

Corporate Strategy

November 2020

MITSUBISHI ELECTRIC CORPORATION

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Note

FY2016 : April 1, 2016 -March 31, 2017

FY2017 : April 1, 2017 -March 31, 2018

FY2018 : April 1, 2018 -March 31, 2019

FY2019 : April 1, 2019 -March 31, 2020

FY2020 : April 1, 2020 -March 31, 2021

1. Corporate Principle

Corporate Mission

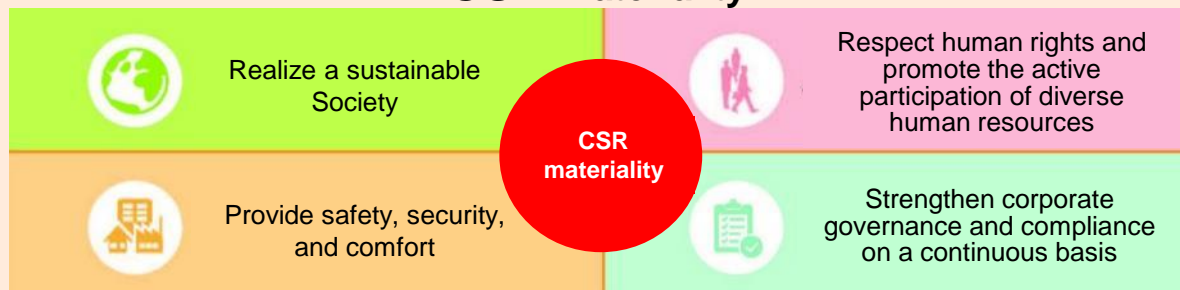
The Mitsubishi Electric Group will continually improve its technologies and services by applying creativity to all aspects of its business.

By doing so, we enhance the quality of life in our society.

Seven Guiding Principles

- 1. Trust:** Establish relationships with society, customers, shareholders, employees, and business partners based on strong mutual trust and respect.
- 2. Quality:** Provide the best products and services with unsurpassed quality.
- 3. Technology:** Pioneer new markets by promoting research and development, and fostering technological innovation.
- 4. Citizenship:** As a global player, contribute to the development of communities and society as a whole.
- 5. Ethics and Compliance:** In all endeavors, conduct ourselves in compliance with applicable laws and high ethical standards.
- 6. Environment:** Respect nature, and strive to protect and improve the global environment.
- 7. Growth:** Assure fair earnings to build a foundation for future growth.

