

Feature: We Aim to Realize a Sustainable Society and Sustainable Growth for the Mitsubishi Motors Group.

Long-Term Road Map

In developing Mitsubishi Motors' mid-term business plan, through activities called "15-Year Plan" with a global view of the world 15 years from now in mind, we established a road map in the three areas of technology, regional communities, and the mobility business. We believe that there are three major societal changes that will bring about significant transition in the environment surrounding the automotive industry over the next 15 years.

The first is the global challenge of climate change. In the automotive industry, we see advances in batteries and biofuels as supporting the achievement of a carbon-neutral.

The second is the customer image. Generation Z, who are digital natives and prioritize experience and empathy, will be the core automotive purchasing group and user group in future, and we believe that this will greatly change marketing and sales activities going forward.

The third is the diverse and ever-evolving digital technologies. We recognize that incorporating these

evolutions is essential for enhancing our competitiveness in areas such as autonomous driving, connected car service, and the mobility business.

Environmental Targets 2030

In our previous mid-term business plan, "Small but Beautiful," we emphasized strengthening environmental technologies with a focus on plug-in hybrid electric vehicles (PHEV). In November 2020, we announced the Environmental Plan Package (Environmental Policy, Environmental Vision 2050, and Environmental Targets 2030) that sets our direction and targets for environmental initiatives looking ahead to the next 30 years.

In response to the increasing interest in carbon neutrality, in 2022, we declared our commitment to achieving carbon neutrality throughout our supply chain and revised our Environmental Vision 2050 accordingly. Furthermore, in 2023, we revised our Environmental Targets 2030, specifically raised our FY2030 business activities CO₂ emissions reduction target by "-50% compared with the FY2018 level," maintaining our

current targets of "- 40% compared with the FY2010 level" for average CO₂ emissions from new vehicles and "50% for FY2030" for the electrified vehicles sales ratio, we have also established a lofty target of "100% in

FY2035" for the electrified vehicles sales ratio. In order to solve the global issue of climate change, we will continue to make steady progress in these initiatives.

► Environmental Targets 2030

Revised Targets

CO₂ emissions from business activities (Total Emissions of Scope 1 and 2)

-40% → -50%

(Compared to FY2014) (compared to FY2018)

Added Targets

- **Ratio of electrified vehicles sales 100% by FY2035**
- **Promoting CO₂ emission reduction activities through collaborations with suppliers/transporters in the fields of procurement and logistics**
- **Provision of energy management services utilizing electrified vehicles and used batteries**

Mid-Term Business plan, "Challenge 2025"

We developed the new mid-term business plan, "Challenge 2025," announced in March 2023, performing backcasting the road map for the technology, regional communities, and mobility business sectors outlined in our "15-Year Plan."

In "Challenge 2025," we have set three major challenges to achieve the sustainable growth of Mitsubishi Motors amid the significant environmental changes that surround us.

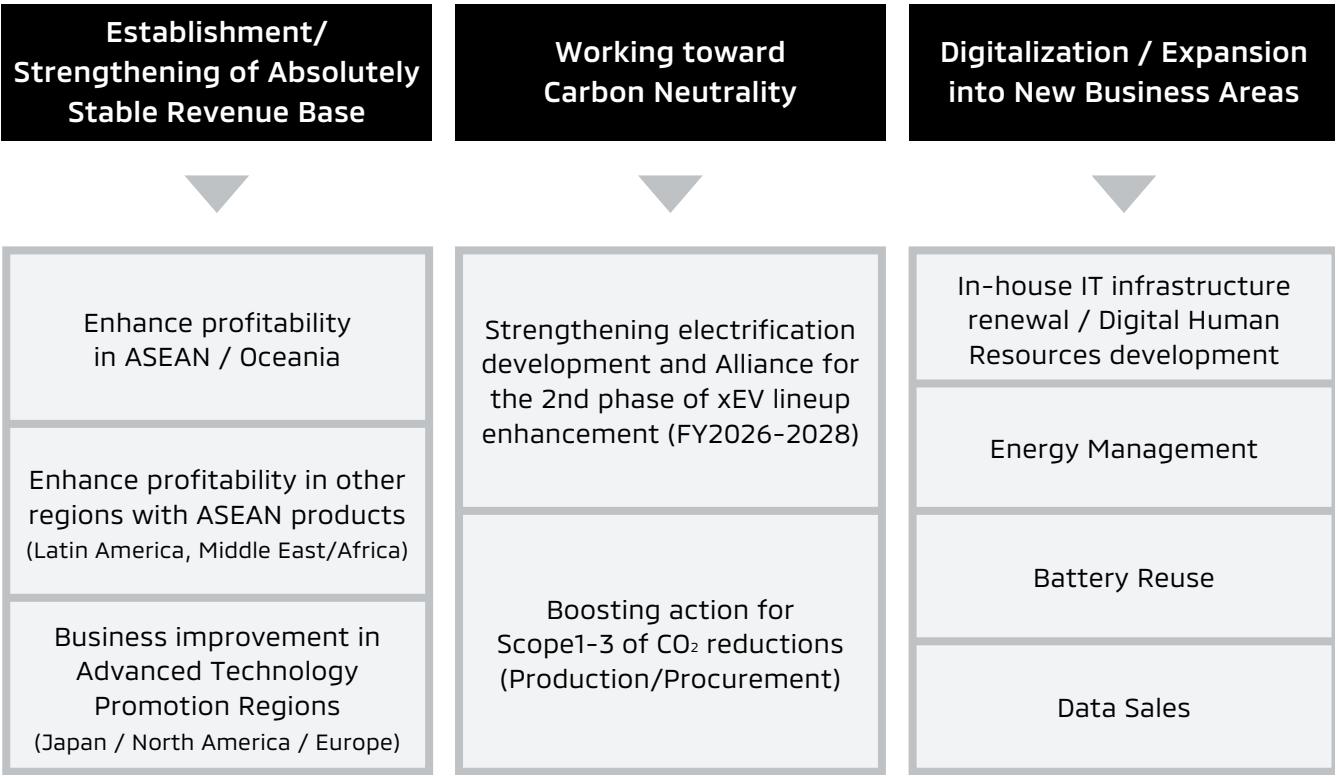
Firstly, it is a regional strategy to establish a stable revenue base. We set the global market into three categories and after clarifying the role of each region, we work to establish and strengthen the absolutely stable revenue base.

