



A Vision for Sustainable Innovation

Mitsubishi Motors Australia
Federal Election Charter
2025

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Foreword

As Australia approaches the 2025 Federal Election, Mitsubishi Motors Australia (MMAL) reaffirms our role as a constructive and forward-looking leader in the nation's automotive sector and broader economy.

Australia, like the rest of the world, is navigating a complex and multi-faceted energy transition. This process involves integrating emerging technologies into current and future production processes and products, adapting existing infrastructure, and responding to global market dynamics. Achieving successful outcomes will require thoughtful planning and balanced progress. While ambitious climate action is essential, we advocate for a pragmatic approach to its implementation. Regarding transportation in particular, Australia is not yet fully prepared for an electric vehicle (EV) revolution due to challenges such as battery technology limitations, insufficient charging infrastructure, and regulatory complexities. Careful calibration is needed to avoid unintended consequences, such as unnecessarily higher vehicle costs or reduced model availability for consumers.

MMAL is committed to being a responsible corporate citizen and a key contributor to Australia's economy throughout this transition. In recognition of the importance of immediate climate action, we have embedded sustainability as one of our

core strategic pillars - because we intend to be here for the long term. We believe in leveraging technological solutions to combat climate change and are deeply invested in developing innovative approaches to reduce vehicle emissions. Our collaboration with Nissan and Honda on electrification and environmental technologies exemplifies our dedication to driving meaningful change.

We are also not here simply to sell cars; since 1980, we have proudly been part of Australia's socio-economic fabric and business landscape. MMAL directly employs 200 people and, through our 200-strong dealership network, we support more than 5,000 additional jobs nationwide. We are committed to fostering a highly skilled workforce by providing comprehensive training programs that enhance technical expertise, business acumen, and proficiency in systems and processes. This dedication ensures that our employees and dealership partners are well-equipped to deliver exceptional service and maintain operational excellence. Beyond employment and training, we empower Australian small businesses and sole traders with reliable, innovative vehicles. We are committed to ensuring that middle Australia - our core market - is not left behind during the energy transition, particularly in rural and regional areas.

This Election Charter outlines six policy considerations, including recommendations:

1 Plug-In Hybrid Vehicles (PHEVs)

A sustainable solution for Australia's vast geography

2 Harmonising global standards

Importance of safety and affordability

3 Bi-directional charging

Powering homes, strengthening the grid

4 EV infrastructure development

A collaborative, multi-stakeholder approach

5 Consumer trust

Protect market integrity and data

6 Skilled workforce development

The engine of the energy transition

We look forward to engaging with all political parties to discuss these important topics in the lead-up to the upcoming Federal Election.



Shaun Westcott
Chief Executive Officer
Mitsubishi Motors Australia Limited



MMAL's responsible corporate citizenship

One example of our community engagement is our partnership with Disaster Relief Australia (DRA), a national volunteer organisation that mobilises veterans, emergency responders and civilians in times of natural disaster. Since 2020, we've provided DRA with a fleet of 30 vehicles that have covered more than one million kilometres across some of Australia's most challenging terrains, aiding more than 200 communities in crisis. In 2024, DRA's Mitsubishi-provided fleet clocked 105,000 km - that's equivalent to 2.5 trips around the world - while supporting Australians in need. And since our partnership began, the fleet has travelled more than 1,000,000 km. Our partnership with DRA underscores our belief that our vehicles should not only serve as a means of mobility but serve as tools of resilience, uniting Australians and making a real impact when it's needed most.

