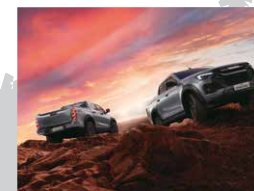


Business in Thailand

Automobile Sales in Thai Market and Global Exports Business

We began importing and selling Isuzu Motors vehicles in Thailand in 1957. In 1974, we established Tri Petch Isuzu Sales Co., Ltd. (TIS) as a distributor to handle the overall sales of Isuzu Motors vehicles within Thailand. Exports of Isuzu vehicles produced in Thailand started in 2003, and today we export to over 100 countries worldwide. As a distributor, TIS forms the core of wide-ranging operations, including sales, automobile financing and after-sales services, and has built Isuzu into a leading brand in the commercial vehicle market.



MMC Rus LLC.
Distribution of Automobiles (Russia)

JSC MC Bank Rus
Automobile Finance (Russia)

Isuzu Benelux N.V.
Distribution of Automobiles
(Belgium/Germany)

MMC Ukraine LLC.
Distribution of Automobiles
(Ukraine)



Astara Mobility, S.A. (Spain)

Distribution of Automobiles/Mobility Service Provider

Astara Mobility, S.A. is a tech-enabled mobility company (headquartered in Spain) that delivers flexible and sustainable mobility solutions, including automobile distribution and subscription services, through integrated, innovative technologies and long-standing relationships with 41 vehicle brands in 19 countries*. The company was established in 1979 and MC has invested in it since 2020.

*Figures as of March 31, 2025

Isuzu Motors De Mexico S. de R.L.
Assembly & Distribution of Automobiles
(Mexico)



Business in India

Automobile Production & Sales in India, and Export Business to Middle Eastern Countries

In 2012, we established Isuzu Motors India Private Limited (IMI), and began sales of Isuzu pickup trucks and SUVs in India. In 2016, IMI commenced production at its factory in the state of Andhra Pradesh in southern India, and we are now proceeding with full-scale business development. In recent years, IMI is striving to contribute to the development of the Indian automobile industry not only through sales in India but also through exports to Middle Eastern countries.



Collaboration with TVS Group (India)

Automobile After-sales Services, Used Car Auction Business, and Multi-brand Sales

In 2019, we made an investment in TVS Automobile Solutions Private Limited, one of India's largest independent after-sales service providers. In FY2024, we expanded our involvement by investing in TVS Vehicle Mobility Solution Private Limited, one of the largest multi-brand dealers in India, and established TVS Certified Private Limited, a new venture dedicated to the used car auction business. By leveraging a broad customer base and digital technologies, we aim to enhance value throughout the mobility lifecycle.



Tire Business (Thailand)

Bridgestone Sales (Thailand) Co., Ltd.

Bridgestone Sales (Thailand) Co., Ltd. sells tires and contributes to the enhancement of the Bridgestone brand in Thailand.

Hongling Financial Leasing Co., Ltd.
Automobile Finance (China)

Mitsubishi Motors Malaysia Sdn. Bhd.
Distribution of Automobiles (Malaysia)

Isuzu Malaysia Sdn. Bhd.
Distribution of Automobiles (Malaysia)

Mitsubishi Motors Vietnam Co., Ltd.
Assembly & Sale of Automobiles
(Vietnam)

PT. Suku Cadang Oto Sejahtera
(Brand Name: Tokoparts)
Multi-brand Automotive Spare Parts
E-commerce and Distribution
(Indonesia)

Business in Indonesia

Developing Automotive Business Value Chain

In 1970, PT. Krama Yudha Tiga Bertian Motors (KTB) was established in Indonesia as the general agent for sales and imports of Mitsubishi Motors and Mitsubishi Fuso products, and has been developing the automotive business for more than half a century. In April 2017, KTB business was restructured and divided by brands, so as to establish a stable value chain in terms of production, sales, automobile finance, after-sales services, and used vehicle sales, centered on PT. Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI) and KTB, which handle Mitsubishi Motors products and Mitsubishi Fuso products respectively.





Mobility Group

The Mobility Group has developed a global value chain spanning the production, sales, distribution, financing and after-sales services of passenger and commercial vehicles, with a focus on the ASEAN region.