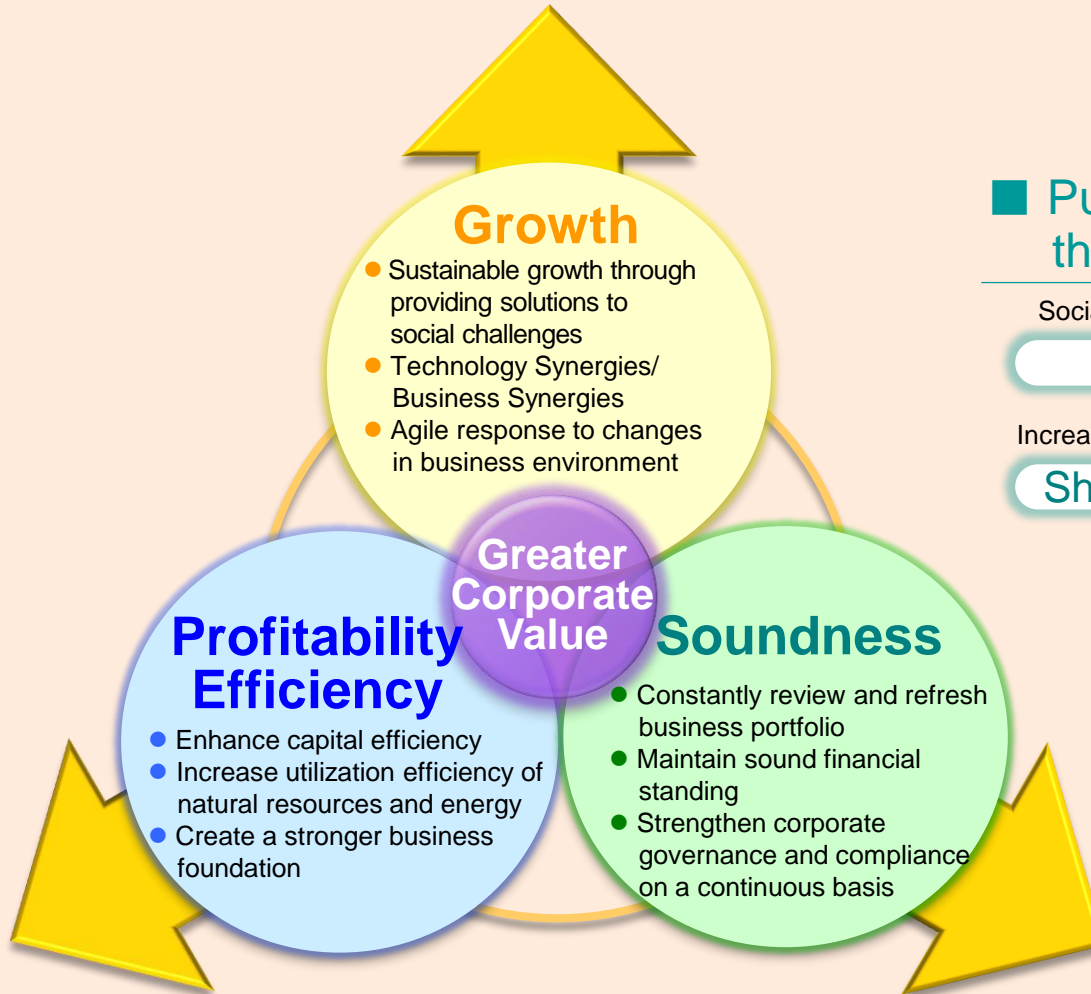
CSR materiality



The Mitsubishi Electric Group positions CSR as the basis of corporate management based on the "Corporate Mission" and "Seven Guiding Principles"

2. Management Policy

— Maintain and evolve Balanced Corporate Management —



■ Pursue the Satisfaction of the Four Stakeholder Categories

Social Contributions

Excellent Products and Services

Society

Customers

Increase Corporate Value

Rewarding Workplace

Shareholders

Employees

3. Strategy

《Strategy》

Mitsubishi Electric will provide integrated solutions to address diversifying social challenges, in the four fields of Life, Industry, Infrastructure and Mobility, uniting all the capabilities inside and outside of the Group. For this purpose, we will enhance our business foundation fostered over the past 100 years and further transform business models.

*Business foundation fostered over the past 100 years: connection with customers, technologies, personnel, products, corporate culture, etc.

Provide integrated solutions uniting all the capabilities inside and outside of the Group

Transforming business models

Enhance the 100-year business foundation × Strengthen all forms of collaboration
= Evolution of Technology Synergies and Business Synergies

Initiatives to Create Value

Social Challenges

Mobility

Zero traffic accidents
Comfortable transport
Eliminate traffic congestion
Reduce air pollution
Measures for deteriorating infrastructure
Prepare for natural disasters
Eliminate poverty/ inequalities

Eliminate regional disparities
Improve QOL of mobility impaired people
Build communities
Prevent global warming
Clean water
Industry and technological innovation
Response to uneven distribution and depletion of resources

Life

Enrich leisure time
Comfortable life
Health
Prepare for infectious diseases
Equal opportunity for education and training
Preserve the ecosystem
Avoid water shortage/ food shortage
Address labor shortage
etc.

Infrastructure

Prepare for man-made threats

Industry

Sustainable society

Based on its strategy, Mitsubishi Electric Group will pursue value creation for addressing social challenges, and contribute to achieving the 17 goals of the SDGs, through all corporate activities.

SUSTAINABLE DEVELOPMENT GOALS



Contribute through value creation

<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>13 CLIMATE ACTION</p> 
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Contribute through all corporate activities

Satellites

Surveillance Control Systems

Power Systems

Transportation Systems

Image Analyzing Solution

Factory Automation

Home Appliances

Power Devices

Automotive Equipment

Facilities and Equipment for Buildings

Recycling (Home Appliances)

Strengthen Corporate Governance and Compliance on a Continuous Basis

Reduce Environmental Burden During Production

Tree Planting

Intuitively-interfaced remote-control - Promote Universal Design -

Respect Human Rights and Promote the Active Participation of Diverse Human Resources

Initiatives to Realize an Inclusive Society

SOCIO-ROOTS Fund

Further promote initiatives to create value, such as simultaneous achievement of “sustainable society,” and “safety, security, and comfort.”