Long-Term Road Map

	2020	2025	2030	2035
Societal Changes	Increased awareness of CN		Initiatives to achieve CN / Battery evolution	
	Generation Z (prioritize Experience, Empathy, and Time Performance)		To Generation α...	
	Digital Technology Evolution (Comms(5G/6G), DX, AI, Robotics, and Metaverse)			
Mid-Term Business Plan	"Small but Beautiful"	"Challenge 2025"		
Vehicle Electrification	Mainly ICE	ICE / HEV / PHEV / BEV mixed		Mainly HEV / PHEV / BEV Mainly BEV
DX/ New Business	Use of digital tech in business	System upgrade DX		Fully fledged rollout of new business using digital tech
Business Form	Vehicle sales After sales	Value chain expansion New business challenges		Vehicle sales + securing profit in new business areas Deeper collaboration with partners (energy management, etc.)
Regional Strategy	Global rollout	Focus area selection and role clarification		Clarifying regional roles and securing profit in each region

* Internal combustion engine vehicles

The 3 Major Challenges in "Challenge 2025"



Particularly in the ASEAN, which we have categorized as a growth driver, from FY2023, we will roll out a series of new products that encapsulate "Mitsubishi Motors-ness." We will work to improve the brand value of Mitsubishi Motors by closely linking those products and opportunities for customers to experience them. And in ASEAN countries we will grow the number of sales outlets, increase area coverage, improve store facilities and customer interaction methods, improve convenience for customers through digitalization, and take other actions to achieve quality improvement in both sales and services.

Secondly, it is "working towards carbon neutrality." As the automotive maker that was the first in the world to achieve mass production of BEV and SUV PHEV models, we will bolster our development of electrification technology, while collaborating within the Alliance. Over the next five years, we will roll out nine electrified vehicles in the market. Our numerical targets for the environment are set on a Tank-to-Wheel basis. By combining the quietness and pleasant acceleration performance that are the

attractive features of electrified vehicles with durability and reliability in technology and four-wheel control that forms our DNA, we will introduce to the market electrified vehicles that embody "Mitsubishi Motors-ness." We will continue to work on car manufacturing that combines ever-evolving IT and digital technologies with comfortable and advanced interior spaces, aiming to create a more attractive and fulfilling mobility life that awakens their adventurous spirit. Additionally, we will strengthen our efforts in further electrification, not only by reducing battery costs but also by minimizing cost of ownership for our customers through energy management and the reuse of used batteries. We will also aim to reduce emissions of greenhouse gas that originate from our business activities.

Thirdly, it is "digitalization/expansion into new business areas." Based on the assumption that the digital natives who are Generation Z will become the core automotive purchaser and user group, we will renew our IT infrastructure in operations and go forward with digital transformation.

Furthermore, we believe that electrification and the evolution of digital technology will provide opportunities for new business such as energy management and the data business. During the period of the new mid-term business plan, we will explore the possibilities of new business, and work to build an infrastructure for a subsequent full-scale undertaking.