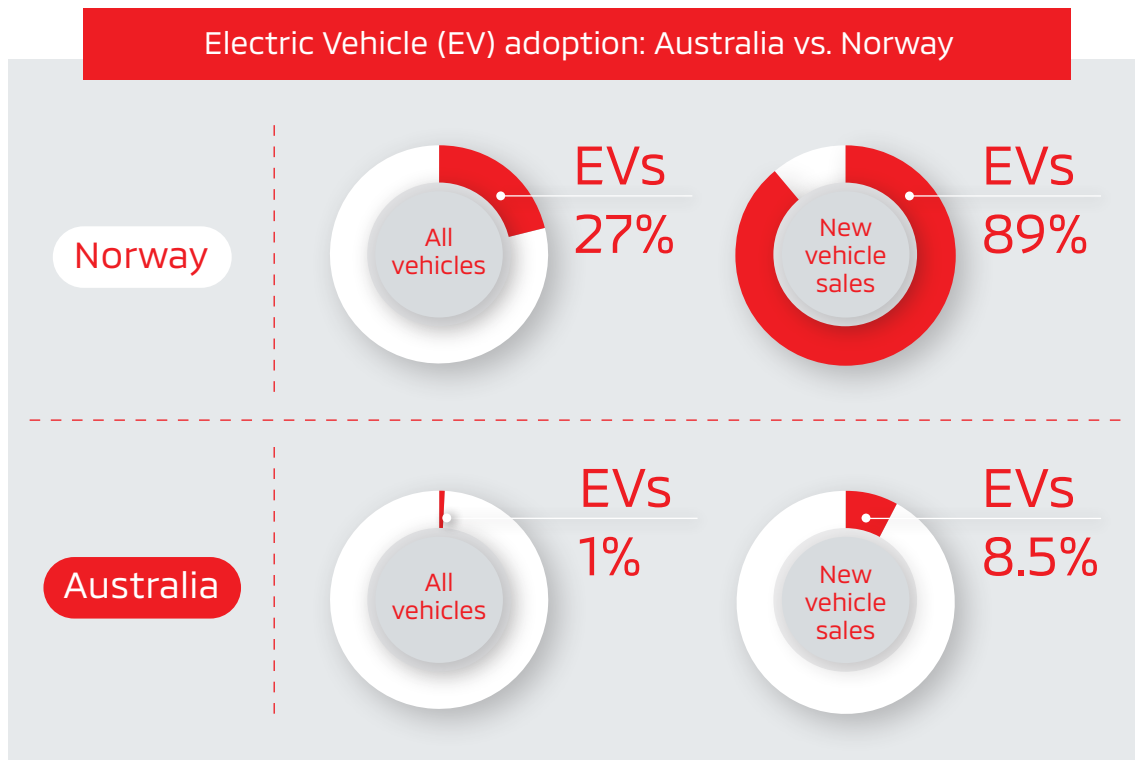
Context

The state of Australia's EV charging infrastructure

Comparisons are often drawn between Australia and European countries. Norway, where EVs accounted for more than 27%¹ of all passenger cars and 89% of all new vehicle sales,² is frequently cited as a best practice model for EV adoption. In contrast, EVs make up about 1% of all vehicles in Australia and 8.5% of new vehicle sales.³

While Australia has significant progress to make to reach these numbers, it is essential to consider the geographical and demographic differences between the two

countries. Australia is the world's largest island, the sixth-largest land mass and the only country to occupy an entire continent. Our landscape is vast and our population is highly dispersed. Australia is 24 times larger than Norway in terms of territory. Additionally, Australia's population of approximately 26 million is nearly five times that of Norway's 5.5 million. This translates to a population density of just 3.5 people per square kilometre in Australia, compared with 15 people per square kilometre in Norway.



Comparative fuel and EV charger availability: Australia vs. Norway



Australia's 26 million people have access to approximately 7,000 petrol stations, while Norway's 5.5 million people are served by 1,800 petrol stations.⁴ On average, each station in both countries is equipped with four to eight petrol pumps, enabling multiple vehicles to refuel simultaneously. Assuming an average of 6 pumps per station, this equates to one petrol pump for every 619 people in Australia and 509 in Norway - a relatively comparable ratio.

However, a similar comparison for EV charging infrastructure reveals stark differences. While precise data is hard to obtain, the Electric Vehicles Council finds that Australia has 1,849 high-power public EV chargers spread across 1,059 sites nationwide in its vast geographic space,⁵ which equates to one EV charger per 14,062 people. Norway boasts 22,000 EV chargers,⁶ or one per 250 people.

Unsurprisingly, these infrastructure disparities are reflected in public sentiment. According to an independent survey commissioned by MMAL⁷:

- 62% of respondents disagreed with the statement, "It's easy to find a place to plug in and recharge my vehicle," while only 15% agreed.
- 51% of respondents disagreed with the statement, "The reliability of public charging points is satisfactory," with just 12% agreeing.

