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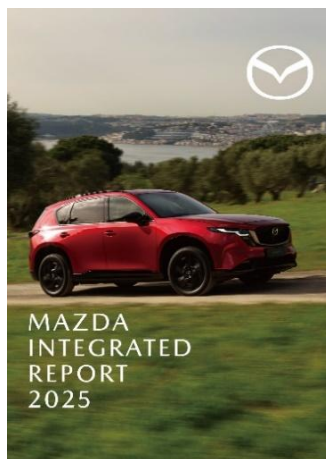
Release of Mazda Integrated Report 2025

—Leaders speak in their own words to share the story behind Mazda’s value creation efforts—

HIROSHIMA, Japan—Mazda Motor Corporation today released on the company's official website the Mazda Integrated Report 2025^{*1}, which summarizes Mazda Group's value creation initiatives over the medium- and long-term from both financial and non-financial perspectives.

This report comprehensively covers Mazda’s efforts to enhance corporate value and realize its corporate philosophy through the practice of its management philosophy, “Brand Value Management.” It also outlines mid-to-long term strategies such as the Lean Asset Strategy, and initiatives aimed at addressing social issues from an ESG^{*2} perspective, including carbon neutrality.

In the 2025 edition, marking the fourth year since its launch, we aimed to deepen understanding of our company by presenting a consistent narrative centered on Brand Value Management. This was achieved through insights and aspirations shared by leaders from each domain, highlighting our ongoing efforts to enhance corporate value. Furthermore, based on the belief that “people” are the source of value creation, we enriched the content by newly including our human resources strategy formulated in February this year as part of our initiatives on human capital. We also introduced our efforts in DX^{*3} and AX^{*4} which are accelerating operational structure reforms.



MAZDA INTEGRATED REPORT 2025

■ Mazda Integrated Report 2025 Contents

SECTION 01 [MAZDA'S VALUE CREATION APPROACH] Message from the CEO^{*5}, Value Creation Process, etc.

SECTION 02 [VALUE CREATION ROAD MAP LEADING UP TO 2030] Message from the CFO^{*6}, etc.

SECTION 03 [VALUE CREATION INITIATIVES]

- Human Resource Strategies and DX: Message from the CHRO^{*7}, Message from the CIO^{*8}, Human Resource Strategies, DX and AX Initiatives

- Brand Value Management Initiatives Targeting the Markets: Message from the CEO of U.S. Market, Message from the CEO of Mexican Market, Message from the General Manager of Japan Sales, etc.
- Lean Asset Strategy: Message from the CSO^{*9}, Collaboration with Various Partners, etc.
- Mazda Monozukuri Innovation 2.0: Message from the CTO^{*10}, Message from the CSCO^{*11}, Structural Transformation of Supply Chain, etc.
- Variable and Fixed Cost Reduction: Message from the Senior Managing Executive Officer Responsible for Oversight of Cost Reductions
- Pursuit of Zero Environmental Impact: Carbon Neutrality, Resource Circulation, etc.

SECTION 04 [VALUE CREATION FOUNDATIONS]

Corporate Governance, Discussion Between Outside Directors, etc.

SECTION 05 [DATA SECTION]

Eleven-Year Summary of Consolidated Financial Statements, Company Profile, etc.

Mazda's sustainability philosophy, along with its ESG-related initiatives and performance data, is reported on the Sustainability page of the corporate website. Today, Mazda also published the Mazda Sustainability Report 2025^{*1} on the site, which summarizes the company's annual sustainability initiatives.

[Corporate Website URL]

Mazda Integrated Report	https://www.mazda.com/en/investors/library/integrated-report/
Sustainability Page	https://www.mazda.com/en/sustainability/
Mazda Sustainability Report	https://www.mazda.com/en/sustainability/report/
MAZDA MIRAI BASE	https://www.mazda.com/en/mazda-mirai-base/

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- *1 The English version of the Mazda Integrated Report 2025 will be available in the end of November 2025.
 - *2 ESG: Management and business activities that take into account Environment, Social, and Governance perspectives.
 - *3 DX: Abbreviation for Digital Transformation
 - *4 AX: Abbreviation for AI Transformation
 - *5 CEO (Chief Executive Officer)
 - *6 CFO (Chief Financial Officer)
 - *7 CHRO (Chief Human Resource Officer)
 - *8 CIO (Chief Information Officer)
 - *9 CSO (Chief Strategy Officer)
 - *10 CTO (Chief Technology Officer)
 - *11 CSCO (Chief Supply Chain Officer)