As the business environment changes rapidly, the key for us to grow sustainably and achieve improved corporate value is "employees." In FY2022, we had many discussions of the ideal standards for Mitsubishi Motors. We updated our action guideline "MMC WAY," by taking on ever more challenges that each and every one of our employees faces in uncharted areas with the aim of meeting the expectations of our stakeholders and contributing to the realization of a sustainable society. In order to establish a fulfilling workplace, foster talent, and ensure a diverse workforce as the basis for implementing the "MMC WAY," we will promote the following initiatives which are aligned with our management strategy.

"Mitsubishi Motors-ness"

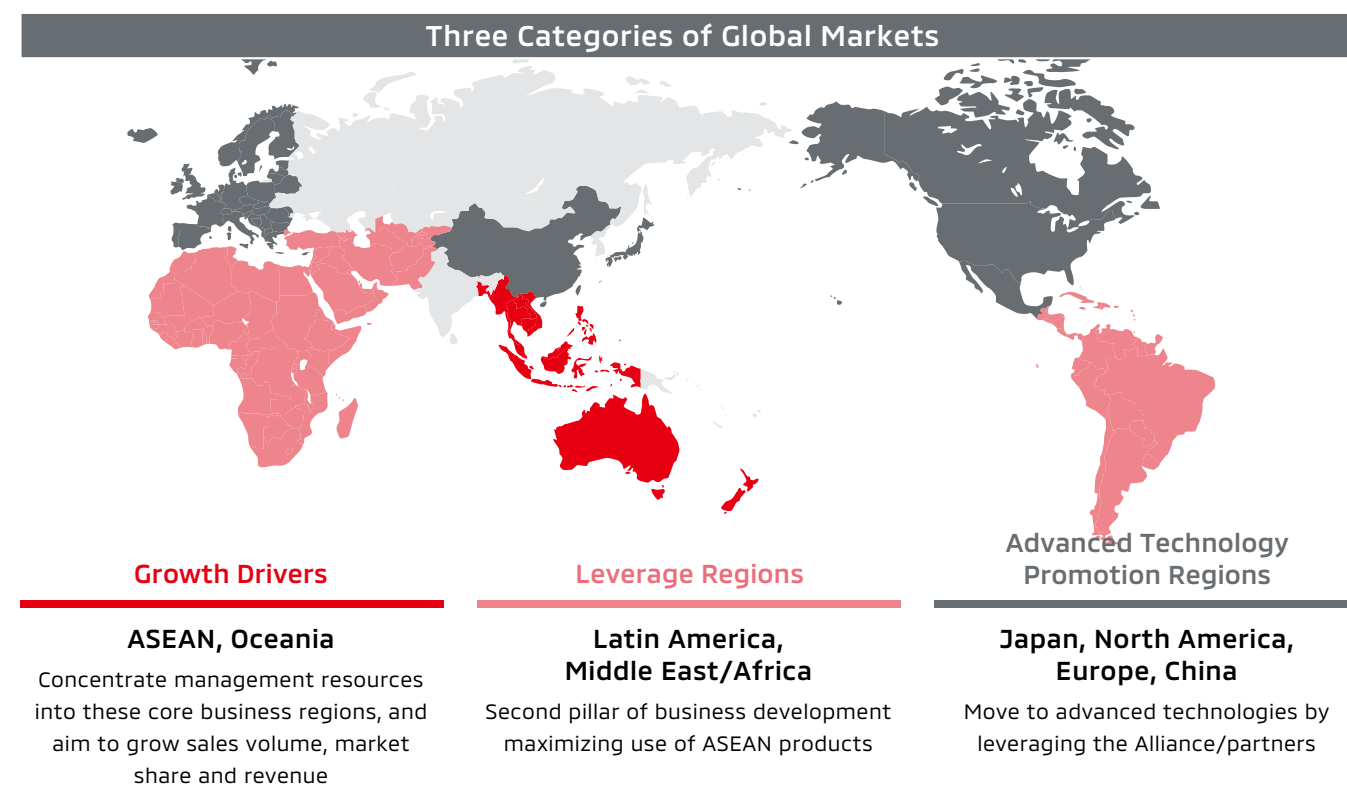
In order to encourage customers to choose our products, we have redefined "Mitsubishi Motors-ness" in our new mid-term business plan, "Challenge 2025."

"Mitsubishi Motors-ness" means providing customers with a fulfilling mobility life that awakens their adventurous spirit on the basis of reliability backed up by technology that achieves "Eco-friendly x Safety Technology, Peace of Mind and Comfort."

We aim to bring joy to the lives of our customers by providing them with something new, not to mention those who drive uncharted path, but also those simply want to expand their world a little even if they are anxious about driving.

We will thoroughly refine our unique value, of "Mitsubishi Motors-ness," and convey it to our customers to gain their understanding and empathy. In this way, we will strengthen our brand and promote the penetration of value-oriented businesses.

Regional Strategy



Pursuing "Mitsubishi Motors-ness"

