

Business Segment IR Meeting

Mitsubishi Corporation



Automotive & Mobility Group



Attendees from the Automotive & Mobility Group

Iwao Toide: Group CEO

Tatsuo Nakamura: Division COO, Automotive Business Division

Shigeru Wakabayashi: Division COO, Isuzu Business Division

Kyoya Kondo: Division COO, Mobility Business Division

Haruki Umezawa: General Manager, Group Administration Dept.

Hisashi Ishimaki: General Manager, Group CEO Office

Today's Agenda

1. Group Overview

- Organizational Structure
- Positioning of the Group in MC's business portfolio

2. The Group's Policy

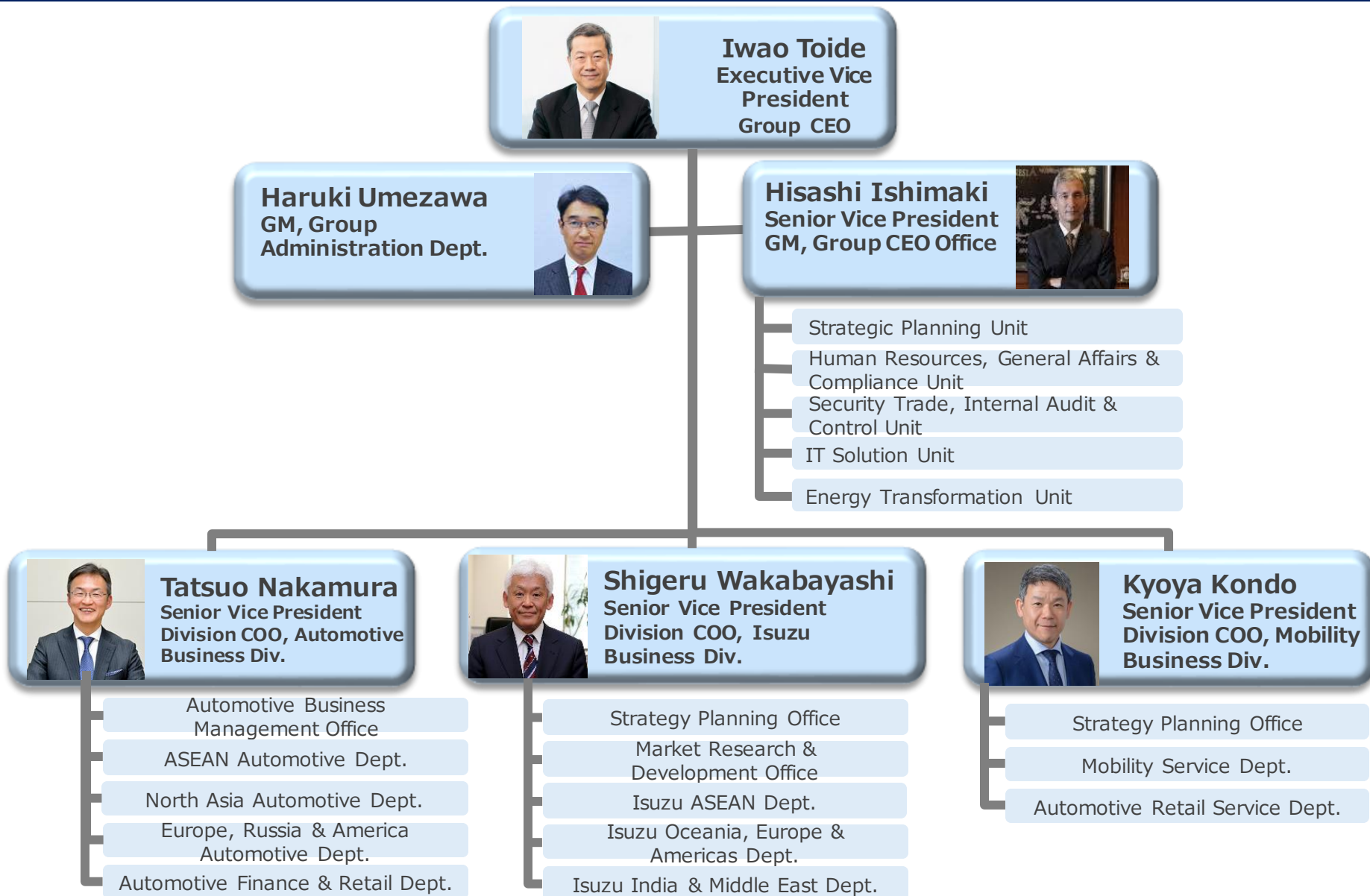
- Overview
- Track record of profit

3. The Group's Businesses

- Enhancement of existing business: Thailand
- Enhancement of existing business: Indonesia
- Multiple brands downstream business
- Mobility service-related business

