



The Start of "Challenge 2025," Our New Mid-Term Business Plan to Establish a Stable Revenue Base

Meeting the Targets of our Mid-Term Business Plan with Record-High Profits

Fiscal 2022 marked the final year of Mitsubishi Motors' mid-term business plan, "Small but Beautiful," and was a milestone year for the Group. We worked together as one team to address various challenges, including cost reduction efforts and quality improvement activities in sales across different countries. Thanks to these factors, combined with the tailwind of favorable exchange rates, we exceeded the performance targets in our mid-term business plan. We saw particularly positive results in our "quality-of-sales improvement activities," which we have been promoting since fiscal 2021. This initiative involved reviewing processes from shipment at plants to delivery, with the aim of maximizing revenue per unit. Thanks to these achievements, the Group's "true strength" has improved, and we are prepared to enter a new stage.

On the product front, we launched the *eK X EV* from Japan. This is a Kei EV that people can easily choose and that evokes Mitsubishi Motors-ness: "Eco-friendly x Safety, Security and Comfort." With advanced driver-assistance functions and connected technologies, the *eK X EV* provides a safe, secure and comfortable driving experience. Demand is also ris-

ing for the *MINICAB MiEV*, a pioneering commercial electric vehicle in the Kei-car segment, mainly among logistics companies and local governments, and we have reopened general sales.

Overseas, March 2023 marked the launch of our all-new *ASX*, a compact SUV, in Europe. The *ASX* uses a common platform from the Renault-Nissan-Mitsubishi Motors Alliance and is supplied to us on an OEM basis by Renault. Meanwhile, in the ASEAN market, which is the most important market for the Mitsubishi Motors Group, we continued with efforts begun during our previous mid-term business plan to develop vehicles for the ASEAN region. In August, the all-new *Xforce* made its global premiere at an international auto show in Indonesia. Similarly, the all-new *Triton* made its world premiere in July in Thailand, followed by the start of sales. We aim to achieve further growth by sequentially expanding these offerings to other countries.

Aiming to Realize Sustainable Growth under the New Mid-Term Business Plan, Challenge 2025, through Stable Investment in R&D and Capital Expenditures

In March 2023, the Mitsubishi Motors Group unveiled "Challenge 2025," a new mid-term business plan end-

ing in fiscal 2025. The new plan outlines a new story of value creation. In the automotive industry, the concept of an automobile as a means of mobility for people and transportation for goods is undergoing substantial change, spurred by a countermeasure to global warming and technological advances. We are embarking on a period of immense change.

The Mitsubishi Motors Group will continue its transformation over the next three years, which we see as a turning point in the era. Our new mid-term business plan, Challenge 2025, calls for us to leverage the management base we have strengthened through previous structural reforms and establish a stable revenue base through the selection and concentration of regional strategies and the maintenance of "quality-of-sales improvement activities."

At the same time, we will further prioritize R&D and capital expenditures, increasing investment in electrification, the IT sector, and new businesses to pursue sustainable growth. On the product front, we will promote electrification to address climate change issues and achieve carbon neutrality, while strengthening our regional strategy and allocating management resources to maximize the potential of each region. To create new sources of revenue, we will take up the challenges of expanding our value chain and exploring new business opportunities.

Moving forward, in line with its vision to "Create a vibrant society by realizing the potential of mobility," the Mitsubishi Motors Group aims to achieve carbon neutrality, ensure respect for human rights, establish a workplace where diverse talent can thrive and manage the Group with a high level of transparency for every stakeholder.

Challenge 2025 is the story of our endeavor to forge the future of ourselves and the automotive industry. It represents a new step forward, embracing the mission to pursue sustainable development and contribute to society.

A handwritten signature in black ink, appearing to read "T. Kato".

Takao Kato
Member of the Board
Representative Executive Officer, President & CEO
Mitsubishi Motors Corporation