EXPLORNG PARTNERSHIPS FOR "CO-CREATION WITH OTHERS"  
To ensure that Mazda will continue to thrive and grow, we must cherish and cocreate Mazda’s uniqueness together with everyone involved with it. While enhancing alliances with existing partners, Mazda will continue to explore new partnerships—even outside the auto industry.

Open innovation

Mazda has promoted collaboration with companies, universities and government authorities, aiming to efficiently resolve business issues by obtaining new knowledge from outside the Company and to achieve the sustainable growth of society and businesses (open innovation).

The business environment in which companies operate is becoming increasingly competitive due to stricter environmental and safety regulations, new competitors from other industries, and diversification of the mobility business. Through open innovation, the Company will achieve the growth of the Mazda Group and contribute to society, thereby fulfilling the Corporate Vision.

(1) Inter-company collaboration

Mazda has been promoting inter-company collaboration with other automakers and suppliers, etc. to enhance their manufacturing and engineering capabilities and create synergies.

Collaboration with partners who work with Mazda

While working hard together with its partners to realize our shared dreams, the Company wants to enable them to feel proud of their connection with Mazda, and emotionally attached to the brand. This will turn Mazda into the brand it wants it to be, connected to all stakeholders, including customers, by the strongest of bonds. On the basis of mutual trust with Toyota Motor Corporation and various other companies, the Company plans to promote active collaboration.

[Collaboration examples] For examples related to technologies compatible with alternative fuels, (P22)

March 2019: Participated in D-Call Net*

June 2019: Concluded a capital and business partnership agreement with MONET Technologies Inc.*2

April 2021: Reached an agreement to jointly develop technical specifications for next-generation vehicle communications devices to promote the common use of communications systems*3

September 2021: Participated in the Japan Automotive Model-Based Engineering center (JAMBE)*4

November 2021: Participated in the Carbon Neutral Electricity Promotion Subcommittee in the Chugoku Region*

<table>
<thead>
<tr>
<th>Achieve the growth of the Mazda Group</th>
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<tbody>
<tr>
<td>Improve engineering capabilities, improve the brand value, and increase R&amp;D efficiency</td>
</tr>
<tr>
<td>Contribution to society</td>
</tr>
<tr>
<td>Achieve a sustainable society, advance monotsukuri or product development and manufacturing (share knowledge and skills), and enhance regional empowerment</td>
</tr>
</tbody>
</table>

System diagram of open innovation

(1) Inter-company collaboration

Collaboration with automakers and suppliers

(2) Industry-academia-government collaboration

Collaboration with local governments and companies (Hiroshima Council of Automotive Industry-Academia-Government Collaboration)

Joint research with universities Collaboration with government institutions and research institutions (participation in national projects)

Participation in technology exhibitions organized by government authorities (dissemination of needs and seeds)

Others (Model Based Development, Research Association of Automobile Internal Combustion Engines (ACEI))

*1 An advanced automatic collision notification system that uses vehicle connectivity technology

*2 A company that works to create an environment to promote MaaS (Mobility-as-a-Service), aiming to encourage the widespread use of next-generation mobility services and to resolve Japan’s social mobility issues. The MONET shareholder structure is as follows: SoftBank Corp., Toyota Motor Corporation, Hino Motors, Ltd., Honda Motor Co., Ltd., Isuzu Motors Limited, Suzuki Motor Corporation, Subaru Corporation, Daihatsu Motor Co., Ltd., and Mazda Motor Corporation.

*3 An agreement between Suzuki Motor Corporation, Subaru Corporation, Daihatsu Motor Co., Ltd., Toyota Motor Corporation, and Mazda Motor Corporation that the five companies will jointly develop and share safer and more convenient connected services with the aim of providing such services as early as possible.

*4 An organization aimed at spreading Model-Based Develop (MBD) technology widely to the automobile industry nationwide. It was established in order to create the most-advanced development community in the mobility sector, with capabilities to carry optimal and high-grade monotsukuri efficiently and without rework.