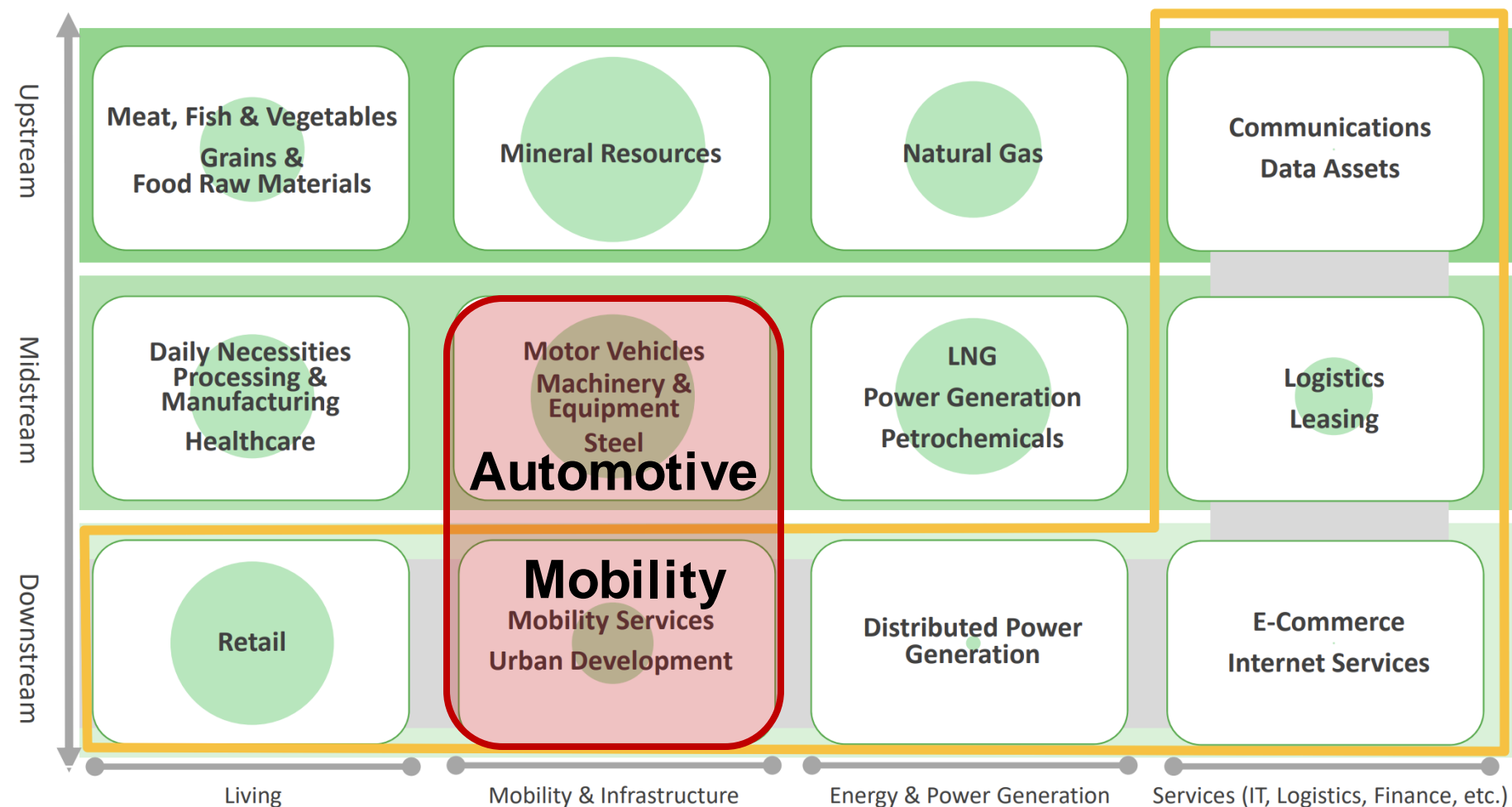
4. EX Initiatives

1. Group Overview : Organizational Structure



1. Group Overview : Positioning of the Group in MC's business portfolio

- ✓ Within MC's business portfolio, the value chain of the automotive business is positioned in the mid-stream
- ✓ In the downstream mobility services business, the Group will collaborate and seek to create value with downstream businesses of other Groups within MC