4. Outlook for FY2020 (Consolidated performance)

	FY2016		FY2017		FY2017		FY2018		FY2019		FY2020	
	U.S.GAAP								IFRS ^{*1}			
	Actual	Actual	Actual	Actual	Actual	Actual	6-Month	Actual	6-Month	Forecast (Oct. 2020)		
(Billions of JPY)	109JPY/USD 119JPY/EUR	111JPY/USD 130JPY/EUR	111JPY/USD 130JPY/EUR	111JPY/USD 128JPY/EUR	111JPY/USD 128JPY/EUR	109JPY/USD 121JPY/EUR	109JPY/USD 121JPY/EUR	106JPY/USD 122JPY/EUR	106JPY/USD 121JPY/EUR			
Revenue	4,238.6	4,431.1	4,444.4	4,519.9	2,182.5	4,462.5	1,902.0	4,050.0				
Operating Profit	270.1	318.6	327.4	290.4	114.2	259.6	61.3	150.0				
(%)	6.4%	7.2%	7.4%	6.4%	5.2%	5.8%	3.2%	3.7%				
Profit before income taxes	296.2	364.5	353.2	315.9	124.0	281.9	75.6	175.0				
Net Profit ^{*2}	210.4	271.8	255.7	226.6	91.2	221.8	48.2	120.0				
ROE	10.9%	12.6%	11.7%	9.7%	-	9.2%	-	-				
(Return On Equity)												
Stockholders' Equity	2,039.6	2,259.3	2,294.1	2,399.9	2,407.9	2,429.7	2,455.2					
(%)	48.9%	53.0%	53.3%	55.1%	55.3%	55.1%	56.3%					
Debt	352.1	311.4	311.9	298.4	389.4	377.0	424.2					
(%)	8.4%	7.3%	7.2%	6.9%	-	-	-					
Debt excluding lease liabilities ^{*3}				275.9	275.2	267.0	311.5					
(%)				6.3%	6.3%	6.1%	7.1%					
FCF	217.3	62.2	83.7	29.1	98.7	191.8	149.0					
(Free Cash Flow)												
Dividend (JPY per share)	27	40	40	40	14	40	10					
Dividend ratio (%)	27.5%	31.6%	33.6%	37.9%	32.9%	38.7%	44.5%					

*1: Mitsubishi Electric adopts International Financial Reporting Standards (IFRS) from FY 2018. *2: Net Profit represents Net profit attributable to Mitsubishi Electric Corp. stockholders.

*3: Debt ratio is calculated based on "Debt excluding lease liabilities" that represents bonds and borrowings from FY2019 because IFRS 16 Lease has been applied.

