

Speech Script for Press Conference on July 17, 2025

Takao Kato

Representative Executive Officer, President & CEO

Mitsubishi Motors Corporation

Thank you for joining us today at the launch event for Mitsubishi Motors' brand-new premium family SUV. I am glad to be back in my second home, Indonesia, and to be speaking to you at this World Premiere.

This year holds a special milestone for us – it marks the 55th anniversary of Mitsubishi Motors' operations in Indonesia, which began in 1970. Our presence here over the decades has been supported by the Indonesian government, our beloved customers, our business partners, and our media friends. We are truly grateful for the trust and kindness you have given us along the way.

Well now – I'm sure many of you have been wondering: what's inside these mystery boxes? They've been popping up all over Jakarta since mid-June, sparking curiosity and plenty of guesses. Well, the wait is finally over, and I'm excited to reveal what's inside.

For many people in Indonesia, family is at the heart of life. So when it comes to cars, practicality matters. Families need vehicles that can carry everyone and adapt to all kinds of everyday needs.

But what we're unveiling today is more than just practical. It's a premium family SUV that blends everyday practicality with generous space for seven people to relax, while delivering the bold styling and performance of a true SUV.

Having lived in Indonesia myself, I've seen firsthand how deeply family is valued. That's why I believe this SUV will do more than just take you places – it will bring families together and support their daily lives in a meaningful way.

And through every stage of product planning and development, that same focus guided us – family. We wanted to create a vehicle that inspires our customers to embark on adventures with their loved ones, ensuring they reach their destinations and return home safely. With this vision, we named our new SUV the Destinator, built with all the SUV expertise we've gathered over the years.

The all-new Destinator will be produced in Indonesia, with sales beginning on July 23. We plan to expand its availability across the ASEAN region, including the Philippines and Vietnam, as well as to South Asia, Latin America, the Middle East, and Africa.

We are proud to introduce this 7-seater family SUV, which truly reflects the spirit of Mitsubishi Motors. It's designed for every journey – from daily drives to weekend trips – offering safety, comfort and peace of mind across various roads and weather, so families can always reach their destinations with confidence.

Now, allow me to proudly announce: Let's begin the journey to your grand destinations with our brand-new Destinator.

Masahiro Ito
Chief Product Specialist, Product Strategy Division
Mitsubishi Motors Corporation

I'm truly honored to join you today as the lead of product planning for the all-new Destinator.

As Kato-san mentioned, our journey in developing this premium family SUV began with one simple yet powerful theme – family. From the start, we envisioned it as “The Confidence Booster for Energetic Families,” a vehicle that empowers families to embark on new journeys and discover exciting destinations together. That’s why we named it the Destinator. To bring its concept to life, we looked to our own families, reflecting on what truly matters to our loved ones and, ultimately, to our customers.

Now, standing before you is a midsize SUV with a commanding presence and elevated ground clearance, built for excellent off-road capability and agile maneuverability. Inside, the spacious three-row cabin offers comfort for up to seven passengers. And of course, it delivers exhilarating driving performance.

Because it is built with families at its heart, the Destinator offers three essential values: comfort, confidence and prestige.

So first, let's begin with comfort.

The moment you step inside, you'll feel the spacious, high-quality environment designed for families to relax and enjoy every journey together.

- We've carefully crafted the packaging of this midsize SUV to maximize the interior space, creating a spacious three-row cabin that delivers MPV-like comfort for all seven family members. In the first row, the seats offer excellent lumbar support while featuring an open shoulder design, making it easier for parents to chat with their children in the back. The second row provides ample headroom and shoulder room, ensuring a comfortable ride even when all three seats are filled. And in the third row, generous legroom and a reclining function make long journeys more enjoyable.
 - Thoughtful storage solutions and versatile utilities enhance everyday convenience. The second row features foldable seatback tables, perfect for holding tablets or snacks. With both Type-A and Type-C USB ports in every row, passengers can keep their devices powered at all times. Flexible seat configurations adapt to a variety of cargo needs, and even when all seven seats are full, there's still plenty of luggage space to fit four gallon bottles, or whatever the journey calls for.
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- And, of course, the driving experience itself is smooth and refined. The suspension has undergone rigorous testing across Indonesia's diverse landscapes – from bustling city streets to highways and winding mountain roads. Along with various drive modes, which I will explain later, our latest tuning ensures a comfortable ride wherever the road leads.

The second core value is confidence.

The all-new Destinator is engineered to empower every driver with confidence and safety across diverse terrains and weather conditions, paired with powerful, exhilarating acceleration.

- With high ground clearance and excellent forward visibility, drivers can confidently take on rough or flooded roads. Generous approach, ramp breakover, and departure angles make it easy to overcome obstacles and uneven terrain.
 - Under the hood, it's powered by a 1.5 L MIVEC turbo engine. With a maximum output of 163 PS (120 kW) and a peak torque of 250 Nm, it delivers a smooth, responsive and exhilarating drive. Optimized for the ASEAN region, it features a water-cooled intercooler and a highly efficient dual injection system, achieving an ideal blend of performance and fuel efficiency. The CVT transmission ensures quiet, smooth cruising through city streets and highways. But when power is needed – whether for overtaking uphill or merging at high speeds – it responds with direct, powerful acceleration for an enjoyable drive.
 - To ensure a safe, secure, and comfortable driving experience in various road and weather conditions, we've enhanced the front-wheel-drive system with our all-wheel control technology. By integrating Active Yaw Control, traction control, engine control, and power steering control, the Destinator delivers the confident off-road capability you expect from a true SUV.
 - And because every journey is different, we've introduced five distinct drive modes, each designed to deliver optimal handling and driving force across diverse terrains. Normal mode offers a balanced drive for everyday use, Wet mode provides high stability even in rainy conditions, Gravel mode reduces slippage and enhances handling on unpaved roads, and Mud mode powers through muddy terrain with confidence. And for the first time in Indonesia, we're proud to introduce the Tarmac mode. Born from Mitsubishi Motors' motorsport DNA, it delivers agile, precise handling on winding paved roads, and turns even daily moments, like escaping heavy traffic on highways, into enjoyable drives.
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- And above all, we know that safety is a top priority for families. That's why we've equipped the Destinator with advanced driver assistance features including the Multi Around Monitor for high preventive safety, complemented by a reinforced collision safety body that minimizes cabin deformation and six airbags.

