

Automotive & Mobility Group



Shigeru Wakabayashi

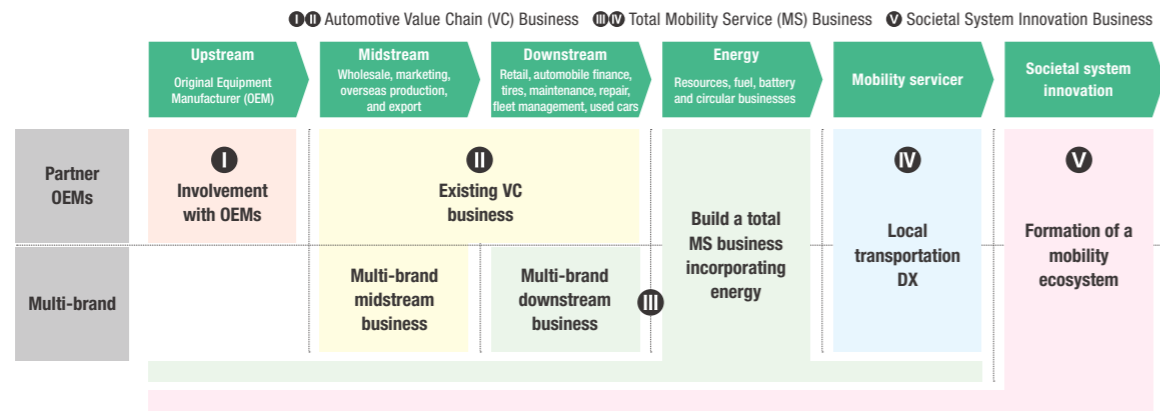
Shigeru Wakabayashi
Executive Vice President
Group CEO,
Automotive & Mobility Group

Summary

- Production, sales, and financing of automobiles manufactured by Mitsubishi Motors Corporation and Mitsubishi Fuso Truck and Bus Corporation
- Production, sales, and financing of automobiles manufactured by Isuzu Motors Limited
- Manufacturing and sales of tires and intermediary and domestic trading business
- Development of battery supply chain services
- Development of total mobility services that address challenges related to the movement of people and goods

Group Strengths

- Strong, long-term partnerships with Mitsubishi Motors Corporation, Isuzu Motors Limited, Mitsubishi Fuso Truck and Bus Corporation, and Toyo Tire Corporation
- Capable of selling approximately 800,000 vehicles annually in countries around the globe centered on the ASEAN region, such as Thailand and Indonesia, as well as a strong automotive value chain platform for business and customers offering production, sales, after-sales services, automobile finance, and other capabilities developed globally
- A wide range of business areas, a wealth of knowledge and expertise based on our global network, and diverse talent with frontline business experience
- Capability and knowledge to promote local transportation DX in Japan in cooperation with local governments through AI-driven on-demand bus services, etc.
- Integrated knowledge of Mobility x Energy for the electrification era



Relevance of Material Issues to the Business

Focused Material Issues	Details/Action Plans
<p>Contributing to Decarbonized Societies</p>	<p>Supporting OEM partners in achieving GHG reduction targets</p> <ul style="list-style-type: none"> • Introducing GHG measurement tools and sourcing sustainable materials • Reducing the consumption of energy, electricity, and paper at subsidiaries and affiliates <p>Promoting the sales of low/carbon-free vehicles and developing the after-sales service network</p>
<p>Promoting Stable, Sustainable Societies and Lifestyles</p>	<p>Enhancing and internalizing electricity adjustment functions</p> <ul style="list-style-type: none"> • Enhancing functions to compensate for renewable energy intermittency through battery energy storage business <p>Promoting the EV fleet management business</p> <ul style="list-style-type: none"> • Verifying functions such as GHG visualization, battery management, and energy management
<p>Addressing Regional Issues and Growing Together with Local Communities</p>	<p>Addressing local transportation challenges and promoting regional revitalization through local transportation DX business</p> <ul style="list-style-type: none"> • Further expanding on-demand bus service areas • Partnering with local transportation companies and local governments • Contributing to the societal implementation of autonomous driving

