In the automotive industry, structural changes are taking place as a result of the shift to low environmental impact vehicles in line with environmental considerations, as well as changes in people’s values regarding car ownership. In this changing external environment, our Group, as a strategic partner of the manufacturers with whom we collaborate, will contribute to the realization of decarbonized societies by helping to expand sales of environmentally friendly next-generation vehicles (including clean fuel). Furthermore, as part of our efforts toward decarbonization, we intend to promote the realization of a concept for EV fleet management that combines mobility business and DX, in cooperation with other Business Groups within the company, in order to take advantage of our collective capabilities.

In regional communities facing depopulation, there is a growing need for on-demand transportation services that allow for the streamlining of transportation, and more services utilizing digital technology. Our Group will ensure the sustainability of our business by further strengthening our business foundation, including the functions we have developed over many years and our ability to build community-based networks, as well as by working to address societal challenges through our mobility services business.

Our Group will build a business model that addresses challenges related to the movement of people and goods by leveraging our strong business and customer base built up over many years. Furthermore, by providing automotive and mobility services by utilizing integrated EX/DX, we will enrich the lives of our customers and contribute to the conservation of the global environment with the aim of realizing triple-value growth.

### Group Strengths and Strategy

#### Group Strengths

- Strong, long-term partnerships with Mitsubishi Motors Corporation, Isuzu Motors Limited, and Mitsubishi Fuso Truck and Bus Corporation
- A strong automotive value chain platform for business and customers offering production, sales, automobile finance, after-sales service, and other capabilities developed both in the ASEAN region and in countries around the globe
- A wealth of knowledge and expertise based on an extensive global network

#### Summary of Midterm Corporate Strategy 2021

In our automotive value chain business, we strengthened our sales capabilities by introducing new models and implementing digital marketing in the ASEAN region, while also building a framework for increased sales and marketing activities. Furthermore, we expanded our business domains in multi-brand downstream areas (fleet management, after-sales service, e-commerce, auctions) and various regions and transportation operators. Moreover, we launched the Know-Route system to support the expansion of electric vehicles manufactured by Mitsubishi Motors Corporation and Fujitsu Ten Limited, aiming to improve operational efficiency.

#### Strategies Under Midterm Corporate Strategy 2024

We aim to further strengthen the functions of the automotive value chain business, and expand and transform our business model into downstream areas, while also developing the mobility services business into a “Core Business.” We will also utilize integrated EX/DX as a lever to enrich the lives and lifestyles of our customers and contribute to the conservation of the global environment through the spread of automotive and mobility services, thereby achieving triple-value growth.

#### Forecast for Future Growth

In an environment where the electrification of automobiles and the diversification of transportation fuels and energy sources are expected to advance in line with decarbonization, we will promote product planning in collaboration with our partner manufacturers and pursue business development utilizing our customer base and downstream business. In doing so, we will further evolve and deepen our value chain business. In addition, as people’s awareness shifts from ownership to usage, we will continue to address challenges related to the movement of people and goods by continuously providing efficient and clean means of transportation, and will continue to realize triple-value growth.

### Business Examples

#### DX Initiatives in the Automotive Value Chain Business

In the sales and aftersales field, which is the core of our automotive value chain business centered on the important markets of Indonesia and Thailand, we are leveraging our customer base built up through sales and marketing activities over many years in order to promote DX through various digital marketing measures and to create new services. In addition, to strengthen our downstream multi-brand business, we are building a business model centered on fleet management, maintenance, and used car e-commerce, and we are also operating an auction/matching site for used car sales.

#### DX Initiatives in Mobility Services

As the shift from “ownership” to “use” of cars continues, we are working to address challenges related to mobility faced by local communities and transportation operators while providing new means of transportation (Regional Transportation DX). Starting in 2019, we have been operating the AI-based on-demand bus system Know-Route in collaboration with West Japan Railway Co. Rather than having a fixed timetable or route, flexible route setting and operation utilizing AI ensures both user convenience and operational efficiency.

From 2023, we will start providing the Know-Route system and expertise to various regions and transportation operators nationwide. We will encourage the expansion of the on-demand bus business and contribute to addressing regional transportation challenges.

Sharing roles with railroads, local buses, and cabs as part of a public transportation network, we aim to promote DX initiatives by leveraging our customer base built up through sales and marketing activities. Our Group will provide solutions that ensure reliability and safety in various regions and transportation operators and contribute to the expansion of the on-demand bus business.