In addition, by combining Mobility, Energy and Data (DX), we are also promoting mobility service businesses to meet diverse customer needs and solve social challenges.

We will contribute to the realization of an affluent and comfortable society by providing mobility services to support the optimal movement of passengers and cargo, seizing opportunities around the shifts towards digitization and CASE (Connected, Autonomous, Shared/Service and Electric), and by strengthening our businesses anchored on long-developed functions and extensive local networks.

Furthermore, we aim to assist in the creation of a decarbonized, sustainable, and energy-efficient society through the proliferation of electric vehicles and storage batteries.

Automotive Business Div.

- Indonesia Automotive Dept.
- ASEAN & South West Asia Automotive Dept.
- Eurasia & America Automotive Dept.

Overseas local production and sales business/Overseas automobile finance, after-sales service and other related businesses/Automobile exports (finished vehicles, assembly and spare parts)

Isuzu Business Div.

- Isuzu ASEAN Dept.
- Isuzu Oceania, Europe & Americas Dept.
- Isuzu India, Middle East & Africa Dept.

Overseas local production and sales business/Overseas automobile finance, after-sales service and other related businesses/Automobile exports (finished vehicles, assembly and spare parts)

Mobility Service Div.

- Next Generation Mobility Business Development Dept.
- Mobility Retail Business Dept.
- Tire Business Development Dept.

Next Generation Mobility Business (on-demand bus, self-driving vehicles, etc.)/ Brand-free downstream business (after-sales services, used cars, multi-brand sales, etc.)/Manufacturing and sales of tires

e-Mobility Solution Div.

- Japan e-Mobility Business Dept.
- International Auto Leasing Business Dept.
- International e-Mobility Business Dept.

EV fleet management and auto leasing business/Battery value chain business/Battery energy storage and energy management business

ALTNA Co., Ltd. (Japan)

Battery Value Chain Business

ALTNA Co., Ltd. was established in July 2024 as a joint venture with Honda Motor Co., Ltd., and is striving to create new businesses, such as battery leasing, battery repurposing, and smart charging, in light of anticipated growth in the electric vehicle (EV) market with the move towards a decarbonized future society.



Next Generation Mobility Business (Japan)

Providing Transportation Solutions

We are committed to contributing to the development of sustainable next-generation transportation models by addressing the mobility challenges faced by local communities and transportation operators, with a focus on autonomous driving and electric vehicle (EV) societies.



Moplus Inc.

- Next-generation Mobility Services and Energy-related Services Utilizing EVs (Japan)

Spare Technology Solutions Inc.

- Provision of AI On-demand Transportation Systems (Japan)

Mitsubishi Motors Corporation

- Sales & Manufacturing of Automobiles & Components (Japan)

- A-Drive Inc. Providing One-stop Autonomous Driving Related Services (Japan)

EVNION Inc. One-stop EV Services Platform Business (Japan)

Toyo Tire Corporation Tire & Automotive Components Business (Japan)

Next Mobility Co., Ltd. Deployment of AI-driven On-demand Buses (Japan)

Isuzu Philippines Corporation

Assembly & Distribution of Automobiles (Philippines)

Business in Vietnam

Developing Automobile Production & Sales

In 1994, Mitsubishi Motors Vietnam Co., Ltd. (MMV), initially founded by MC, Mitsubishi Motors Corporation (MMC), and other local partners, was established as one of the first four authorized automobile manufacturers in the country. For more than 30 years, MMV has developed its automobile production and sales business, and in the past the company used to handle Mitsubishi Fuso Truck & Bus Corporation products. MMV centralized its resources to Mitsubishi Motors business in 2014 and has welcomed additional capital from both MC and MMC in 2016. Now, Vietnam stands as one of the core markets for the Mitsubishi brand. In recent years, supported by economic and motorization growth, MMV expands its sales and profits while increasing locally assembled models.



Business in Australia

Distribution of Automobiles

Isuzu UTE Australia Pty Ltd. (IUA) was established in 2008, selling Isuzu pickup trucks (D-MAX) and SUVs (MU-X) in Australia. Since its establishment, IUA has steadily expanded sales and secured a strong market presence in the Australian automotive market. IUA will strive to further enhance the Isuzu brand while working to accelerate the business by implementing customer-oriented marketing activities tailored to local markets.