These survey results highlight why "charging anxiety" - concerns about the availability and reliability of charging infrastructure - remains a primary deterrent for potential EV buyers.

For those who choose plug-in hybrid electric vehicles (PHEVs), the convenience of petrol for longer journeys is a key factor influencing their decision.

This is further supported by research commissioned by Australia's National Automotive Leasing and Salary Packaging Association (NALSPA), which found that nearly half of those surveyed would not consider purchasing a battery electric vehicle (BEV). The primary reasons cited were the lack of public charging infrastructure (56%) and the time required to recharge on the road (50%).⁸

Until charging anxiety is addressed, MMAL's survey findings indicate that 74% of the new car buyer market are open to considering a PHEV when purchasing their next vehicle - more than any other engine type.

Public sentiment in Australia

"It's easy to find a place to plug in and recharge my vehicle."

62%
disagreed

15%
agreed

"The reliability of public charging points is satisfactory."

51%
disagreed

12%
agreed

PHEVs

A sustainable solution for Australia's vast geography

For many consumers, the choice is not between PHEVs and EVs but between PHEVs and internal combustion engine (ICE) vehicles.

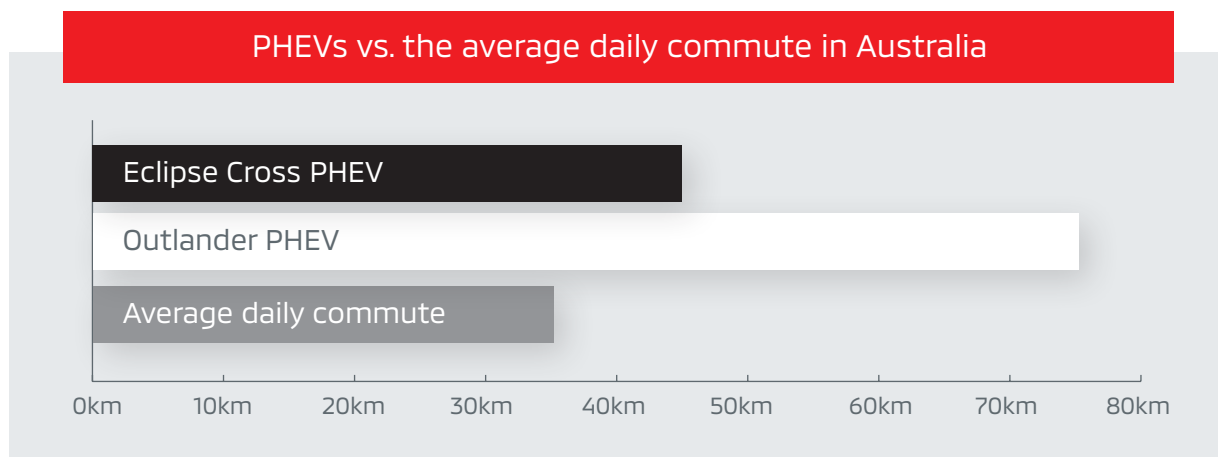
The average Australian commutes 35 km daily. The Mitsubishi Eclipse Cross PHEV offers a range of 40–50 km, while the Outlander PHEV provides 70–80 km, more than sufficient for most everyday and weekend needs. This is why PHEVs, which use an engine to generate electricity for long-distance trips, represent a pragmatic solution on the path to Net Zero.

Moreover, PHEVs leverage existing technology and infrastructure, serving as a bridge while Australia's EV charging network continues to develop. PHEVs, which are equipped with batteries sufficient for daily EV driving and use an engine to generate electricity for long-distance trips, carry smaller batteries than BEVs and have

a smaller environmental impact in terms of life cycle assessment from manufacturing to use and disposal. They are also able to generate their own electricity, making them less dependent on infrastructure such as recharging facilities.

Survey data from 800 PHEV owners shows that Mitsubishi Outlander PHEV is in electric mode 81% of the time, significantly reducing reliance on fossil fuels. Even at low battery charge, PHEVs deliver emissions benefits, consuming less fuel than ICE vehicles.

