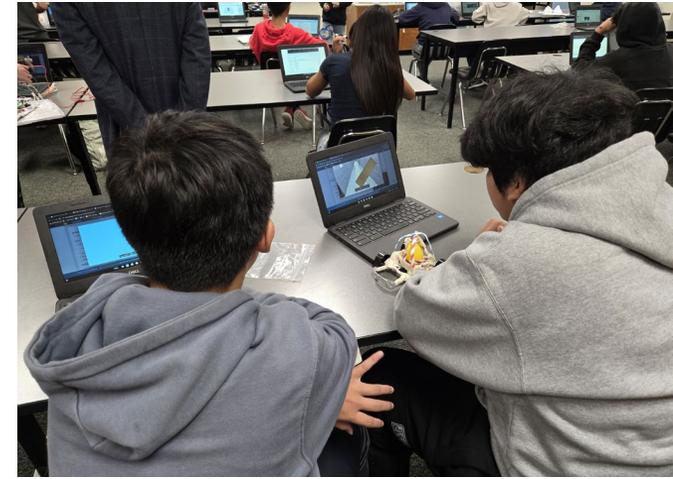
**Support for Education**

In 2025, the Mazda Foundation continued its support of four educational programs.

- FUSE is a STEM education program housed within Northwestern University’s School of Education and Social Policy. FUSE facilitates student exploration and learning through hands-on challenges inspired by real-world STEM practices. Through the FUSE program, students work in a studio-like environment to develop problem-solving and communication skills. In 2025, marking the fourth year of funding, the Mazda Foundation supported the launch of FUSE in four schools in the Greater Chicago and Greater Huntsville areas.

- The Robotics Education and Competition (REC) Foundation empowers educators and students with competition, education, and workforce readiness programs to increase engagement in STEM fields. In 2025, the Mazda Foundation funded the expansion of this programming to 10 schools across the U.S., bringing this STEM education to 200 new students.
- The Advancement Via Individual Determination (AVID) Foundation is a nonprofit organization that helps schools shift to a more equitable, student-centered approach. Three grant-funded schools in New York City and two grant-funded schools in Aldine (Houston) launched AVID programming in 2025, and 20 teachers and administrators from both districts attended AVID training.

- College Track is an organization that supports holistic education and job mentoring to equip students with the help they need to earn a bachelor’s degree. College Track’s program model is driven by the 10-year commitment the organization makes to each student, from ninth grade through college graduation. In 2025, Mazda Foundation funding helped College Track Los Angeles increase enrollments, serving 967 students — an 8.7% year over year increase.



Students completing STEM-focused challenges through the FUSE program.

**Workforce Development**

This year, the Mazda Foundation supported Vehicles for Change (VFC) with a \$50,000 grant to support the organization in providing low-cost vehicles to families in need by repairing and redistributing donated cars. The funds provided improvements to facilities, equipment, and curriculum for VFC’s Full Circle Training Program in Halethorpe, Maryland. At this site, 39 students enrolled, with an 82% graduation rate.

The Mazda Foundation continued to support the Culinary Training Program at Bracken’s Kitchen in Garden Grove, California through a \$50,000 grant in 2025. Bracken’s Kitchen is committed to rescuing, repurposing,

and restoring lives through culinary training, community feeding, and food rescue. This year, the Culinary Training Program expanded its college partnerships to grow its College Feeding initiative, through which it currently feeds an average of 3,000 students each month. The program also kicked off its sixth cohort of students in early 2025.

Through its partnerships and initiatives, the Mazda Foundation advances MMA’s core values by demonstrating a dedicated commitment to community support. Additional information regarding the Mazda Foundation and its programs can be found on the official [Mazda Foundation website](#).

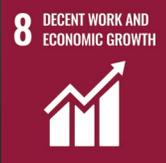


Students practicing their culinary skills during a hands-on session in Bracken Kitchen’s Culinary Training Program.

# MANAGEMENT

## BUILDING A STRONG FOUNDATION

Robust governance and trusted relationships are essential to driving the success of our business.



## ALIGNING OUR SUSTAINABILITY GOVERNANCE

Strong governance is vital to embedding sustainability across our operations and value chain and directly aligns with the vision and commitments of Mazda Motor Corporation. Through collaboration and integration, we work closely with Mazda Motor Corporation's Sustainability Team to ensure continued progress and coordination of our approach to sustainability.

