



September 30, 2024

## Release of Mazda Integrated Report 2024

- Reporting on Mazda's efforts to create value through advances in *monozukuri*, *tsunagarizukuri* and *hitozukuri* -

HIROSHIMA, Japan—Mazda Motor Corporation today released on the company's official website the Mazda Integrated Report 2024<sup>1</sup>, which summarizes Mazda Group's value creation initiatives over the medium- and long-term from both financial and non-financial perspectives.

The Integrated Report is a comprehensive compilation of Mazda's medium- and long-term management policies grounded in the concept of "creating the joy of living by delivering a joy of driving to customers that is matched to the times," solutions and approaches to social challenges based on ESG<sup>2</sup> perspectives including carbon neutrality and electrification. The 2024 edition continues to the focus on our value creation process, increases the information relevant ESG disclosures and shows the progress Mazda has made in *monozukuri* (engineering and manufacturing), *tsunagarizukuri* (creating human connections) and *hitozukuri* (nurturing the development of individuals) initiatives in line with our Management Policy up to 2030. Furthermore, it has also included our approach to capital allocation and explanations of the way in which we have orientated initiatives to enhance corporate value over the medium- and long-term. With this, we have endeavored to communicate to our stakeholders in order to deepen their understanding about the value creation story for realizing our corporate philosophy.

Mazda will continue to pursue the 'Joy of Driving' under its core Human Centric value, and aim to deliver 'Joy of Living' by creating moving experiences in customers' daily lives.



MAZDA INTEGRATED REPORT 2024

■ Mazda Integrated Report 2024 Contents

CHAPTER 1 ABOUT MAZDA:	CEO Message, History of Mazda's Growth, etc.
CHAPTER 2 GROWTH STRATEGY:	Value Creation Process, Management Policy up to 2030, CFO Message, etc.
CHAPTER 3 VALUE CREATION INITIATIVES:	<i>Monozukuri</i> (challenge of creating new value from the perspective of the customer's experience), <i>Tsunagarizukuri</i> (creating human connections that grow our business) and <i>Hitozukuri</i> (organizational culture reform for fulfilling purpose)
CHAPTER 4 GOVERNANCE:	Corporate Governance, Conversation between Mazda's Outside Directors, etc.
CHAPTER 5 DATA SECTION:	ESG Data, Company Profile, etc.

Our Sustainability webpage provides more detailed descriptions of our ESG initiatives and actual data. Those of 2024 are scheduled to be posted on our website around the end of October.

[Mazda's Official Website]

- Mazda Integrated Report <https://www.mazda.com/en/investors/library/annual/>
- Mazda Sustainability webpage <https://www.mazda.com/en/sustainability/>

\*1: The English version of the Mazda Integrated Report 2024 will be available in the end of October 2024.

\*2: ESG: Management and business activities that take into account Environment, Social, and Governance perspectives.