*5 Set up as one of the special subcommittees under the Chugoku Region Carbon Neutrality Promotion Council, established by the Chugoku Economic Federation. The subcommittee carries out discussions to expand the supply and demand of carbon-neutral electricity in the Chugoku Region.

MAZDA SUSTAINABILITY REPORT 2022
Implementation of the Autonomy Development Program That Supports the Autonomous Growth of Local Suppliers

Mazda has conducted the Autonomy Development program aimed at promoting the autonomous growth of local suppliers since 2019. This program was created for local suppliers based on the approach adopted in the Global Manufacturing Network (GMN), which has been promoted since 2013 to enable each production site in Japan and overseas to autonomously carry out high-quality and highly efficient production activities that improve the Mazda brand value and to learn from each other at the same time. The program is designed to enhance human resources development as the key to the autonomous growth of local suppliers, for which the Jiba Achieve Best Cost (J-ABC) program as a foregoer was not clearly intended. In the Autonomy Development program, promoters are assigned to play a leading role in promoting understanding of the approach in the MPS through top management training and promoter training. Local suppliers are encouraged to create a system to develop human resources through practical project work toward the company-wide operation of the system. Launched at three model suppliers in August 2019, the program is being conducted at a total of 19 suppliers (as of September 2022), with seven Mazda Production System (MPS) Master Trainers appointed from five of those suppliers to lead other supervisors toward full in-house implementation of the program.

Vision to promote MPS

Establish a high-quality and highly efficient production footprint to improve the Mazda brand value through human resources development in cooperation with suppliers on a global basis.

GLOBAL ONE TEAM
- Growth and prosperity of suppliers
- Growth and prosperity of Mazda
- On-site capabilities
- Improvement capabilities
- Process control
- Human resources development
- Approach in MPS

MPS flow chart

Cost reduction
Pursuing the ultimate value of human resources, facilities, products, and other assets
Value creation
Standard work
Standard worksheet Standards for facility management
Quality assurance
Pursuing ultimate ways of streamlining the flow of goods, information, money, and work
"Basic principle"
Make a full commitment to pursuing value with total participation and utmost respect for people
Just In Time Mixed flow production Synchronized production
Safety assurance Quality assurance Cost reduction Reduction of delivery time Enhancement of the quality of human resources

Program developed for local suppliers

<table>
<thead>
<tr>
<th>Training program</th>
<th>Outline</th>
<th>Period of training</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Top management training</td>
<td>MPS training Lectures and workshops</td>
<td>56 hours in seven days</td>
</tr>
<tr>
<td>(2) Promoter training</td>
<td>Lectures and workshops</td>
<td></td>
</tr>
<tr>
<td>(3) Management training</td>
<td>MPS training Lectures, workshops and site visits</td>
<td>80 hours in 10 days</td>
</tr>
<tr>
<td>(4) Supervisor training</td>
<td>Practical project work at suppliers</td>
<td>About one year of practice</td>
</tr>
</tbody>
</table>

Implementation of the Autonomy Development Program at Overseas Production Sites and Their Local Suppliers

In the course of transition to the Autonomy Development program in Japan, the Company has adopted the Global Manufacturing Network (GMN) at overseas production sites toward the autonomous growth of local suppliers. The four overseas production sites including AutoAlliance (Thailand) Co., Ltd. (AAT), Changan Mazda Automobile Co., Ltd. (CMA), Changan Mazda Engine Co., Ltd. (CME), and Mazda de Mexico Vehicle Operation (MMVO), engage in activities with 14 local suppliers in total as of September 2022. A total of 19 members from 12 suppliers have been appointed as MPS Master Trainers.
**(2) Industry-academia-government collaboration**

Mazda, in establishing the Industry-Academia-Government Collaboration Secretariat, has promoted collaboration with local companies, universities and government authorities. Through collaboration among government, academia and industry, the Company has contributed to the local community in terms of developing new creative technologies and nurturing human resources capable of bringing about innovation.