Our ESG team drives our sustainability efforts and is led by our director of ESG, DEI, and Sustainability, our Social Impact Manager, and our DEI manager. Together, our ESG team ensures continued alignment of MMA's initiatives with Mazda Motor Corporation's strategic sustainability priorities and targets. The ESG team also

manages the integration of our phased sustainability strategy, oversees our governance framework, and develops opportunities for employees to learn and engage with sustainability initiatives.

MMA's sustainability governance structure includes the ESG Council and ESG Advisory Groups. The ESG Council convenes key stakeholders from across business units, including MMA leadership, to provide the ESG team with strategic direction on MMA's commitments and focus areas. The ESG team is supported by a network of advisory groups comprised of subject-matter experts who provide targeted guidance on the key focus areas of MMA's sustainability strategy.



## UPHOLDING ETHICS AND COMPLIANCE

MMA is committed to conducting business ethically and in full compliance with all relevant legal and regulatory requirements. We expect every team member to uphold the highest standards of ethical conduct and to drive a culture of respect, integrity, and trust across the business.

Our Human Resources and Legal teams have oversight of business ethics at MMA. All of MMA’s policies are accessible to all employees and can be found in our employee handbook. As part of our comprehensive compliance program, all

employees are required to annually review and acknowledge the policies outlined in the handbook. This ensures continued awareness and adherence to our policies, which include but are not limited to:

- A non-harassment, discrimination, and retaliation policy
- An ethical standards and conflict of interest policy
- An antitrust compliance policy

To embed these policies into daily business operations, MMA delivers annual legal and compliance training to all employees, who must certify their understanding of company policies and disclose any potential conflicts of interest every year. MMA takes all reports of noncompliance seriously, conducting thorough investigations and implementing appropriate follow-up actions. Confirmed breaches may result in corrective measures or disciplinary action, including termination in cases of serious misconduct.

MMA provides multiple communication channels for stakeholders to raise concerns, which are outlined in the “Our Stakeholders” section of this report.



## PROTECTING PRIVACY AND KEEPING DATA SECURE

Digital security and data privacy are essential elements of our business operations. We are dedicated to protecting our systems and maintaining the integrity of all data. Our established policies, programs, and protocols not only comply with applicable data privacy regulations but are continually reviewed and updated for the latest technology. We view data privacy and security as strategic assets and are committed to continual improvement to better align with consumer expectations.

Our Data Privacy Council, a cross-functional group of members of our Data Privacy Program and leadership team, meet at least monthly to align data privacy program updates, strategy, and decision-making. These monthly meetings also provide leadership with a view of the risks and opportunities in the data privacy space.

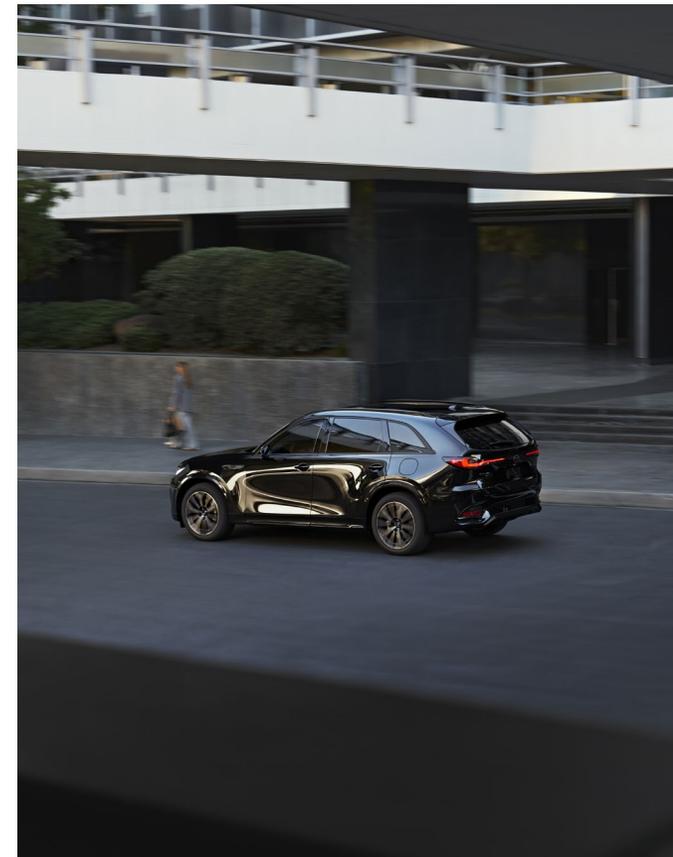
Our Chief Information Security Officer has oversight of our enterprise security systems.