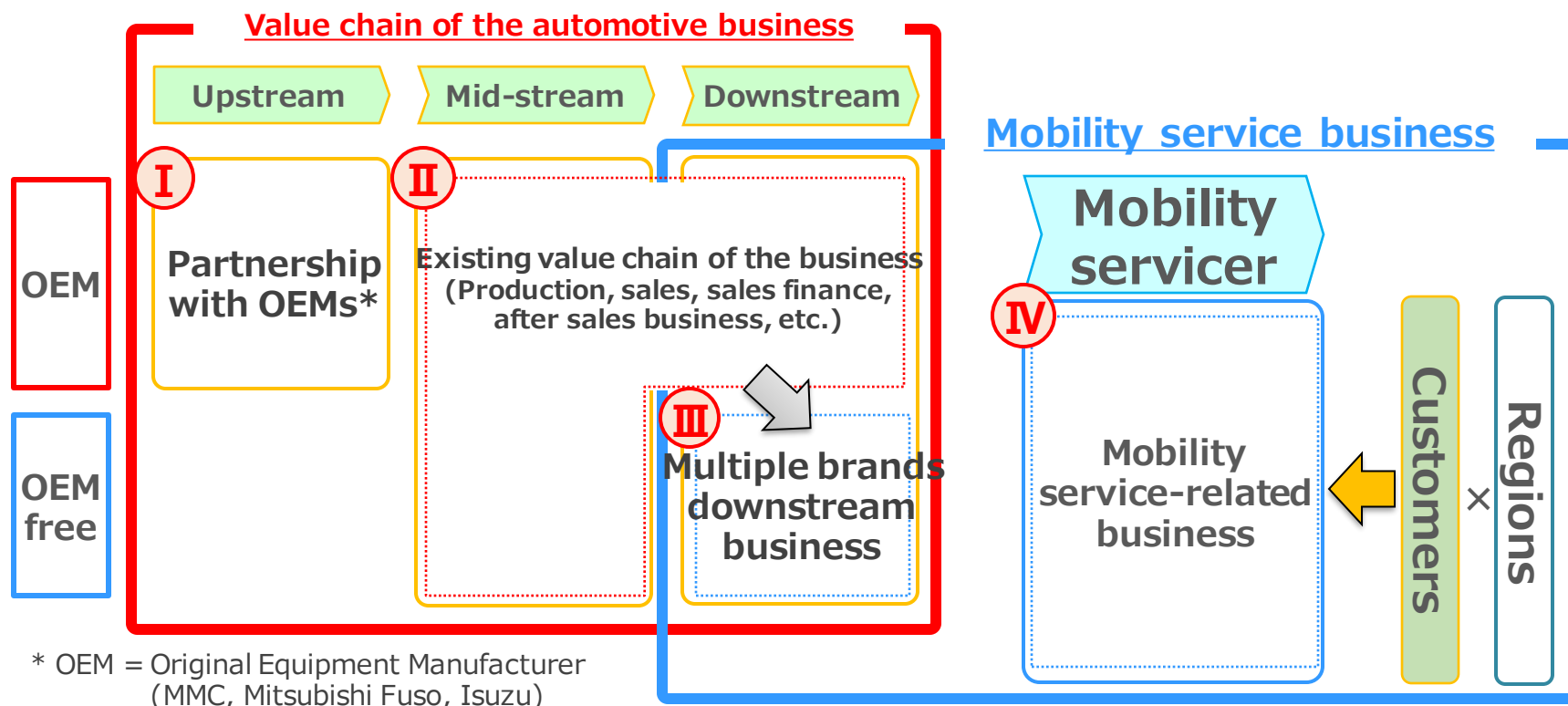


2. The Group's Policy : Overview

Mission : To Establish a business model that solves issues related to the transportation of people and goods by seizing business opportunities arising from structural changes in the industry, such as digitalization and CASE, and utilize our robust business platform.

Mid-to-long term aspiration :

- Further strengthen functions of the value chain of the automotive business, and expand/innovate the business model towards the downstream
- Grow the mobility service business that transports people and goods into a “pillar of revenues”
- Use digital technologies and realize all three values simultaneously by providing automotive and mobility services that contribute to low-carbon and decarbonization.