**Hiroshima Council of Automotive Industry-Academia-Government Collaboration (Hirojiren)**

As a company which has its research & development and production facilities mainly in Hiroshima Prefecture, Mazda believes that cooperation with local business and industry is very important. Under this belief, Mazda is collaborating with the Chugoku Bureau of Economy, Trade and Industry, Hiroshima Prefecture, Hiroshima City, Hiroshima Industrial Promotion Organization, and Hiroshima University to support local automobile-related companies and promote innovation and the vitalization of the region. Toward achieving the 2030 Industry-Academia-Government Collaboration Vision established in 2015, various activities have been conducted, such as creating new frameworks to support local businesses, investigating next-generation automotive societies, and raising awareness in society.

In FY March 2019, a research program proposed by Hiroshima Prefecture was selected to receive a subsidy under the Cabinet Office’s Project for Revitalization of Local Universities and Regional Industries.\(^1\) By establishing the Digital Monozukuri (Manufacturing) Education Research Center at Hiroshima University, Mazda has been conducting R&D activities related to innovative materials technology, data-driven control technology, and smart inspection monitoring. In March 2022, the construction of a material MBR building and a data-driven technology research building was completed. Mazda will continue to accelerate activities with a view to the social implementation of development technologies in the future.

The 2030 Industry-Academia-Government Collaboration Vision Upheld by Hirojiren

- Transform Hiroshima into a hub that attracts people seeking innovative automotive technologies and dynamic car culture, and a place that continually produces technologies that amaze the world.

- Industry, government and education sectors work together to nurture human resources capable of innovation across all generations, and enliven the region through Monozukuri (product development and manufacturing).

- Develop Hiroshima’s unique Industry-Academia-Government Collaboration into a leading model for “regional empowerment” in Japan, serving also as a benchmark for the rest of the world.

**Major initiatives**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Details and results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exploring Partnerships for “Co-Creation with Others”</td>
<td>Provided support for programming education at elementary schools, which has become compulsory in Japan since FY March 2021, as an initiative to foster the next generation of innovators by assisting elementary schools in Hiroshima Prefecture in offering programming classes following a curriculum focused on the theme “Let’s think about the future of our lives and cars.” Created and provided learning videos on topics covered by automotive societies and efforts to solve them, gave programming classes using crash-free car-shaped robots, and offered training to teach programming to teachers, at a total of 1,270 schools (as of March 2022).</td>
</tr>
</tbody>
</table>

**Research and development of power source for vehicles**

- Applying the combustion research results to product development
  - The combustion research results achieved through the Hiroshima University/Mazda joint study on next-generation automotive technology were utilized in the development of the next-generation Skyactiv-X gasoline engine. Model-Based Development (MBD) advanced in the field of combustion and combustion control technology, and smart inspection monitoring. In March 2022, the construction of a material MBR building and a data-driven technology research building was completed. Mazda will continue to accelerate activities with a view to the social implementation of development technologies in the future.

**Research and development in KANSEI (sensibility) field**

- Research and development of KANSEI (sensibility) technology and basic research on sensibility in collaboration with Hiroshima University
- Joint research on sensibility with local suppliers
- Overall coordination of sensibility activities by relevant local groups

**Human resources development in Model-Based Development (MBD) field**

- Aiming to enhance the research & development capability of local companies, operating basic courses for the development of human resources with MBD/CAE abilities