We comply with all applicable regulations, including the California Consumer Privacy Act. We continually monitor all state and federal privacy laws for compliance. We strive to drive trust and make data privacy simple for our customers through clear and simple engagement mechanisms via our Privacy webpage as well as event-driven notices to support customers on data privacy information and requests. For customers navigating MMA's websites, cookies improve and personalize the user experience, and our website cookie preferences tool allows users to manage their preferences. We update our websites to stay compliant with the latest regulations and only use personally identifiable information (PII) for legitimate business purposes as outlined in our Privacy Policy published on our website.

### DATA PRIVACY AND SECURITY TRAINING

Data security and privacy are everyone's responsibility at MMA. During the onboarding process, employees learn that data privacy and cybersecurity are critical priorities. Employees receive ongoing communications through newsletters and are required to complete annual data privacy compliance and cybersecurity training. Training is reinforced through exercises such as simulated phishing attacks.

Our Responsible Artificial Intelligence (AI) Policy provides all employees with clear guidelines on the appropriate and secure use of AI, ensuring the protection of confidential information and maintaining data security.



**PARTNERING FOR DATA SECURITY**

In 2025, we partnered with industry-leading data privacy and cybersecurity vendors to keep our data privacy and security program rigid and secure. These partnerships bolster our network security through continuous monitoring, encryption, and maintenance of our applications, interfaces, and endpoints. We conduct both an annual business recovery test to ensure no loss of valuable data in the event of a breach and penetration testing to take corrective measures to fix any gaps. In 2025, we conducted a third-party assessment of our cybersecurity systems. Based on this assessment, we are executing on a plan to build upon our existing systems and meet the evolving security expectations of a digital world.

MMA strives to incorporate security into everything we do. The Data Security team is involved from project inception to ensure that all new tools, processes, and systems meet established data security and data privacy standards.

All vendors and suppliers that have access to MMA's systems and data are held contractually responsible for complying with our security and privacy standards. We factor third parties into our business continuity, disaster recovery audits, and compliance. Furthermore, our legal agreements and standard security assessments aid in managing third-party risks, and we require evidence of cyber insurance commensurate with each vendor's or supplier's risk exposure. All contractors are required to complete annual cybersecurity training.

Read more about our [data privacy and security policies here](#).



**IN 2025, WE HAD NO SIGNIFICANT DATA BREACHES INVOLVING PERSONALLY IDENTIFIABLE INFORMATION.**

## FORGING STRONGER LINKS IN OUR SUPPLY CHAIN

MMA coordinates the sourcing, shipping, and logistics of a global network of suppliers and vendors to ensure timely delivery of vehicles and vehicle parts to dealers and customers.

Our success relies on strong partnerships with our suppliers. We harness our long-standing supplier relationships, going back more than half a century, to build a resilient supplier system built on trust and respect. Our several hundred suppliers assist us with not only parts procurement and supply but also logistics of vehicular assembly and distribution of our vehicles to dealerships.

### A HIGHER STANDARD

Our priority is delivering reliable and high-quality parts and products to our customers. We aim to maximize efficiency

within our supply chain and operations while minimizing our environmental impact. To accomplish these goals, we partner with our suppliers and the Mazda Motor Corporation.

MMA holds its suppliers to a high standard by setting expectations in its supplier contracts. All suppliers must comply with state and federal regulations. Many of MMA's suppliers also adhere to Mazda Motor Corporation's **Mazda Supplier Sustainability Guidelines** as well as **Mazda Green Purchasing Guidelines**.

MMA is Customs Trade Partnership Against Terrorism (CTPAT) certified, including compliance with the new CTPAT Forced-Labor Due Diligence requirements. MMA also requires its suppliers to be CTPAT certified or to otherwise demonstrate that they meet certification requirements.



**RESILIENCY AND RESPONSIVENESS  
IN OUR SUPPLY CHAIN**

MMA has built its supplier network with a focus on reliability, resiliency, and responsiveness. Despite volatility across the global supply chain, MMA remains agile to ensure the timely delivery of products that meet its high standards.

As regulatory expectations shift, we adjust to ensure readiness for compliance. We also monitor possible disruptions across our supply chain to ensure we stay ahead of the curve. We continue to collaborate with Mazda Motor Corporation to improve parts availability and back-order responsiveness through re-engineering and optimization of our parts distribution center network and supply chain.

Mazda’s partnership with the MTM facility increases vehicle production capacity in the U.S. This partnership allows MMA to increase sales volume, reduce logistics miles, and streamline vehicle delivery, and it plays a crucial role in reinforcing the domestic and local economy.