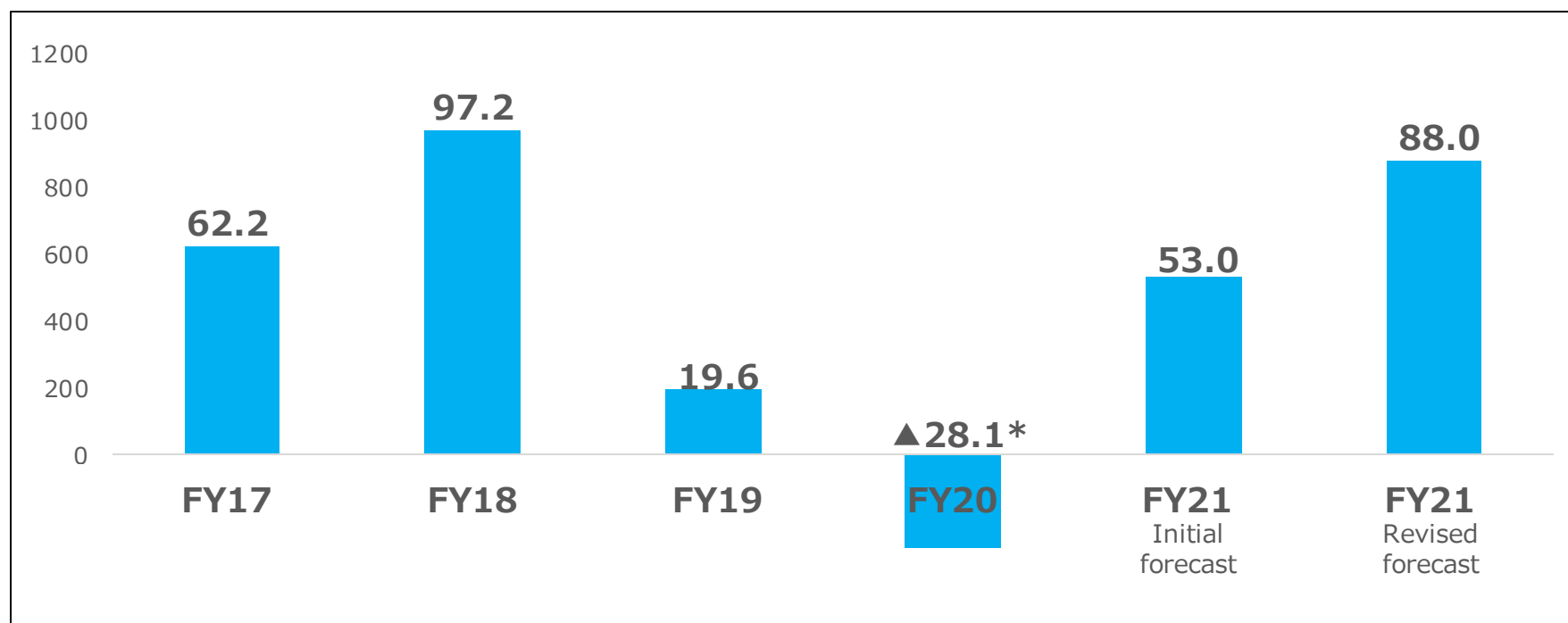


2. The Group's Policy : Track record of profit

- ✓ In FY2021, despite headwinds such as shortages in semiconductors and auto parts, Group profit is expected to grow to 88 billion yen, due to the increase in equity earnings from MITSUBUSHI MOTORS, as well as the improvement in business-related revenues mainly from the ASEAN region.
- ✓ Going forward, the Group will seek to further grow revenue by strengthening the existing value chain, and growing the mobility service business.