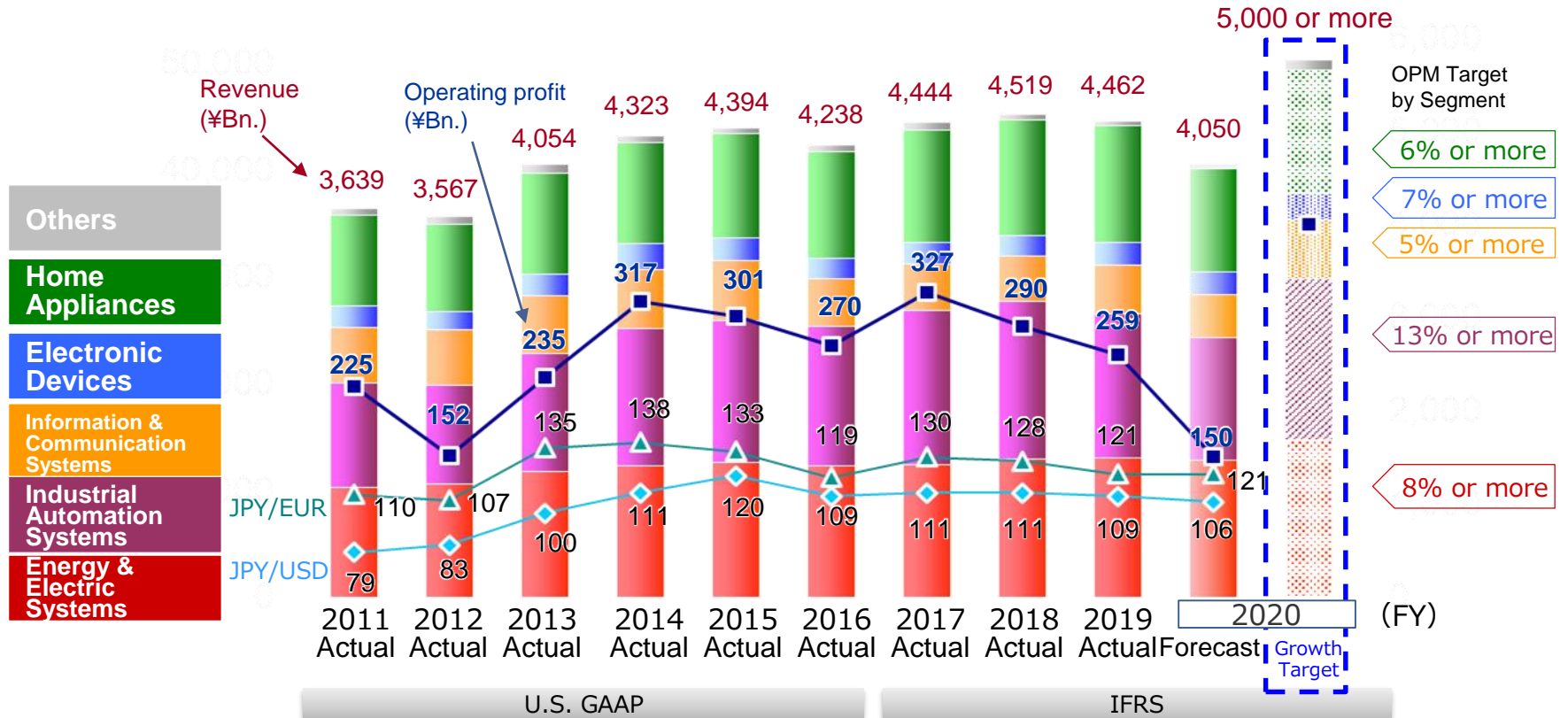
4. Outlook for FY2020 (Segment Forecast)

		FY2016	FY2017	FY2017	FY2018	FY2019		FY2020	
		U.S.GAAP		IFRS ^{*1}					
		Actual	Actual	Actual	Actual	Actual		Forecast (Oct. 2020)	
		109JPY/USD 119JPY/EUR	111JPY/USD 130JPY/EUR	111JPY/USD 130JPY/EUR	111JPY/USD 128JPY/EUR	6-Month 109JPY/USD 121JPY/EUR	109JPY/USD 121JPY/EUR	6-Month 106JPY/USD 122JPY/EUR	106JPY/USD 121JPY/EUR
(Billions of JPY)									
Energy & Electric Systems	Revenue	1,227.9	1,241.9	1,253.0	1,296.7	592.1	1,307.3	564.7	1,280.0
	Operating Profit	44.3	51.7	65.4	82.5	20.4	82.3	26.2	87.0
	(%)	3.6%	4.2%	5.2%	6.4%	3.5%	6.3%	4.7%	6.8%
Industrial Automation Systems	Revenue	1,310.1	1,444.9	1,444.9	1,467.6	686.2	1,349.4	548.6	1,150.0
	Operating Profit	140.0	190.8	187.3	142.5	41.2	68.9	1.7	18.0
	(%)	10.7%	13.2%	13.0%	9.7%	6.0%	5.1%	0.3%	1.6%
Information & Communication Systems	Revenue	447.7	436.0	438.1	426.2	199.0	455.5	165.5	400.0
	Operating Profit	12.7	11.9	11.3	12.2	4.7	26.4	4.8	18.0
	(%)	2.8%	2.7%	2.6%	2.9%	2.4%	5.8%	2.9%	4.5%
Electronic Devices	Revenue	186.5	202.2	202.2	199.9	103.1	208.7	100.5	210.0
	Operating Profit	8.3	14.5	14.1	1.4	1.0	8.7	5.8	0.0
	(%)	4.5%	7.2%	7.0%	0.7%	1.0%	4.2%	5.8%	0.0%
Home Appliances	Revenue	1,004.4	1,049.3	1,049.3	1,074.0	581.7	1,090.2	503.7	970.0
	Operating Profit	69.6	56.0	55.4	59.4	53.2	78.2	35.5	45.0
	(%)	6.9%	5.3%	5.3%	5.5%	9.1%	7.2%	7.1%	4.6%
Others	Revenue	713.6	764.3	659.0	676.7	316.2	659.6	272.4	590.0
	Operating Profit	23.2	23.9	24.0	24.1	9.5	26.0	1.9	13.0
	(%)	3.3%	3.1%	3.6%	3.6%	3.0%	3.9%	0.7%	2.2%
Total	Revenue	4,238.6	4,431.1	4,444.4	4,519.9	2,182.5	4,462.5	1,902.0	4,050.0
	Operating Profit	270.1	318.6	327.4	290.4	114.2	259.6	61.3	150.0
	(%)	6.4%	7.2%	7.4%	6.4%	5.2%	5.8%	3.2%	3.7%