MMA is moving more of its parts manufacturing and distribution from Japan to North America. The benefits of this shift are numerous: lower costs, shorter distances traveled, and reinforced partnerships with local communities, suppliers, and vendors.

**PROTECTING HUMAN RIGHTS**

Through Mazda Motor Corporation, MMA is a member of the United Nations Global Compact (UNGC). MMA is committed to upholding the UNGC’s 10 principles, including the first two principles on supporting and respecting human rights and avoiding human rights violations. MMA strives to address the adverse effects on human rights that could arise from company-related activities.

Mazda Motor Corporation’s Mazda Human Rights Policy covers MMA and other global regions. Mazda will not tolerate any violation of human rights, within or outside the company. The policy covers human rights in the business activities of Mazda Group, including the prohibition of harassment and discrimination, prohibition of child labor and forced labor, establishment of a safe and healthy working environment, and dialogue and consultation with employees.

**POLICIES**

**Mazda Human Rights Policy**

**Mazda Supplier Sustainability Guidelines**

**Mazda Green Purchasing Guidelines**

## ENSURING PRODUCT SAFETY AND QUALITY

Following Mazda Motor Corporation’s lead in advancing mobility for all through the creation of long-lasting and safe vehicles, MMA strives to keep customers and communities safe while creating a crash-free automotive society. Safety and product quality are a top priority for every step of design and production across the entirety of a Mazda vehicle life cycle.

### RAISING THE BAR FOR VEHICLE SAFETY

Developing a crash-free automotive society begins with research, development, and vehicle design. At Mazda, safety goes beyond just those inside our vehicles; we also prioritize the safety of other vehicles, pedestrians, and cyclists through our advanced safety technologies.

In our product safety testing practices, we incorporate real-world circumstances and data from vehicle crashes. Mazda Motor Corporation’s state-of-the-art facilities put vehicles through tests to assess vehicle longevity and safety. As a result, Mazda vehicles exceed government vehicle safety standards. Proven safety systems that are standard equipment in Mazda vehicles include:

- Blind Spot Monitoring, Rear Cross Traffic Alert, Lane Departure Warning, and Automotive Emergency Braking, all of which have been found to reduce the likelihood of certain types of crashes.
- Seat belt reminder systems that provide a visual indication of seat belt status for all seating positions and an audible alert if buckle status changes while driving.

- Advanced seat belts with pretensioners, load limits, and upwards of 10 airbags, armed and ready to react at a moment’s notice to reduce crash forces and help limit injuries to the vehicle’s occupants.

For more information on our built-in vehicle safety technologies, visit our [Mazda Safety webpage](#).



**PARTNERING FOR VEHICLE SAFETY**

MMA recognizes that vehicle safety is a collaborative effort. To that end, MMA partners with numerous industry organizations to advance vehicle safety initiatives and research.

MMA serves as the chair of the Communications Committee for the U.S. Department of Transportation and National Highway Safety Administration Partnership for Analytics Research in Traffic Safety (PARTS). Our active participation with the U.S. government and with other manufacturers helps in terms of sharing data for the common goal of rendering communities safer.

In the past year, the PARTS team published two industry-leading reports, further advancing best practices and collaboration across the automotive sector. These studies included analyses of the real-world effectiveness of advanced driver assistance systems in passenger vehicles and automatic emergency braking systems. More details can be found on the [PARTS NHTSA website](#).

Beyond our partnership with PARTS, we partner with the Alliance for Automotive Innovation (AAI) to develop safety policies and voluntary commitments, and we support the National Roadway Safety Strategy (NRSS) as an **Ally in Action**. These partnerships strengthen our role as a safety leader guided by Mazda’s Safety Philosophy. Through this effort, we expand external communications and amplify our stance in offering proven safety features as standard equipment — voluntarily, beyond regulatory requirements.

This year, we made progress with the Leading Automakers’ Commitment to Implement Rear Seat Reminder Systems (Hot Cars) Voluntary Agreement, which was established by AAI in September 2019. More than 50% of 2024 and 100% of the full 2025 model-year Mazda vehicles have been equipped with a standard rear seat reminder that aims to help prevent parents from making the tragic mistake of accidentally leaving children in a hot vehicle.



**PRODUCT QUALITY IMPROVEMENTS AND FEEDBACK**

Mazda Motor Corporation’s **approach to quality** guides our product quality standards within our operations. At MMA, when developing secondary or alternative parts for suppliers, we occasionally conduct on-site quality assessments. These assessments allow us to further ensure safety and reliability.

