

The Value Creation Process

Societal Changes

- Society-wide efforts to achieve carbon neutrality are accelerating.
- Marketing activities are changing to target Generation Z, which values experiences, empathy, and time performance.
- Evolving digital technology is essential to strengthen competitiveness in the autonomous driving/connected/mobility business area.

Vision

**Create vibrant society
by realizing the
potential of mobility**

► Vision & Mission

Mission

1. Provide new experiences for our customers with creative products and service excellence.
2. Make positive contributions to the sustainable development of our society.
3. Act sincerely as a trusted company.
4. Enhance stakeholder value by leveraging the Alliance.

Inputs (fiscal 2023)

Financial capital	
• Total assets	¥2,454.5 billion
• Equity ratio	41.2%
• Free cash flow	¥1.9 billion
Manufacturing capital	
• Capital expenditures	¥93.6 billion
• Global bases	10 locations in 7 countries and regions
Intellectual capital	
• R&D expenses	¥114.6 billion
Human capital	
• Consolidated number of employees	28,982
Of which, Japan	18,950
ASEAN region	8,937
Other locations	1,095
Social capital	
• Social contribution expenditures	¥384 million
Natural capital	
• Energy input (Primary and secondary energy)	7.5PJ*
• Withdrawn water volume	4,268,000 m ³

*A Petajoule is 10¹⁵ Joules.

Highly Impactful Materiality

- Responding to Climate Change and Energy Issues
- Delivering Products which Help Prevent Traffic Accidents
- Improvement of Product, Sales, and Service Quality
- Contribution to Local Economy through Business Activities
- Creating an environment where diverse talent can demonstrate their abilities and work with pride and fulfillment
- Strengthening Governance and Ensuring Compliance

► Mitsubishi Motors' Materiality

The Three Main Challenges of the "Challenge 2025" Mid-Term Business Plan

- **Establishment/strengthening of absolutely stable revenue base**
Categorize each country's market based on regional growth potential and implement strategies suited to the characteristics of each region
- **Working toward carbon neutrality**
Increase the ratio of electrified vehicles by boosting the proportion of R&D expenses and capital expenditures spent on electrification, strengthen collaboration within the Alliance and reduce CO₂ emissions from business activities
- **Digitalization/Expansion into New Business Areas**
Accelerate DX and new business initiatives to survive in an era of major change

► Mid-Term Business Plan

Corporate governance

Alliances

Respect for human rights

Value chain

► Corporate governance ► Respect for human rights

A Foundation That Supports Value Creation

Outputs

Financial ► Business results and financial information

	Fiscal 2023	Fiscal 2025
Retail sales volume	815,000 units	1,100,000 units
Net sales (billions of yen)	27,896	
Operating profit (billions of yen)	191.0	220.0
Equity ratio (%)	41.2	45.0

Social ► Social

- Help reduce traffic accidents
- Provide quality and service that satisfies customers
- Promote economic development in the regions where we operate
- Produce a diverse workforce that can demonstrate its capabilities
- Promote disaster countermeasures, such as electricity supply systems that use electrified vehicles

Environment ► Environment

	Fiscal 2023	Fiscal 2030
Average CO ₂ emissions from new vehicles (Tank to Wheel) (Compared to fiscal 2010)	-17%	-40%
Percentage of EVs in the sales mix (100% by fiscal 2035)	15%	50%
CO ₂ emissions from business activities		
(Scope 1)	96,000 t-CO ₂	
(Scope 2)	264,000 t-CO ₂	
(Total Scope 1 and 2) (Compared to fiscal 2018)	-34%	-50%

Mobility

- Provision of battery reuse, energy management services, etc.



Value Provided

Mitsubishi Motors-ness

Providing customers with a fulfilling mobility life that awakens their 'Adventurous Spirit' on the basis of reliability backed by technology that achieves 'Eco-friendly x Safety Technology, Peace of Mind and Comfort'

► Mitsubishi Motors-ness



Environmentally friendly and enable activities close to nature



Contribute to carbon neutrality with commercial EVs



Enable anyone to experience an exciting adventure with confidence



Enable people to get home safely with their family from any adventure



Reliable and useful when needed in natural disasters, power cuts, etc.