**Initiatives**

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>Assistance of Local Universities and Regional Industries was set up. Chairperson: Hidehiko Yuzaki, Governor of Hiroshima Prefecture Project manager: Kiyotaka Shobuda, Representative Director and Chairman of the Board of Mazda Motor Corporation</td>
<td>Aims to create and implement “new value for customers” in vehicle cabins by working with suppliers of interior and exterior materials. Currently working on the development of human model hypothesis by focusing on “sensibility” in the Model-Based Development (MBD) by connecting human models and vehicle models.</td>
</tr>
<tr>
<td>Aims to create a platform to exchange with suppliers in vehicle cabins by working with suppliers of interior and exterior materials. Currently working on the development of human model hypothesis by focusing on “sensibility” in the Model-Based Development (MBD) by connecting human models and vehicle models.</td>
<td>Stating in FY March 2022, the eight regional support agencies worked closely together to provide more coherent support by leveraging the expertise of each agency for the projects it had been involved in the past. Also, provided support on technical issues by hosting “roundtable meetings” on sensibility under the Hiroshima Council of Automotive Industry-Academia-Government Collaboration (Hirojiren).</td>
</tr>
</tbody>
</table>

\(^1\) Model Based Development: Development process employing simulation technologies.
(3) Industry-academia collaboration

Mazda has a system to efficiently offer advanced training through collaboration with educational institutions such as universities and research institutions.

Participating in World-Leading National Projects and Joint Studies

Mazda participates in world-leading national projects and joint studies with external research institutions, with the aim of solving social problems facing the automobile industry.

Collaboration with Universities

Through enhancing collaboration with universities in various fields, Mazda aims to solve a broader range of issues from a wider perspective, thereby contributing to society.

<table>
<thead>
<tr>
<th>University</th>
<th>Collaboration outline</th>
<th>Measures and activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiroshima University</td>
<td>Next-generation automotive technology joint research course (since April 2015)</td>
<td>Mazda has set up five joint research courses with the university, aiming to develop human resources who are capable of creating new manufacturing for a new era, and make Hiroshima a place to generate human resources for manufacturing that Hiroshima can boast to the world.</td>
</tr>
<tr>
<td>Hiroshima University</td>
<td>Comprehensive collaboration agreement (since February 2013)</td>
<td>Through collaboration in broad areas, from technologies related to research and development and production to social science fields such as planning, management, and marketing, proactively conducting joint research.</td>
</tr>
<tr>
<td>Hiroshima City University</td>
<td>Establishment of a joint research department (since August 2017)</td>
<td>Mazda has set up a joint research department with the university to find solutions to long-term technological issues and to develop human resources to implement the solutions.</td>
</tr>
<tr>
<td>Kyushu University</td>
<td>Inter-organizational collaboration regarding next-generation automotive technologies (since May 2011)</td>
<td>Mazda has been working together with the university to reinforce research and development projects and to encourage academic research and education activities.</td>
</tr>
<tr>
<td>Kindai University</td>
<td>Agreement concerning comprehensive research collaboration (since December 2002)</td>
<td>Concluded an agreement on joint research using Spring &amp; a large-synchrotron radiation facility (May 2016) Cooperating in the development of innovative materials and product development technologies using radiation analysis techniques.</td>
</tr>
</tbody>
</table>
| University of Hogyo | | Mazda’s participation in Tokyo Tech’s Super Smart Society Promotion Consortium (from October 2018) In the consortium, industry, government and academia collaborate in accelerating the development of both essential technologies and human resources that are necessary to realize a super smart society (Society 5.0). Mazda has contributed to integrating physical-space technology and cyberspace technology toward a connection between people, the earth and society, and to providing education about a combination of the most advanced sciences and technologies, including quantum science and artificial intelligence. Mazda’s participation in Tokyo Tech’s Super Smart Society Promotion Consortium (from October 2018) • Participated in matching workshops for exchange of information about research needs and companies’ needs, held twice a year, to promote the matching of joint research projects • Collected and disseminated the latest information on relevant technologies through free symposiums and seminars • Conducted joint research utilizing big data, machine learning, etc. (from May 2023) • Introduced and arranged internships Membership system (from April 2020) • Assisted in materializing joint research projects, held free seminars, etc. Comprehensive Security Protection Agreement (from October 2016) • Comprehensive Security Protection Agreement (from October 2016) The agreement defines comprehensive security protection rules that apply to technical consultation and other occasions. 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(4) Industry-government collaboration

Mazda efficiently promotes cutting-edge joint research and shares needs and seeds with suppliers through collaboration with government authorities.