Furthermore, large SUVs and light commercial vehicles (utes) comprise more than 30% of Australia's vehicle market. Currently, no viable EV alternatives exist for utes, as available models are limited, expensive and lack sufficient range under heavy loads - a key concern for farmers and tradespeople. While global R&D is





PHEVs present a more sustainable alternative and could achieve significant emissions reductions if incentivised effectively.



advancing, affordable, long-range electric vehicles remain years away.

PHEVs present a more sustainable alternative and could achieve significant emissions reductions if incentivised effectively. That is because if the uptake of PHEVs accelerates while the charging infrastructure catches up, then daily commute emissions can be considerably reduced in the interim.

42% of people living in regional, rural or remote areas, who often drive long distances, state that BEVs do not suit their driving needs.⁹ PHEVs are helping these residents transition to electrified driving with greater ease.

In 2024 sales PHEVs increased 100.2%, year-on-year.¹⁰ This uptake can be attributed to Fringe Benefits Tax (FBT) exemption, estimated to account for nearly 45% of PHEV sales¹¹ with PHEVs now representing 1.9% of the total market. However, the current for PHEVs is set to expire on 1 April 2025, and its removal risks undermining progress just as consumer adoption is gaining momentum.

Recommendation 1

Australia should continue to incentivise the purchase of PHEVs

The Fringe Benefits Tax exemption for PHEVs has significantly accelerated the adoption of this technology. No other vehicle propulsion type grew faster than PHEVs in 2024, with a 100.2% year-on-year increase. To ensure the continued rapid uptake - which could potentially reduce emissions by up to 81% - MMAL recommends extending this exemption beyond 1 April 2025 or introducing an alternative mechanism, such as upfront tax rebates of \$6,000 for individuals or businesses purchasing PHEVs.

Harmonising global standards

Importance of safety and affordability

MMAL commends the ongoing review of Australian Design Rules (ADRs) and the effort to harmonise them with global best practices. It is time to finally harmonise all Australia's requirements with global UN regulations. This will open additional product opportunities including for low and zero emissions vehicles.



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We have long argued that the current ADRs increase the costs and complexities associated with supplying vehicles to the Australian market. As a small, right-hand-drive market accounting for just 1.1

million new vehicle sales annually - around 1% of total global sales - Australia is niche by global standards. Designing and manufacturing vehicles to meet unique Australian standards in limited volumes inflates costs for consumers and restricts the number of models available locally.

Harmonisation with global standards would likely see the introduction of smaller EVs and electric vans with low / zero emissions that are currently not available to the Australian market due to the niche market requirements.

To complement the harmonisation of global standards, MMAL also recommends a revision to large business and government procurement requirements that reference the Australasian New Car Assessment Program (ANCAP). Fleet procurement rules within government and other large fleet providers often require 'five-star' safety as a minimum eligibility requirement when it comes to the purchase of work-related vehicles. Safety is of paramount importance to MMAL, and within the current market, thanks to decades of industry innovation and collaboration, vehicles are inherently safer than they have been in the past.

The Mitsubishi eK X EV - a compact city car with a 20kWh battery offering a 180km range - is an example. These compact EVs are ideal for urban environments, especially as cities densify. They offer practical,



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low-emission solutions but are currently excluded from Australia due to regulatory and procurement barriers. While the Mitsubishi eK X EV meets Japan's stringent safety regulations and incorporates next-generation safety technologies, additional ANCAP requirements to achieve a five-star safety rating, such as advanced driver-assistance systems (ADAS), would increase its cost significantly.

While newer thresholds for five-star safety ratings raise safety standards incrementally, they demand added technologies that increase vehicle costs. ANCAP's protocols are presently revised every three years. This is not in alignment with vehicle development life cycles, which are typically longer, to recover significant investment in vehicle development and production costs. As a rule of thumb, when ANCAP transitions to the next protocol period, a vehicle that was rated as five-star would potentially drop to three-

or four-star, if rated again during the next protocol period. That does not mean that the vehicle has suddenly become unsafe. It simply means that the protocol became more stringent. This can lead to a situation where a vehicle rated as four-star in a current protocol period may offer superior safety performance than a five-star vehicle rated during the preceding protocol period. By applying a blanket five-star only policy the four-star vehicle would be excluded from purchase eligibility.