Once new vehicles are in the hands of our customers, our Technical Services Division takes the lead on ensuring and, where necessary, improving the product quality of our vehicles for customers. The Technical Service Division captures new product launch issues within the marketplace from our dealers and customers. The team takes care to collect all relevant information, prioritize issues, and collaborate with

relevant parties, including Mazda Motor Corporation, to investigate and resolve the issues. This process ensures dedicated resources are available to support all aspects of product quality reporting, tracking, and resolution. Once issues are resolved, detailed bulletins are shared with dealerships to resolve future customer issues. Any resolutions are promptly added in the production phase to guarantee no other products experience the same issue.

**RAPID RECALL RESPONSE**

MMA takes recalls seriously and acts quickly in response. The dedicated recall information website includes FAQs, a video from the National Highway Traffic Safety Administration, and contact information for scheduling service.

**IIHS 2025 TOP SAFETY PICK AWARD**

In 2025, Mazda topped the IIHS list as the most awarded brand for automotive safety, earning eight 2025 *TOP SAFETY PICK* and *TOP SAFETY PICK+* awards.

To earn these awards, vehicles must achieve top ratings in IIHS’s front and side crash tests and pedestrian front crash prevention assessments and come with standard acceptable- or good-rated headlights.

Notably, Mazda has risen to the top through outstanding performance in IIHS’s newest crash test that requires heightened rear seat occupant protection, with all tested models earning a top, Good rating. This achievement was accomplished through the addition of rear seat belt pretensioners, load limiters, and advanced airbags to our already robust structures, which Mazda proudly offers as standard equipment across all models. The awarded vehicles included the 2025 model-year Mazda3 Sedan, Mazda3 Hatchback, CX-30, CX-50 — including the CX-50 Hybrid — CX-70, CX-70 PHEV, CX-90, and CX-90 PHEV.



# TRANSPARENCY

## GRI CONTENT INDEX

## MAZDA MOTOR OF AMERICA, INC. (MMA)

Statement of use MMA has reported the information cited in this GRI content index for the period April 1, 2024, through March 31, 2025 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
GRI 2: General Disclosures 2021	2-1 Organizational details	<a href="#">About This Report</a> (pg. 5)
	2-2 Entities included in the organization's sustainability reporting	<a href="#">About This Report</a> (pg. 5)
	2-3 Reporting period, frequency and contact point	<a href="#">About This Report</a> (pg. 5)
	2-5 External assurance	MMA has not externally assured the information in this report.
	2-6 Activities, value chain and other business relationships	<a href="#">Our Value Chain</a> (pg. 8)
	2-7 Employees	<a href="#">Performance Data Table</a> (pg. 56)
	2-9 Governance structure and composition	<a href="#">Aligning Our Sustainability Governance</a> (pg. 37)
	2-10 Nomination and selection of the highest governance body	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation's highest governance body, please see Mazda Motor Corporation's GRI Content Index for this information.
	2-11 Chair of the highest governance body	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation's highest governance body, please see Mazda Motor Corporation's GRI Content Index for this information.
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Aligning Our Sustainability Governance</a> (pg. 37)

## GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)		
Statement of use	MMA has reported the information cited in this GRI content index for the period April 1, 2024, through March 31, 2025 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	<a href="#">Aligning Our Sustainability Governance</a> (pg. 37)
	2-14 Role of the highest governance body in sustainability reporting	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation’s highest governance body, please see Mazda Motor Corporation’s GRI Content Index for this information.
	2-18 Evaluation of the performance of the highest governance body	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation’s highest governance body, please see Mazda Motor Corporation’s GRI Content Index for this information.
	2-22 Statement on sustainable development strategy	<a href="#">Leadership Message</a> (pg. 3)
	2-23 Policy commitments	<a href="#">Upholding Ethics and Compliance</a> (pg. 38) <a href="#">Forging Stronger Links in Our Supply Chain</a> (pg. 41) <a href="#">Protecting Privacy and Keeping Data Secure</a> (pg. 39)
	2-24 Embedding policy commitments	<a href="#">Upholding Ethics and Compliance</a> (pg. 38) <a href="#">Forging Stronger Links in Our Supply Chain</a> (pg. 41) <a href="#">Protecting Privacy and Keeping Data Secure</a> (pg. 39)
	2-25 Processes to remediate negative impacts	<a href="#">Our Stakeholders</a> (pg. 9) <a href="#">Upholding Ethics and Compliance</a> (pg. 38)

## GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)		
Statement of use	MMA has reported the information cited in this GRI content index for the period April 1, 2024, through March 31, 2025 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
<b>GRI 2: General Disclosures 2021</b>	<b>2-26</b> Mechanisms for seeking advice and raising concerns	<b>Our Stakeholders</b> (pg. 9) <b>Upholding Ethics and Compliance</b> (pg. 38)
	<b>2-27</b> Compliance with laws and regulations	<b>Protecting Privacy and Keeping Data Secure</b> (pg. 39)
	<b>2-28</b> Membership associations	Japan Automobile Manufacturers Association (JAMA) Alliance for Automotive Innovation Autos Drive America United States Capitol Historical Society U.S. Chamber of Commerce California Chamber of Commerce Huntsville Chamber of Commerce Global Business Alliance Society of Automotive Engineers (SAE)
	<b>2-29</b> Approach to stakeholder engagement	<b>Our Stakeholders</b> (pg. 9) <b>Our Approach and Strategy</b> (pg. 12)
	<b>2-30</b> Collective bargaining agreements	MMA respects the right to collective bargaining. As of 2025, MMA has no unionized employees.

## GRI CONTENT INDEX

## MAZDA MOTOR OF AMERICA, INC. (MMA)

Statement of use MMA has reported the information cited in this GRI content index for the period April 1, 2024, through March 31, 2025 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
GRI 3: Material Topics 2021	3-1 Process to determine material topics	<a href="#">Our Approach and Strategy</a> (pg. 12)
	3-2 List of material topics	<a href="#">Our Approach and Strategy</a> (pg. 12)
	3-3 Management of material topics	<a href="#">Our Approach and Strategy</a> (pg. 12)
GRI 302: Energy 2016	3-3 Management Approach	<a href="#">Managing Our Operational Impact</a> (pg. 15)
	302-1 Energy consumption within the organization	<a href="#">Managing Our Operational Impact</a> (pg. 15)
	302-3 Energy intensity	<a href="#">Managing Our Operational Impact</a> (pg. 15)
GRI 303: Water and Effluents 2018	3-3 Management Approach	<a href="#">Managing Our Operational Impact: Water Management</a> (pg. 18)
	303-1 Interactions with water as a shared resource	<a href="#">Managing Our Operational Impact: Water Management</a> (pg. 18)
GRI 306: Waste 2020	3-3 Management Approach	<a href="#">Managing Our Operational Impact: Water Management</a> (pg. 18)
	306-1 Waste generation and significant waste-related impacts	<a href="#">Managing Our Operational Impact: Water Management</a> (pg. 18)
	306-2 Management of significant waste-related impacts	<a href="#">Managing Our Operational Impact: Water Management</a> (pg. 18)

## GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)		
Statement of use	MMA has reported the information cited in this GRI content index for the period April 1, 2024, through March 31, 2025 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
<b>GRI 401: Employment 2016</b>	<b>3-3</b> Management approach	<b>Driving Success Through Our People</b> (pg. 22)
	<b>401-1</b> New employee hires and employee turnover	<b>Performance Data Table</b> (pg. 56)
	<b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees	<b>Driving Success Through Our People</b> (pg. 22)
	<b>401-3</b> Parental Leave	<b>Performance Data Table</b> (pg. 56)
<b>GRI 403: Occupational Health and Safety 2018</b>	<b>3-3</b> Management approach	MMA is committed to keeping its employees safe. MMA adheres to all legal and regulatory standards.
	<b>403-1</b> Occupational health and safety management system	MMA takes a comprehensive approach to workplace safety, focusing on compliance, risk management, and team member well-being. We adhere to all legal and regulatory standards, implementing appropriate care practices to safeguard employee health and safety. Our Environmental Health and Safety (EHS) Policy and Injury and Illness Prevention Program (IIPP) provide the framework for our management system, which is applied across all MMA-operated locations.

## GRI CONTENT INDEX

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GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
<b>GRI 403: Occupational Health and Safety 2018</b>	<b>403-2</b> Hazard identification, risk assessment, and incident investigation.	Our proactive approach to health and safety risk management is grounded in industry best practices, consultation with external safety experts, and compliance with regulatory agencies. We empower all employees to remove themselves from unsafe work conditions and to report hazards or unsafe practices without fear of reprisal, in accordance with our Environmental Health and Safety (EHS) Policy and Injury and Illness Prevention Program (IIPP). Supervisors are responsible for promptly addressing reported concerns and ensuring no employee is required to work in unsafe conditions. We maintain robust processes for investigating all work-related incidents and near misses. Immediate supervisors conduct thorough investigations, document findings, and implement corrective actions, including Job Hazard Analyses (JHAs) to identify and mitigate root causes. All incidents are recorded in compliance with OSHA requirements, and serious events are escalated to the Risk & EHS Manager and, when necessary, to regulatory authorities. By continuously refining these processes and fostering open communication, we strive to enhance safety awareness and adherence throughout the organization.
	<b>403-3</b> Occupational health services.	MMA provides access to occupational health services, including first aid, emergency response, and wellness programs. Our Mazda Emergency Response Team (MERT), comprising trained employee volunteers, plays a crucial role in emergency preparedness at each location.