Awareness of the External Environment

Risks	Opportunities
<ul style="list-style-type: none"> • Changes in the business and competitive environment of the automotive industry due to technological innovations such as electrification and software development • Rapid changes in national tax systems and laws and regulations due to decarbonization • Supply chain fragmentation due to geopolitical risks 	<ul style="list-style-type: none"> • Growth of automobile demand due to motorization in emerging countries such as those in ASEAN • Potential to build a total mobility service business that provides a wide range of services based on a strong customer platform in the value chain business • Potential to enter new businesses by leveraging our collective capabilities, including Mobility x Energy, in recognition of the structural changes in the industry resulting from electrification

Strategies Under Midterm Corporate Strategy 2024

- Aim to further strengthen the functions of the automotive value chain business, and expand and transform our business model into downstream areas
- Leverage our strong business and customer platform to develop the total mobility service business into one of our "Core Businesses"
- 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

Progress Under Midterm Corporate Strategy 2024

Total Mobility Service Business Initiatives

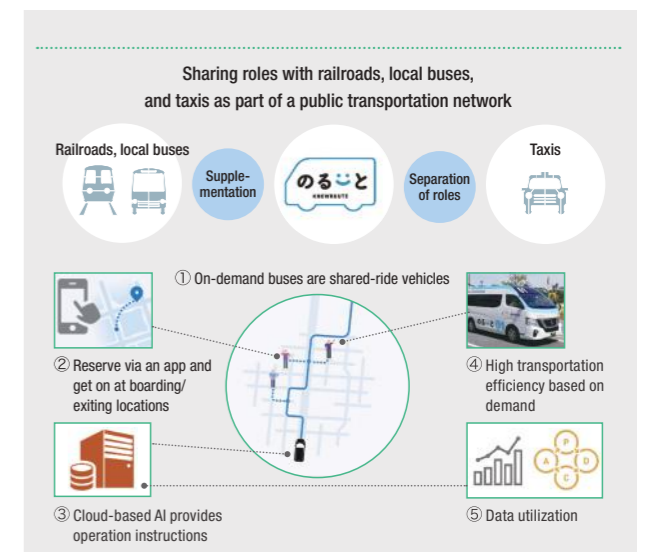
We have started to develop a total mobility service business in Japan, where we have a strong business platform, in anticipation of a future of electrification and autonomous driving.

① Local Transportation DX Business

To address challenges related to mobility in regional communities, we operate the AI-driven on-demand bus service "KnowRoute" in collaboration with Nishi-Nippon Railway Co., Ltd., providing the system and expertise to local regions and transportation operators nationwide. We are also advancing the efficiency of taxi dispatch services nationwide through DennoKotsu Inc. Finally, we started a support business for the introduction of autonomous driving together with Aisan Technology Co., Ltd.

② EV Fleet Management Business

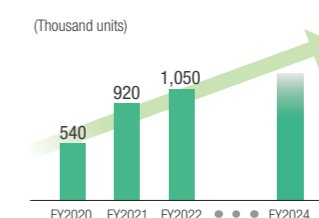
To realize a carbon-neutral society, we are cooperating with Mitsubishi Auto Leasing Corporation to provide corporations and local governments with a package that includes a visualization of GHG emissions, formulation of reduction plans, introduction of EVs through leasing, chargers and storage batteries, battery management systems, and electric energy management systems, thereby contributing to the promotion of decarbonization by customers through the integrated promotion of EX and DX.



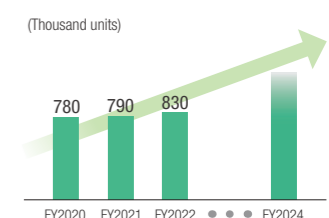
Major Growth Drivers

Our Group has over 50 years of experience in the automotive value chain business in ASEAN countries such as Indonesia and Thailand. We will continue to engage in the sales and after-sales service businesses, focusing on the Indonesian and Thai markets, while leveraging our strong customer platform built up to date. In addition to expanding the automotive value chain business, including finance, insurance, and used cars business development, we aim to create a comprehensive mobility service business.

Indonesia market size transition



Thailand market size transition



Source: Data from automobile manufactures associations in each country, etc.