*Inter-segment sales are included in the above chart. *1: Mitsubishi Electric adopts International Financial Reporting Standards (IFRS) from FY 2018.

5. Growth Targets for FY2020

Performance in FY2020 is expected to fall short of the FY2020 growth targets set in FY2014, partly due to the impact of COVID-19.



	U.S. GAAP					IFRS					
OPM (%)	6.2	4.3	5.8	7.3	6.9	6.4	7.4	6.4	5.8	3.7	Growth Target for FY2020 8% or more
ROE (%)	10.3	5.7	10.9	13.9	12.4	10.9	11.7	9.7	9.2		To Be Continuously and Stable Achieved 10% or more
Debt Ratio (%)	16.0	15.9	10.3	9.4	10.0	8.4	7.2	6.9	6.1		15% or less

*Debt ratio is calculated based on "Debt excluding lease liabilities" that represents bonds and borrowings from FY2019 because IFRS 16 Leases has been applied.

6. Formulating the Medium-term Management Plan towards 2025

***The Medium-term Management Plan will be announced in FY2021**

【Principles】

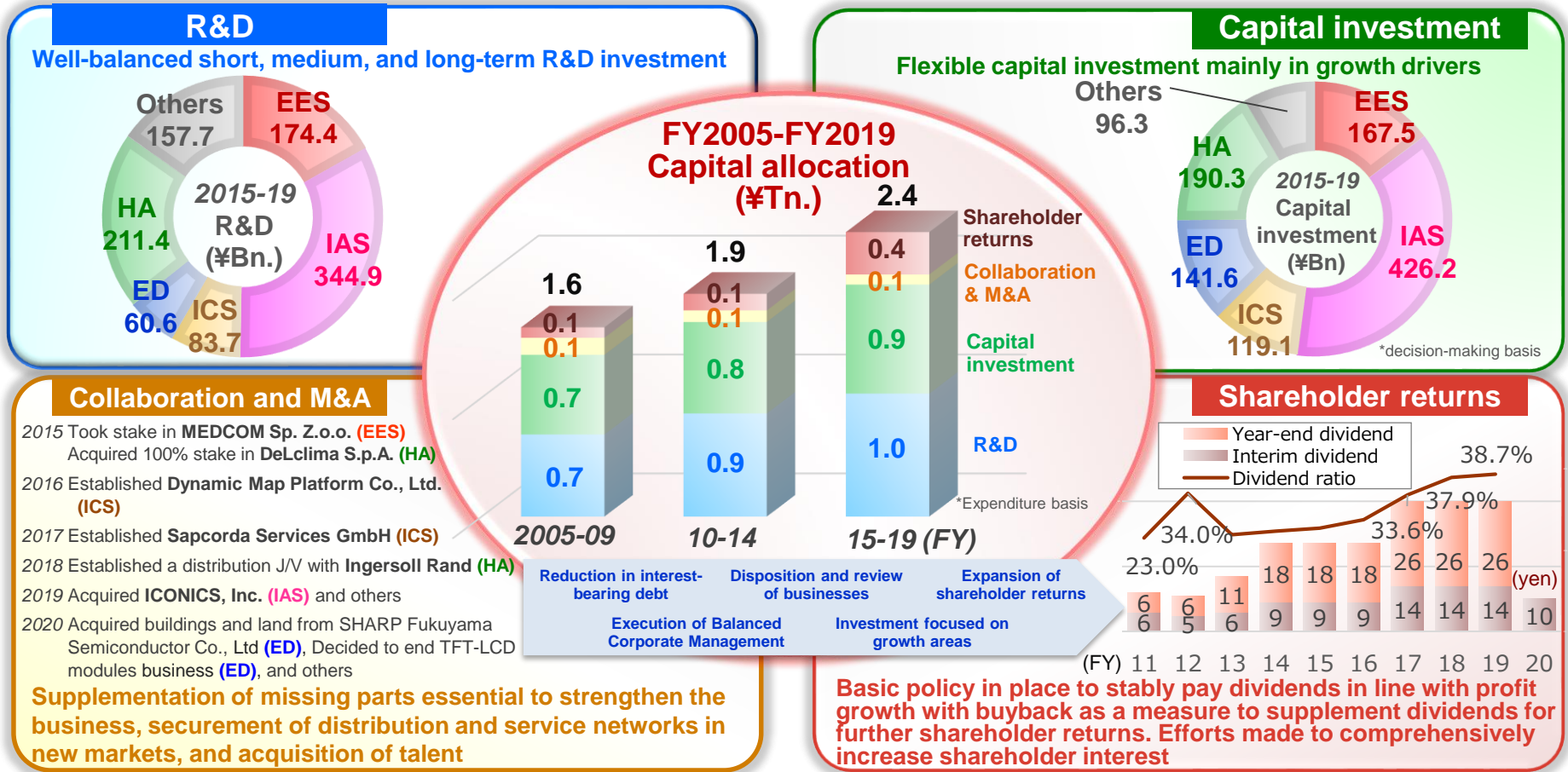
In order to address diversifying social challenges, we will focus on strengthening our solutions business. We will also revise our business portfolio to improve profitability and effectively utilize management resources, and enhance our business foundation.