Fleet purchasing policies that mandate the highest achievable ANCAP rating of five stars lead to limited or no market potential for vehicles such as the Mitsubishi eK X EV in Australia, despite its potential to significantly lower emissions at an affordable cost.

Recommendation 2

Maintain safety standards and review fleet requirements

Review government fleet purchasing requirement of a five-star rating and introduce a more nuanced approach. For example, require a minimum four-star rating for vehicles assessed under the current protocol, while maintaining the five-star requirement for vehicles rated under the previous protocol. This would lead to OEMs introducing more environmentally friendly vehicles to the Australian market.

Bi-directional charging

Powering homes, strengthening the grid

Australia's electricity grid is not yet equipped to handle a large-scale shift to EVs without new investment. In 2024 the Electric Vehicle Council celebrated a milestone of 100,000 EV sales in Australia, including both BEVs and PHEVs,¹² representing approximately 8-9% of new vehicle sales. While different scenarios exist, upper-end projections indicate that EVs could approach 80% of all new sales in Australia by 2030, which would translate to EVs representing 20-25% of all vehicles on the road.¹³

With approximately 6 to 8 kWh of electricity - the equivalent of a small household's daily energy use - required to charge an EV for a 40 km trip, this would result in additional daily load of 20GWh on the electricity grid. If this load were to be spread evenly, the increase in demand would be low. However, if most EV drivers are going to charge their cars during the evening peak hours after coming home from work, then the instantaneous load could be more than 30 GW, virtually doubling peak electricity demand.¹⁴ Given Australia's inadequate public charging infrastructure, this scenario is realistic, as most EV owners will be charging their vehicles at home. It is also important to bear in mind that high-powered fast chargers are a major load on a grid, often requiring significant grid upgrade costs.

Even without EVs, grid stability is already a concern. In 2023, the Australian Energy Market Operator (AEMO) warned¹⁵ that Victoria and South Australia faced an increased risk of rolling blackouts due to ageing coal plants, potential fuel shortages, and heatwave conditions under the El Niño weather pattern. New South Wales narrowly



Bi-directional charging technology could play a key role in reducing household energy costs by allowing vehicles to power homes or the grid during off-peak times, while also enhancing grid resilience by diversifying supplies.

avoided widespread power breakdowns during consecutive summers in 2023 and 2024 by urging residents and businesses to reduce electricity use at peak times. This underscores how rising temperatures and fluctuating renewable output can

strain the grid even without additional capacity needed for charging infrastructure. International precedents furthermore highlight the risk of an unprepared grid. In 2022, Switzerland considered restricting EV use to “essential” travel amid a winter energy shortage, illustrating the severity of grid pressure when faced with sudden demand spikes.

It is crucial to prevent a scenario in which, due to grid overload, Australians would be stranded at work or home on a hot day, unable to charge their vehicles.

Bi-directional charging technology could play a key role in reducing household energy costs by allowing vehicles to power homes or the grid during peak times, while also enhancing grid resilience by diversifying supplies. This innovation helps ensure that EVs contribute as a net benefit to the grid rather than adding strain. In Europe, it is estimated that:

...the savings potential from bi-directional charging in the EU could amount to up to €22 billion annually, equivalent to around 8% of the costs of constructing and operating the EU energy system. Between 2030 and 2040, savings could exceed €100 billion. In Germany alone, annual savings of €8.4 billion are projected until 2040¹⁶



Recommendation 3

Promote the uptake of Vehicle 2 Grid technology

Given the potential benefits to an increasingly strained electricity grid, households should be incentivised to purchase bi-directional private chargers. Similarly, workplaces and offices should be incentivised to install on-site charging infrastructure that leverages daytime solar production potential. This would enable EV owners to benefit from the solar sponge during the day and use their vehicles to power their homes in the evening during peak hours.