## GRI CONTENT INDEX

## MAZDA MOTOR OF AMERICA, INC. (MMA)

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GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Multiple teams within MMA collaborate on health and safety initiatives across all locations, supported by safety committees that regularly address risks. Furthermore, our Mazda Emergency Response Team (MERT), comprising trained employee volunteers, plays a crucial role in emergency preparedness.
	403-5 Worker training on occupational health and safety	All team members complete required safety training on topics such as office ergonomics and safe driving, with additional modules tailored to specific job hazards. Training content is regularly updated to reflect evolving risks and best practices, including the introduction of ergonomic safety training for remote workers. Employees have access to a comprehensive library of online safety courses, as well as in-person sessions delivered in partnership with national safety organizations.
	403-6 Promotion of worker health	<b>Driving Success Through Our People</b> (pg. 22)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	At partner-operated locations, our partners' health and safety teams have primary responsibility for safeguarding the well-being of all personnel.
	403-8 Workers covered by an occupational health and safety management system	MMA's comprehensive approach to occupational health and safety covers all MMA employees.
	403-9 Work-related injuries	<b>Performance Data Table</b> (pg. 56)

## GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)		
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GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
GRI 404: Training and Education 2016	3-3 Management approach	<a href="#">Driving Success Through Our People</a> (pg. 22)
	404-1 Average hours of training per year per employee	<a href="#">Performance Data Table</a> (pg. 56)
	404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Driving Success Through Our People</a> (pg. 22)
	404-3 Percentage of employees receiving regular performance and career development reviews	<a href="#">Performance Data Table</a> (pg. 56)
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management approach	<a href="#">Advancing Diversity, Inclusion, and Belonging</a> (pg. 27)
	405-1 Diversity of governance bodies and employees	<a href="#">Performance Data Table</a> (pg. 56)
GRI 413: Local Communities	3-3 Management approach	<a href="#">Serving Society</a> (pg. 30)
	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Serving Society</a> (pg. 30)
GRI 416: Customer Health and Safety 2016	3-3 Management approach	<a href="#">Ensuring Product Quality and Safety</a> (pg. 43)
	416-1 Assessment of the health and safety impacts of product and service categories	<a href="#">Ensuring Product Quality and Safety</a> (pg. 43)
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">Mazda Recall and SSP Information</a>

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MAZDA MOTOR OF AMERICA, INC. (MMA)		
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GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION/RESPONSE
GRI 418: Customer Privacy	3-3 Management approach	<a href="#">Protecting Privacy and Keeping Data Secure</a> (pg. 39)
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Protecting Privacy and Keeping Data Secure</a> (pg. 39)

## PERFORMANCE DATA TABLE<sup>1</sup>

METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>PEOPLE</b>			
<b>WORKFORCE</b>			
Total employees <sup>2</sup>	983	1,024	1,019
Regular	845	891	911
Fixed Term (ISE) <sup>3</sup>	138	133	108
<b>New Hires (U.S. only)</b>			
New employee hires	111	88	64
New hires by gender			
New hires, women	46	27	29
New hires, men	65	60	35
New hires, not specified	0	1	0
New hires by age			
New hires, <30	32	29	17
New hires, 30-50	64	43	41
New hires, 50+	15	16	6

<sup>1</sup> In some cases, due to rounding, the individual percentages may not add up exactly to 100%.

<sup>2</sup> This data includes only those directly employed by MMA. It does not include employees from any affiliate entities.

<sup>3</sup> ISEs are Mazda Motor Corporation employees who come work for MMA for a limited period of time.

PERFORMANCE DATA TABLE<sup>1</sup>

METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>PEOPLE</b>			
<b>WORKFORCE</b>			
<b>Turnover (U.S. only)</b>			
Turnover	7.3%	5.4%	4.8%
Turnover by gender			
Turnover, women	1.9%	2.0%	1.2%
Turnover, men	5.4%	3.5%	3.4%
Turnover, not specified	Not disclosed	Not disclosed	0.1%
Turnover by age group			
Turnover, <30	1.5%	0.6%	0.3%
Turnover, 30-50	3.8%	2.7%	2.8%
Turnover, 50+	2%	2.2%	1.7%
<b>Workforce by Region</b>			
U.S.	845	891	911
ISEs	138	133	108

<sup>1</sup> In some cases, due to rounding, the individual percentages may not add up exactly to 100%.