Consolidated net profit

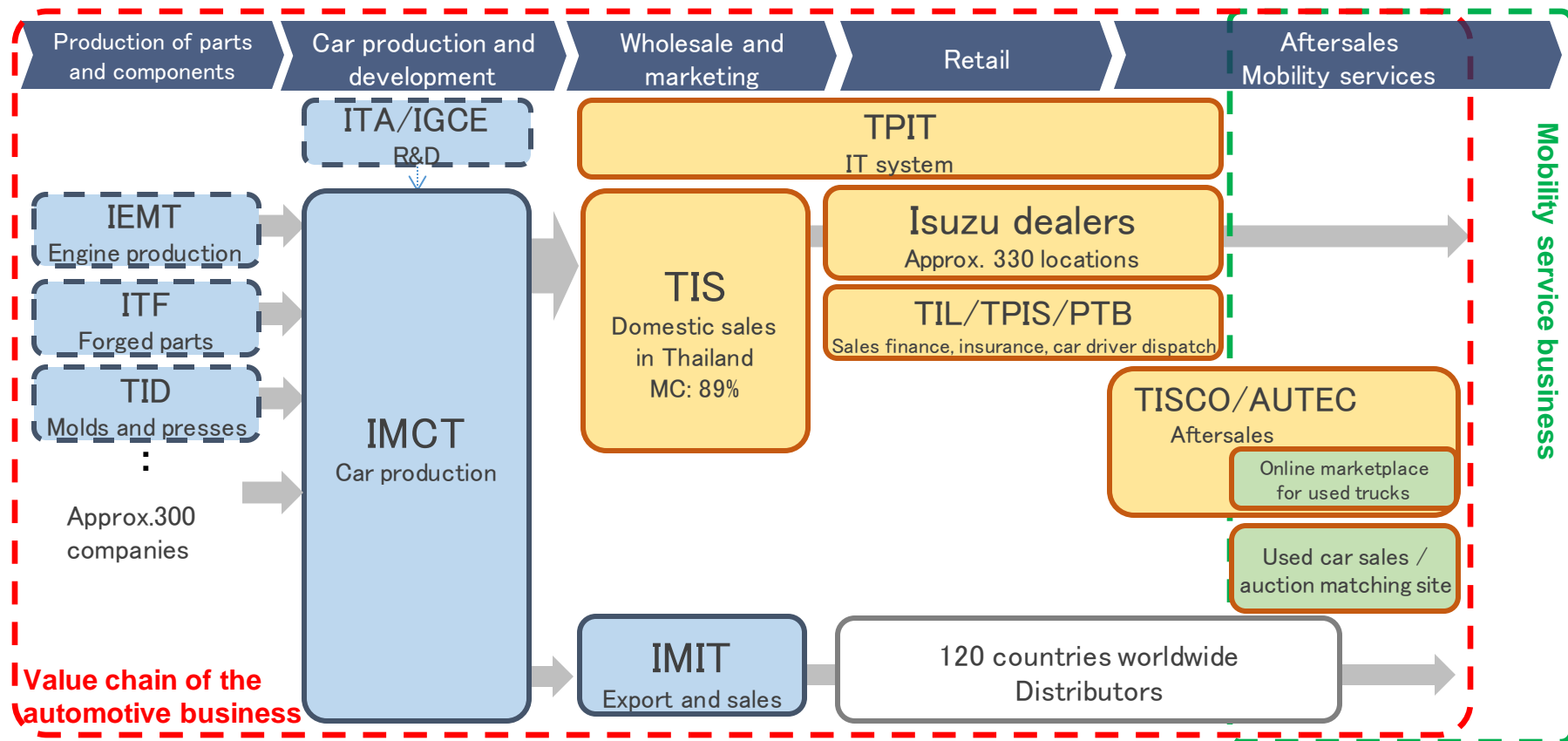
(billion yen)



*Includes ▲53.3bn yen of equity losses related to MMC's restructuring etc.

3. The Group's Businesses : Enhancement of existing business - Thailand (Domain II ~ III)

- ✓ Thailand is the most important overseas business platform for both Isuzu and MC, and we will continue to protect and strengthen our business.
- ✓ We strengthen sales and sales finance mainly through TIS while Isuzu leads the production and export business in Thailand.