《Important measures》

- (1) Improving profitability of major businesses by thoroughly implementing basic operations such as capturing market needs and strengthening technological development.
- (2) Building and cultivating new business models and new businesses that will become the pillars of the next generation.
- (3) Identify unprofitable and less profitable businesses, then reallocate resources to high-profit and development businesses.
- (4) Pursue the optimal Group management system, including function review of affiliated companies

7. Trends in Capital Allocation

In the past years, we have been investing aggressively toward the FY2020 growth targets. Under the new medium-term management plan, we will steadily reap the results of these investments, and will seek to further improve profitability through such means as strengthening the solutions business.



8. Enhancement of Business Foundation – Business Group –

Energy & Electric Systems

Power Systems

Power generation systems, Substation systems, Transmission & distribution ICT systems, Power distribution systems, etc.

Transportation Systems

Inverters, main motors, Train radio system, air conditioning systems for railcars, Train Vision, Train control and management systems, Railcar operation management systems, Signaling systems, etc.

Building Systems

Elevators, Escalators, Building management systems, etc.

Public Systems

Water treatment systems, Disaster prevention systems, Optical, wireless communications systems, etc.

Video Monitoring Systems

Network camera, Video analysis systems

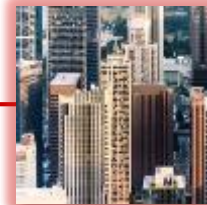
Industrial Automation Systems

Factory Automation (FA) Systems

PLCs, AC servomotors, CNCs, Industrial robots, Laser processing machines, etc.

Automotive Equipment

Engine electrical components, Engine controller, EPS motor and controller, Car multimedia, Electric powertrain systems, Preventive safety / Autonomous driving related products, etc.



Business Group

Information & Communication Systems

Space Systems

Satellites, Ground systems for satellite control, Satellite communication system etc.

Defense Systems

Radar equipment, Antennas, etc.

IT Solution

Network security for financial industry, etc.

Electronic Devices

Power Devices

SiC modules, IGBT modules, etc.

High Frequency and Optical Devices

High frequency devices (GaN and GaAs), Optical devices, etc.

Home Appliances

Air-Conditioning & Refrigeration Systems

Room and package air conditioners, Multiple AC units for buildings, Lossnay ventilation systems, Chillers, etc.

Housing Equipment

Ventilation, ATW, Lighting, Circulating fan with Health Air® function, Smart appliances, etc.