## PERFORMANCE DATA TABLE<sup>1</sup>

METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>PEOPLE</b>			
<b>WORKFORCE</b>			
<b>Workforce by Gender</b>			
Women	33.8%	33.3%	34.6%
Men	65.9%	66.3%	65.2%
Not disclosed	0.2%	0.3%	0.2%
<b>% gender diversity</b>	<b>33.8%</b>	<b>33.3%</b>	<b>34.6%</b>
<b>Workforce by Ethnicity</b>			
White	57.5%	57.6%	57.4%
Black or African American	4.5%	5.1%	5.5%
Asian	20.6%	19.9%	19.7%
Hispanic or Latino	12.4%	12.2%	12.2%
American Indian or Alaska Native	0.3%	0.3%	0.3%
Native Hawaiian or other Pacific Islander	0.3%	0.3%	0.3%
Two or More Races	2.8%	3.0%	2.7%
Not specified	1.4%	1.6%	1.4%
<b>People from underrepresented groups in workforce<sup>2</sup></b>	<b>41%</b>	<b>41%</b>	<b>41%</b>

<sup>1</sup>In some cases, due to rounding, the individual percentages may not add up exactly to 100%.

<sup>2</sup>Includes all non-White and non-Not specified individuals.

## PERFORMANCE DATA TABLE<sup>1</sup>

METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>PEOPLE</b>			
<b>WORKFORCE</b>			
<b>Workforce by Age</b>			
<30	9%	11.5%	10.6%
30-50	53.6%	53.4%	56.1%
50+	37.4%	35.1%	33.3%
<b>Management (U.S.) only</b>			
Number of company executives	9	9	9
Number of women executives	1	1	2
Number of executives from underrepresented groups	2	2	3
<b>Executive members by age</b>			
<30	0	0	0
30-50	5	3	2
50+	4	6	7
Women directors and above	29%	31%	31%
Women VP level and above	11%	11%	22%
Women managers and above	25%	29%	30%

<sup>1</sup> In some cases, due to rounding, the individual percentages may not add up exactly to 100%.

PERFORMANCE DATA TABLE<sup>1</sup>

METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>PEOPLE</b>			
<b>WORKFORCE</b>			
<b>Employee Benefits</b>			
Full-time employees with access to benefits	100%	100%	100%
Return to work and retention rates of employees that took parental leave			
Women	82%	100%	100%
Men	94%	100%	100%
<b>Health and Safety (U.S. Only)</b>			
Fatality due to work injury	0	0	0
High consequence work-related injury (excluding fatalities)	1.0	1.0	0
Total recordable work-related injury per million hours worked	2.4	10.0	3.0

<sup>1</sup>In some cases, due to rounding, the individual percentages may not add up exactly to 100%.

PERFORMANCE DATA TABLE<sup>1</sup>

METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>PEOPLE</b>			
<b>WORKFORCE</b>			
<b>Employee Development</b>			
Average hours of training that the organization's employees have undertaken during the reporting period	5.7	8.7	9.1
Average hours of training that the organization's employees have undertaken during the reporting period, by role			
Senior Management	6.4	2.9	5.3
Middle Management	8.1	5.9	7.3
Technical/Production	7.4	3.6	3.6
Sales	4.5	30.5	33.7
Professional	5.0	3.6	4.5
Admin	3.6	2.5	2.0

<sup>1</sup>In some cases, due to rounding, the individual percentages may not add up exactly to 100%.

## PERFORMANCE DATA TABLE<sup>1</sup>

METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)	FY2025 (April 1, 2024 – March 31, 2025)
<b>PEOPLE</b>			
<b>WORKFORCE</b>			
<b>Employee Development</b>			
Average hours of training that the organization’s employees have undertaken during the reporting period, by role			
Women	5.6	7.3	7.1
Men	5.7	9.4	10.2
Not disclosed	Not disclosed	3.1	5.6
Employees performance reviews (U.S. Only)			
Employees receiving performance reviews	96%	95.4%	94.3%
Women receiving performance reviews	94.4%	96.6%	94.9%
Men receiving performance reviews	96.8%	94.8%	94.6%
Not disclosed individuals receiving performance reviews	100%	100%	100%

<sup>1</sup>In some cases, due to rounding, the individual percentages may not add up exactly to 100%.



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