Online marketplace for used trucks

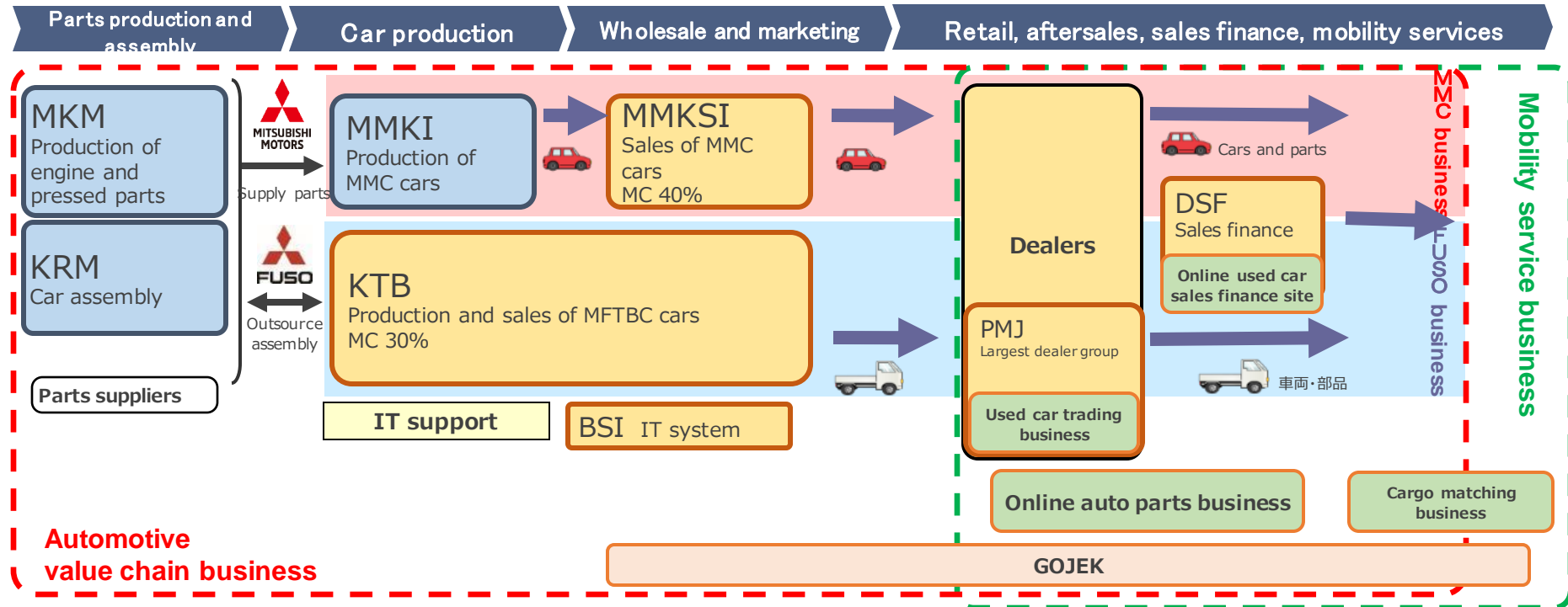
The largest marketplace business in Thailand in terms of no. of accesses, in the field of used trucks. Growth expected as a multiple brands platform business, together with the growth of the value chain of the automotive business.

Used car sales / auction matching site

Used car sales business (mainly LCV) that also sells online. A JV between TRI PETCH and Isuzu's largest dealer in Thailand.

3. The Group's Businesses : Enhancement of existing business - Indonesia (Domain II ~ III)

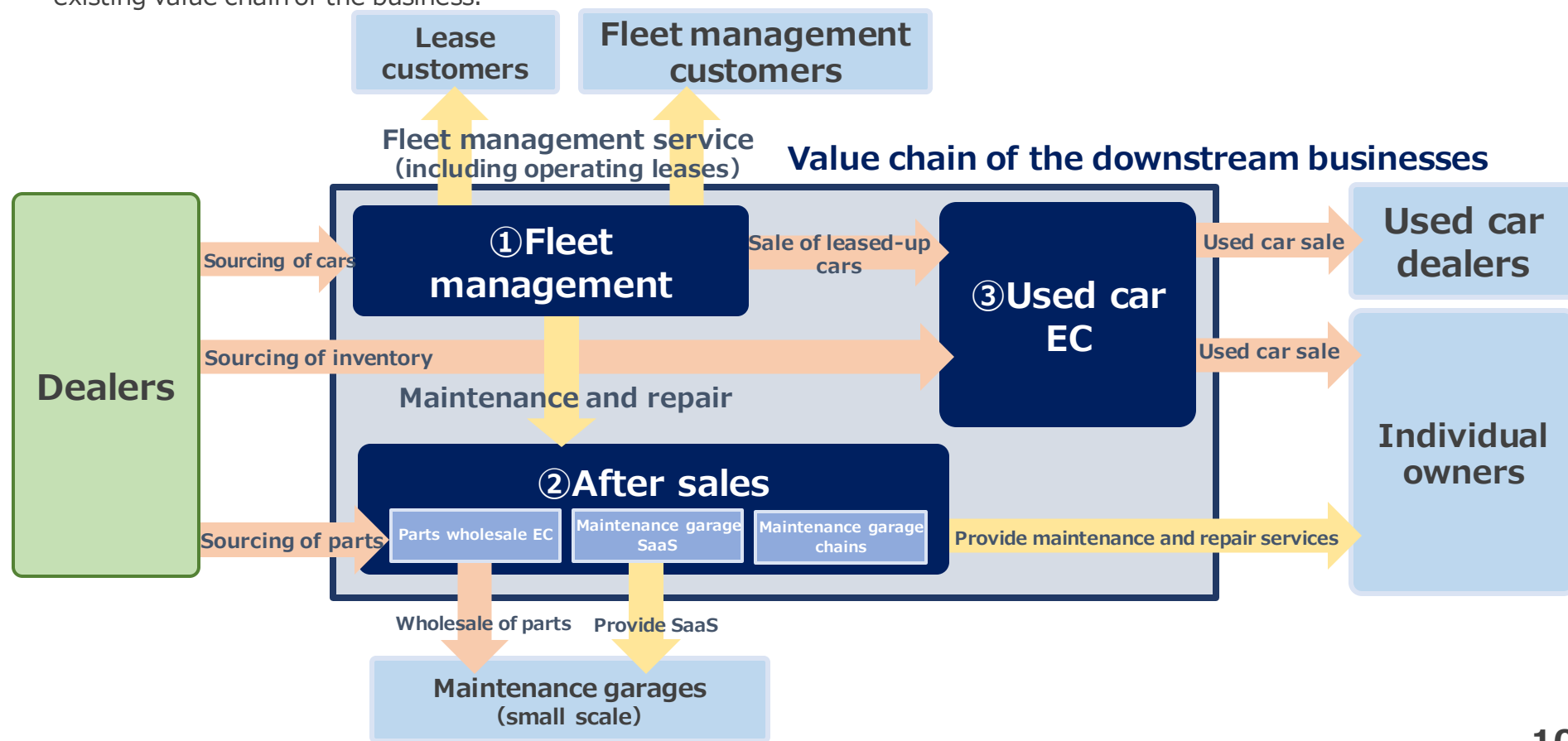
Maximize the value of the business by ①Establishing MMC's passenger car brand, ②Continuous growth of sales and revenues, and ③Deepening our alliance with Mitsubishi Fuso Truck and Bus in new businesses in the downstream