Business Matching Meetings for Suppliers and Universities (Collaboration with Administrative Organs)
Mazda organizes business-matching meetings in collaboration with the local administrative organs, in which information on technological needs and seeds was exchanged between suppliers, universities and public research institutes.

FY March 2022 Activity
Activity Organized an event to share information about Mazda’s needs with the Kyushu Automotive and Motorcycle Industry Promotion Council and held the online event "Kyushu New Technology and New Methodology Exhibition in Mazda," with the participation of companies in the Kyushu Region.

Promotion of Model Distribution in the Automotive Industry
Mazda has participated in the Study Group for Ideal Approaches to Model Utilization in the Automobile Industry organized by the Ministry of Economy, Trade and Industry since its launch in November 2015. The Company works on initiatives with other automakers and parts manufacturers to spread Model Based Development (MBD), a development technique to achieve the advanced development and performance assessment process for automobiles through virtual simulation.

In April 2018, the Company agreed on the Enrichment of SURIAWASE 2.0*1 for the Automobile Industry (an industry-academia-government joint strategy project policy), and announced that the Company would continue with the initiatives to enrich MBD and harmonization areas, etc. In addition, Mazda formulated the guidelines for smoothly promoting model distribution between companies, based on the results of activities implemented by the study group thus far. In December 2018, the study group and ProSTEP iVip,*2 an international standardization organization, jointly announced these guidelines to the world, as international rules originating from Japan. This study group concluded its activities in March 2021, and in order to carry on the results of the study, ten companies became operating members, and the “Japan Automotive Model-Based Engineering center (JAMBE)” was established in September 2021 to spread MBD technology widely to the automobile industry nationwide. Mazda is also participating as one of the operating member companies, and it takes full advantage of its knowledge of virtual simulation and unique MBD that have been refined through Mazda Digital Innovation (MDI) to contribute to activities for increasing the global competitiveness of the Japanese automotive industry.

Basic and Applied Research on Technologies for Internal Combustion Engines and Cleaner Exhaust Emissions
Mazda participates in the Research Association of Automobile Internal Combustion Engines (AICE*3), a new joint research organization in the Japanese automobile industry. AICE was established on April 1, 2014, with the support of the Ministry of Economy, Trade and Industry to enable automobile manufacturers to conduct basic and applied studies jointly with universities and research institutions on themes common to automobile manufacturers, and to use the research results to accelerate their in-house development activities. AICE is currently conducting basic research under a research scenario aimed at achieving carbon neutrality by 2050. Taking advantage of its participation in AICE, Mazda is promoting its development of technologies for internal combustion engines and cleaner exhaust gases, with a view to achieving improved fuel economy and reduced exhaust emissions. Beginning in April 2019, the Company has expanded the scope of its development efforts to include mechanical resistance reduction and heat management technologies.

*1 SURIAWASE 2.0 is an initiative to enhance the harmonization of development processes by taking advantage of an MBD process that uses virtual simulations instead of physical machines across entire supply chains in Japan. A Study Group for Ideal Approaches to Model Utilization in the Automobile Industry was organized in November 2015 by the Ministry of Economy, Trade and Industry, to further enhance the international competitiveness of the automotive industry.

*2 An international standardization organization based in Germany. Its membership comprises 185 companies, primarily automakers in Europe, the United States and Japan, as well as airlines and software companies. ProSTEP iVip works to develop and promote international rules regarding CAD and MBD.

*3 Research Association of Automobile Internal Combustion Engines, participated in by nine Japanese auto manufacturers and two organizations (as of April 2021).