And last but not least, we arrive at the last core value, prestige.

Simply put, this is the joy of ownership. It's about the thoughtful details that make every drive feel special for families.

- One of the most defining features is its stylish design, but rather than describing it myself, our designer will later share the passion behind our designers' work in the next section.
- Inside, the large monolithic display panel combines a 12.3-inch Smartphone-link Display Audio and an 8-inch driver display, offering key driving information at a glance, so drivers stay informed and confident on the road. Whether adjusting the panoramic sunroof, controlling the sound system, fine-tuning ambient lighting, or managing connected features, the center display uplifts every driving experience.
- Daytime drives are enriched by the panoramic sunroof, which floods the cabin with bright, natural light, creating an open and airy feel. You can adjust the glass and sunshade for the perfect blend of sunlight and fresh air. At night, 64-color ambient lighting transforms the cabin, allowing you to match the atmosphere to your mood. Whether you prefer a steady glow, sleek color transitions, or a soothing pulse while parked, you can personalize the experience to suit any moment.
- And for families who love music, our renowned Dynamic Sound Yamaha Premium delivers rich, immersive audio through an eight-speaker setup, finely tuned by Yamaha's sound meister to create the perfect sound experience for the Destinator.
- Finally, our Mitsubishi Connect enhances both safety and convenience. In emergencies, call center support is always ready to assist, giving families peace of mind. For everyday use, smartphone integration helps you locate your vehicle and activate the air conditioning remotely, ensuring comfort before the drive even begins.

At its core, every detail of the all-new Destinator was crafted with families in mind. I hope the Destinator will be your trusted companion, inspiring you and your loved ones to embrace new adventures, create unforgettable memories, and enjoy a safe journey to your grand destinations.

Naoki Akita
Program Design Director, Design Division
Mitsubishi Motors Corporation

Today, it is my pleasure to introduce you to our new model design, the Destinator.

First of all, the Destinator was designed with our Indonesian customers in mind, especially for owners ready to upgrade to a roomy three-row SUV. It should also be a model that makes customers feel a sense of prestige, confidence and comfort. That is why, designed especially for this important role, the design concept of this new model is "Gravitas & Dynamism."

"Gravitas" is overwhelming presence and solidity. It comes from the authority of the road-commanding driver position and the proportions of an upscale three-row cabin riding on solid SUV stability and a wide stance. Together, they create its generous personality of confident poise in a class above the rest. A bold and daring face with its strong horizontals and depths of solidity, plus the wraparound windows, underline the spacious interior.

"Dynamism" expresses a design bursting with energy and motion. At the same time, "Dynamism" is SUV toughness and strength. It is about maneuverability and the capability to overcome the challenges of the road. You can see it in the dynamic proportions of its sleek, solid long nose and roomy cabin; the large tires and higher ground clearance for superior approach and departure angles; and the sculpted front and rear fender flares that show the robust and athletic stance. So, this is a true SUV proportion.

Up front is our icon, "Dynamic Shield." This front design concept stands for powerful performance and protection. Like for the XForce, this "Dynamic Shield" is seamlessly and structurally integrated to enhance solidity, but here, it evolves with stronger horizontals and more vertical elements to underline the wide stance and commanding look.

New T-shape lamps with slitted accents enhance both our identity and driving safety. The T-shape clearly defines body corners for oncoming traffic and highlights the wide stance. From the front or behind, this signature lamp design tells everybody that this is a Mitsubishi vehicle.

The Destinator also embodies "Timeless Modernity." For example, the front grille with its specially developed transparent acrylic shows a modern and sophisticated feel. The iconic rear pillars signify strength and robustness, merging the sophistication of SUV-ness with rugged capability. From front to rear, from the ground up, and inside and out, it is a forever fresh design.

"Gravitas and Dynamism" continues inside with a "Roomy and Classy" interior for comfort. The instrument panel is wrapped in soft synthetic leather. The continuity of this design across the sculpted door panels creates a sense of enclosure and protection, providing a secure and comfortable interior.

The long, high-position console enables storage underneath. It shows upscale versatility and welcomes drivers with an intuitive interface. The large, flat monolith panel – including navigation and infotainment – gives the driver a great experience. It offers a progressive design demanded in the ASEAN region and excellent SUV capability. The multi 64-color ambient light creates a sophisticated and elegant atmosphere in the interior, enhancing the overall driving experience and reflecting a sense of prestige.

And of course, we paid a lot of attention to rear passenger comfort. The entire interior cabin, with a panoramic sunroof, feels surprisingly wide, roomy and cozy.

The main exterior theme color is White Pearl. Lunar Blue is a new color. Its tough and robust image strongly expresses the reliable feeling of an upgraded SUV. Both colors also highlight the distinctive, powerful design of the Destinator.

For the interior, we have prepared two types of colors, maroon and black. Maroon gives a sophisticated impression and the comfort of a modern lifestyle. Black has a feeling of an authentic, high quality, and sporty look.

So this is the new generation of Mitsubishi Motors design. Feel the pride and presence of its "Gravitas," and the excitement and energy of its "Dynamism." I truly believe it will be a car that will take you, your family and your adventurous spirit to exciting new destinations.