National Vehicle Efficiency Standard

Developing EV infrastructure before focusing on outcomes

MMAL acknowledges the urgent need to address climate change and supports the introduction of the New Vehicle Efficiency Standard (NVES), which aims to regulate carbon dioxide emissions from new passenger and light commercial vehicles. Sustainability is one of our key strategic pillars, as we are committed to the long-term future of our planet.

While we fully support the NVES, we also take a pragmatic view of its implementation. There are notable challenges in aligning the policy's ambition with market realities and practical constraints. Automotive manufacturers, including Mitsubishi, face several hurdles, outlined in earlier sections, including market gaps in certain vehicle segments, constraints of designing and bringing new cars to the Australian market, and a slowing consumer uptake of BEVs due to concerns about charging infrastructure.

Until drivers can confidently rely on charging availability and reliability, mass adoption of EVs will remain elusive. As a free-market economy, Australia allows consumers to choose vehicles that best suit their needs and budgets, whether BEVs, PHEVs, or ICE vehicles.



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However, as global EV demand moderates in favour of alternate technologies - notably PHEVs but also alternate ecological combustion biofuels - and the European car industry faces structural decline with attendant consequences for jobs and political stability, so the EU's position is shifting.¹⁷

PlugShare's interactive map¹⁸ reveals that the number of charges available outside of main cities is severely limited, with many under repair, meaning that only one out of three chargers may be operational at a given site. This causes delays, queues, and the twin of charging anxiety - charger anxiety.

While the former refers to fear that an EV will not have enough battery to reach the next charger, the latter is a fear that the charger will not be operational when you reach it.¹⁹

This challenge is compounded in rural and remote regions, where EVs are often impractical. The range of electric utes is severely impacted by towing or heavy loads - an electric ute with a nominal 410 km range may drop to just 140 km when towing a 3,200 kg trailer. Until significant breakthroughs in battery technology emerge - likely years away - ICE utes will continue to be the most viable option for farmers and tradespeople.

Related to the previous policy consideration, installation of EV chargers also depends on the grid's capacity. One of Australia's largest petrol retailers had to scale back plans to increase the number of EV chargers at its sites from 92 to 300 by the end of 2024 due to difficulties connecting chargers to the grid, which is already struggling to cope with an influx of renewable energy generation.²⁰

While Australia has entered the early-adopter phase for EVs, broader demand remains low, primarily owing to charging anxiety. The challenge is not just ensuring supply of EVs but convincing most drivers to make the switch. However, the current NVES structure imposes penalties on manufacturers based on consumer choices - choices that are often influenced by external factors like charging

infrastructure availability, which is outside of control of vehicle manufacturers.

To avoid inadvertently creating unintended consequences for consumers, such as increased vehicle prices or decisions by automotive manufacturers to restrict model availability, we suggest addressing foundational challenges, notably availability of EV infrastructure, and extending the penalty timeline, to pave way for a "win-win" outcome for sustainability, consumers and the automotive industry.

Recommendation 4

Allow for the rollout of EV charging infrastructure before introducing penalties under NVES

With penalties and credits under the NVES scheduled to take effect from 1 July 2025, MMAL recommends a 24-month grace period before penalties are enforced. This extension would allow for the rollout of EV charging infrastructure, ensuring it is in place to support consumers as they transition to electric vehicles.

Consumer trust

Protect market integrity and data

Australia's open car market, while offering consumer choice, risks becoming a dumping ground for excess vehicle production, especially as the United States and European Union shield their own automotive sectors from foreign-subsidised imports. Although



By striking the right balance between market openness and responsible oversight, Australia can preserve consumer choice, protect sensitive data, and ensure that automotive brands operating in the country remain trustworthy, competitive, and socially responsible.

some view these lower-cost vehicles as a consumer advantage, the government has a responsibility to protect Australians' data and cybersecurity. With more than 60 brands competing in the local market, it is also crucial to ensure that new entrants remain committed to servicing and warranting their vehicles long-term. Consumers deserve the best possible options, but they also need

confidence that manufacturers will provide sustained after-sales support.

Achieving the balance between choice and data privacy will be challenging given global supply chains. Car parts, notably electronics, may originate in countries deemed 'foreign adversaries' by other nations. Rather than imposing outright bans, policymakers should consider each manufacturer's ownership, production locations, operating systems and data protection practices. MMAL is proud to be one of only three car brands locally in Australia revealed by a CHOICE investigation²¹ not to collect or share driver data.