Kitchen and Other Household Appliances

8. Enhancement of Business Foundation – Initiatives of Major Businesses (1) –

Power Systems Business

Provide products, systems and services which contribute to stable utilization of electricity and efficient business management for clients

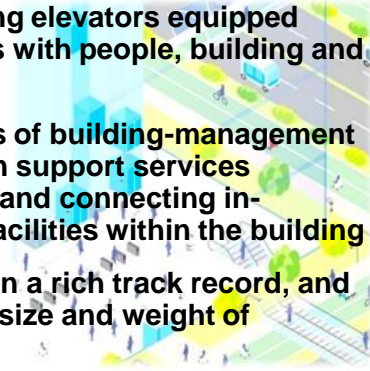
- Respond to needs to use energy effectively and stabilize power systems, which have increased with the expansion of renewable energy and distributed energy resources
- Offer solutions for utilizing distributed energy resources in cooperation with the electricity market
- Expand advanced facility operation/maintenance service business targeting aging products, with the use of digital technology



Building Systems Business

Provide total support from new installation to maintenance, and renewal, through highly safe and reliable products as well as high field engineering capabilities

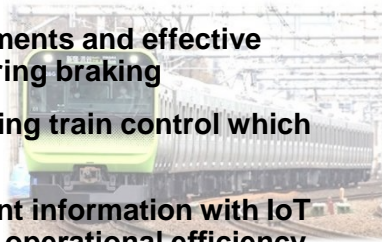
- Add new value to buildings by offering elevators equipped with new functions that link elevators with people, building and the city
- Contribute to reducing the workloads of building-management personnel through building operation support services incorporating remote energy control and connecting in-building mobile robots and various facilities within the building
- Provide safety and reliability based on a rich track record, and achieve energy-savings by reducing size and weight of product lineup



Transportation Systems Business

Contribute to safe, secure, and comfortable rail transport by providing highly reliable equipment and proposing IoT/AI solutions

- Promote energy efficiency improvements and effective utilization of regenerative power during braking
- Safe and efficient train operation using train control which applies wireless technology
- Collect and analyze railcar equipment information with IoT platforms. Contribute to customers' operational efficiency



Air-Conditioning & Refrigeration Systems Business

Accelerate renewal and maintenance solution proposals to meet the needs of each region and business expansion, focused on the HVAC&R business, which includes ventilation and hot water supply in addition to air-conditioning and refrigeration

- Strengthen and expand renewal and maintenance solution proposals
- Make fine-tuned response to needs with a wide range of products and a global production system
- Respond to environmental and energy-saving regulations, and lower environmental burden



8. Enhancement of Business Foundation – Initiatives of Major Businesses (2) –

Factory Automation (FA) Systems Business

Contribute to the smartification of factories by further evolving the 『e-F@ctory』

■ **Strengthen 『e-F@ctory』 supporting products / solutions**

- Launch FA products compatible with “CC-Link IE TSN*”

* Technology that enables integration of information communications and machine control on one network

■ **Establish systems to strengthen production and stabilize supply**

- Strengthen production capacity (servo, inverter)
- Expansion of production bases (Japan/China/India)



Industrial Open Network

Automotive Equipment Business

Realize environment-friendliness, safety and security, and comfort by coordinating and integrating a wide range of high efficiency equipment, including electric powertrain systems, and advanced control technology

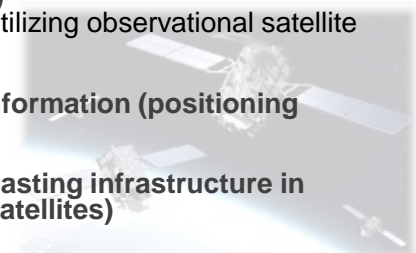
- **Contribute to reducing environmental burden and improving fuel mileage by using engine equipment and equipment for electric vehicles**
- **Improve comfort during driving through next-generation information equipment, which integrates the car navigation system into driver assistance functions**
- **Realize safe and comfortable autonomous driving by linking infrastructure using positioning satellites and road-vehicle/vehicle-vehicle communication technology**



Space Systems Business

Contribute to building a global social infrastructure through satellite systems products across various areas