Online used car sales finance site Launched online sales finance business for used cars, creating a new contact point with customers. Also developed price forecasting model and pricing app, strengthening its handling of used cars.	Used car trading business PMJ engages in the traditional business of selling new cars, as well as the trading of used cars (mainly trade-ins at the stores), as well as comprehensive online automotive platform (new & used cars, rental and parts)	Online auto parts business Operates a multiple brand auto parts e-commerce business. Connects sellers (parts suppliers) with sellers (parts traders, maintenance factories, fleets, etc.) on an EC platform with logistics and payment functions.	Cargo matching business Cargo matching service business from the standpoint of the cargo owner, focusing on inter-city logistics. Handles the reservation and management (SaaS) of hired vehicles for cargo owners, as well as spot contract vehicle hires (cargo matching).
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3. The Group's Businesses : Multiple brands downstream business (Domain **III**)

- ✓ The Group will focus on vehicle management (①fleet management), maintenance (②aftersales), and ③used car EC, which are areas in which growth is expected, and establish a group of “downstream value chain businesses” utilizing synergies between the businesses
- ✓ ②Aftersales and ③Used cars will target individuals (B2C), while for fleet management the initial target will be corporate clients (B2B, B2B2C), while eventually building contact points with individuals (B2C) using more sophisticated digital technologies and services.
- ✓ The focus geographies will be Thailand, Indonesia and Russia, where the Group has a robust business platform through the existing value chain of the business.



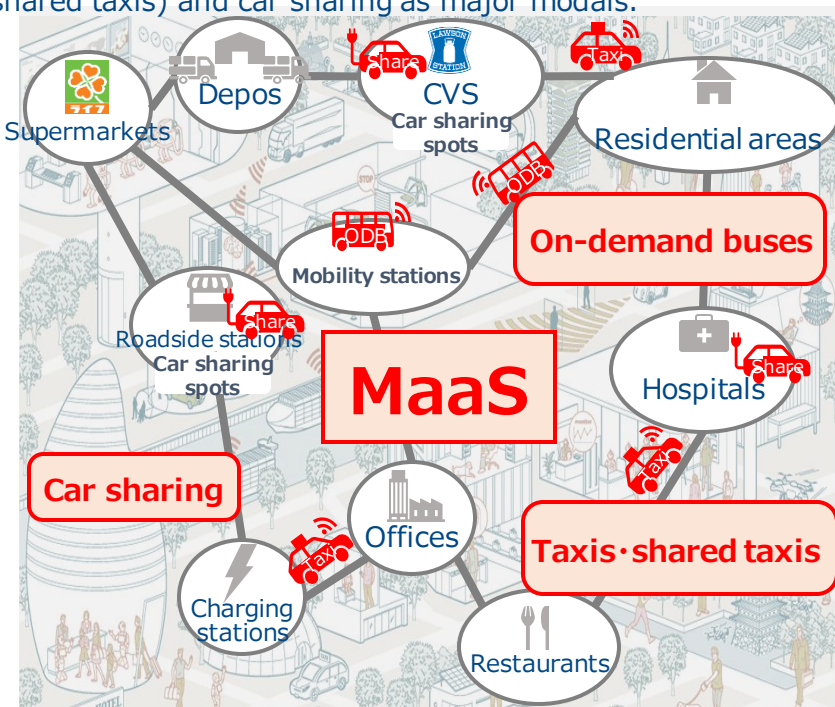
3. The Group's Businesses : Mobility service-related business (Domain **IV**)