By striking the right balance between market openness and responsible oversight, Australia can preserve consumer choice, protect sensitive data, and ensure that automotive brands operating in the country remain trustworthy, competitive and socially responsible.

Recommendation 5

Establish prudent guardrails to protect consumers

MMAL encourages the Australian Government to maintain a free market at the same time as ensuring consumers' data is protected.

Skilled workforce development

The engine of the energy transition

The energy transition demands a significant evolution in workforce development. Despite record migration levels in recent years, Australia continues to face persistent skill shortages. The automotive sector faces immediate and long-term challenges in filling both technical and non-technical roles.

Skills shortages are among the most pressing challenges for the automotive industry. Jobs and Skills Australia found that 35% of the 26 key automotive ANZSCO occupations are in short supply.²² According to a Motor Trades Association of Australia (MTAA) survey, automotive businesses received only 8.2 applicants per vacancy, compared with the national average of 17.7. Of the 2,000 vacancies advertised in 2023 by MTAA members, less than 800 were filled, with an industry fill rate of just 39%. Shortages are prevalent nationwide, particularly in regional areas, due to factors such as a lack of skilled workers, issues in the training pipeline and visa challenges.²³ Projections suggest the industry could face a shortfall of 160,000 workers by 2031.²⁴

The inclusion of core automotive trades in the new Core Skills Occupation List (CSOL) is an important step for workforce development in the sector. However, a



Despite record migration levels in recent years, Australia continues to face persistent skill shortages.

mismatch often exists between migrants' skills and the jobs in demand.²⁵ Research shows 23% of migrants experience skills mismatch, a figure that rises to 32% under state-sponsored migration programs in regional areas.²⁶ These mismatches occur because federal migration programs prioritise education and occupation-based skills, but local employers often require candidates with Australian experience. Additionally, many skilled migrants take lower-level jobs outside their field to secure immediate income.

The new Skills in Demand visa is a step forward, allowing employers to drive migration decisions. In 2024-2025, employer-sponsored visas accounted for

44,000 of 185,000 total spots or 23.7%. To effectively address skill shortages, this percentage must increase significantly under the multi-year migration planning model starting in 2025-26.

By aligning migration policies and educational programs, Australia can develop a robust talent pipeline to meet market demands. However, migration alone cannot resolve the industry's challenges. Employers often express concerns about the quality and practical relevance of training programs, as well as difficulties in attracting and retaining talent, especially due to low awareness of automotive careers and low apprentice pay.²⁷ Addressing these issues is critical, particularly as hybrid and electric vehicles become mainstream. Future technicians must possess interdisciplinary expertise in mechanical, electrical, and software systems to service vehicles combining internal combustion engines and electric drivetrains. Many skilled automotive mechanics will also require additional training and reskilling to meet future industry demands. Australia must adopt a comprehensive approach that integrates improved migration policies with enhanced training programs and workforce development initiatives.

Recommendation 6

Develop and implement a comprehensive strategy for energy transition skills

Collaborate with industry to identify immediate skilled migration needs, building a long-term pipeline of Australian workers, promoting industry careers to students, expanding high school trade courses, and enhancing support for apprenticeships through wage subsidies and employer incentives for upskilling and reskilling.

Conclusion

Aligning policy with technological advancements is essential for a seamless transition to sustainable transport for all Australians. With road transport contributing approximately 18.7% of Australia's greenhouse gas emissions²⁸, the energy transition is a collective endeavour that demands a balanced, inclusive approach to meet the diverse needs of Australia's regions and industries. By incentivising transitional technologies like PHEVs, expanding EV infrastructure, and addressing workforce skills, we can ensure no one is left behind in the journey to net zero.

MMAL is committed to engaging with all political parties ahead of the 2025 election to discuss the priorities outlined in this charter. We believe that collaboration is key to achieving a cleaner, safer, and more prosperous future. Together, we can drive meaningful progress for our industry, communities, and shared environment, ensuring a practical and economically sustainable path toward the future.



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