- ✓ Address transportation issues in Japan with a focus on-demand transportation and sharing, and utilizing mobility technologies and solutions, and work on new business opportunities that are generated.
- ✓ Improve convenience and enrich the everyday lives of local residents, as well as stimulating local economies, as a "Domestic Regional Transportation DX"

Focus areas within mobility services

Connect with life services via the real and digital realm

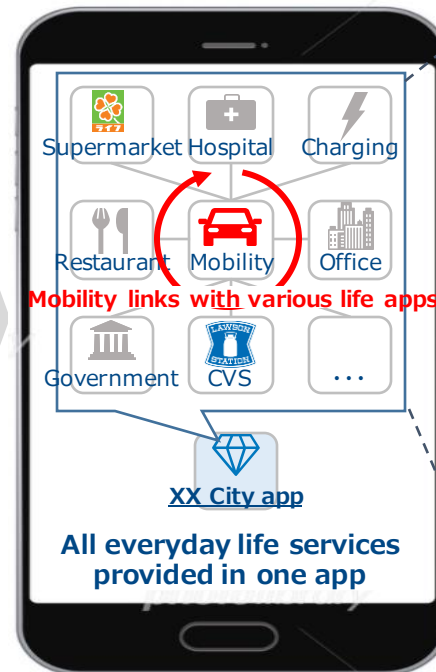
Connect real everyday life locations in the region via MaaS, with on-demand transportation (on-demand buses, taxis and shared taxis) and car sharing as major modals.



Mobility and life services come together in the app

Examples of Mobility X Life Services

Integration of real and digital



	<ul style="list-style-type: none"> ■ Pickup and drop off shoppers ■ Delivery of daily necessities and groceries
	<ul style="list-style-type: none"> ■ Restaurant reservations and pickup/drop off ■ Food delivery
	<ul style="list-style-type: none"> ■ Hospital reservations and pickup/drop off ■ Delivery of medical goods
	<ul style="list-style-type: none"> ■ EV charging and electricity sales services
	<ul style="list-style-type: none"> ■ Pickup / drop off for office tenants

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4. EX Initiatives

“EV Fleet Management” concept



User interface

EX “Environmental Value”

Domain IV “Regional Transportation DX”

Low-carbon / decarbonized energy

Mobility

Life services

Supply of electric power etc. generated from renewable energy

Mobility services

Providing life services

ODB

Taxi dispatch

Sharing

EV Fleet Management

Provide coordination and back-up power

Sending customers Advertising

Energy Management

Fleet Management Cargo Matching

EVs as a battery

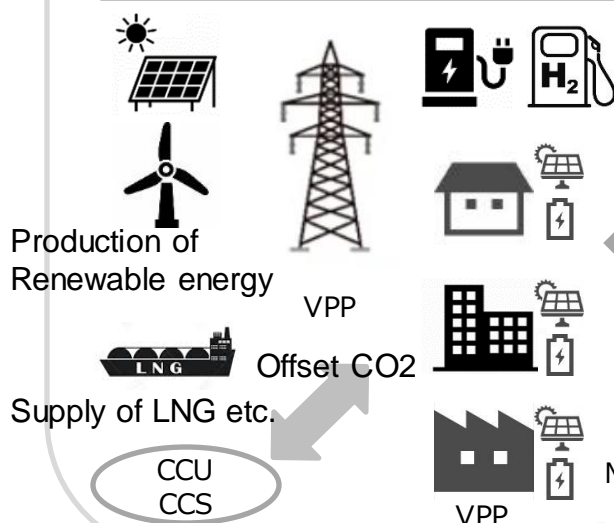
Improvement of vehicle productivity

Planned charge and discharge

Contents such as dining, accommodation, events, etc.



Utilize Renault / Nissan / MMC alliance as well as Isuzu / UD



(Notes on forward-looking statements etc.)

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