- **Contribute to the prevention of global warming, enhanced monitoring of climatic phenomena and global environment, understanding of disaster situations, and the prevention of disasters (observational satellites)**
 - Promote solution-based business utilizing observational satellite data
- **Offer high-precision positioning Information (positioning satellites)**
- **Advance communications/ broadcasting infrastructure in various regions (communication satellites)**



Power Devices Business

Provide key devices for energy-savings based on the most advanced power semiconductor technology

- **Contribute to realizing a low-carbon society by supplying devices that play a major role in reducing power loss**
- **Improve the value and competitiveness of customers' products by providing compact and lightweight devices**
- **Supply devices in response to the global trend toward energy conservation and the adoption of electric vehicles (xEV)**



8. Enhancement of Business Foundation – Research and Development –

Create new value that contribute to business model transformation, and develop future technologies in a well-balanced way from a short, medium, and long-term perspective, while working to thoroughly strengthen present businesses



Life

Control technology for in-building mobilities and facilities

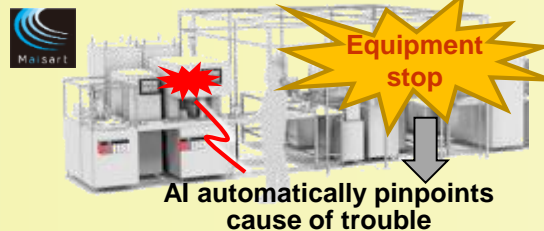
Realizes smart buildings where people and robots coexist safely



Industry

Visualization technology for cause of the problem in production equipment

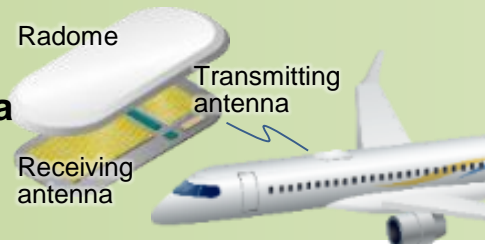
Reduces equipment downtime by supporting troubleshooting



Infrastructure

Active electronically steered array antenna technology for inflight connectivity

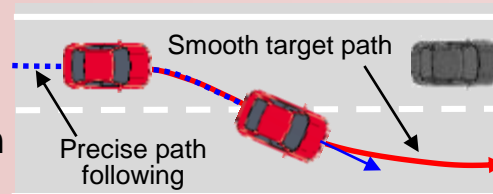
Enables internet access with more than 100Mbps in various aircraft and airway



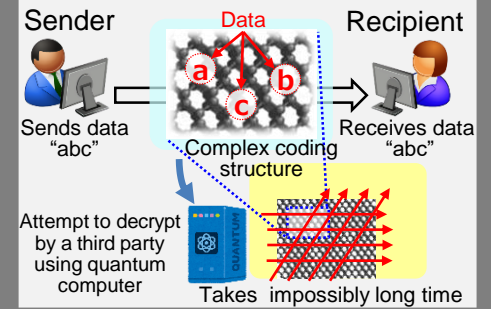
Mobility

Path planning and vehicle control technologies for autonomous driving system

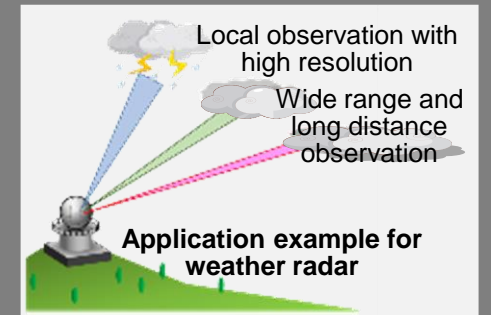
Generate smooth and safe paths to control vehicles with high degree of accuracy



Common Technologies



Safeguard confidential information with quantum-computer-proof encryption
Post-quantum cryptography



Ultra-wideband and high power wireless technology

Contributes disaster prevention by high resolution and wide range observation

8. Enhancement of Business Foundation – Intellectual Property Activities –

Protect technology based business advantages through patents over the medium and long term, and actively pursue intellectual property activities worldwide

Patent PCT application ranking **No. 2** globally
World Intellectual Property Organization (WIPO)
Top among Japanese companies

Patent registration numbers ranking **No. 2** in Japan
Japan Patent Office (JPO)

Design registration numbers ranking **No. 1** in Japan
Japan Patent Office (JPO)

Patent asset size ranking (all industries) **No. 1** in Japan
Patent Result Co., Ltd.

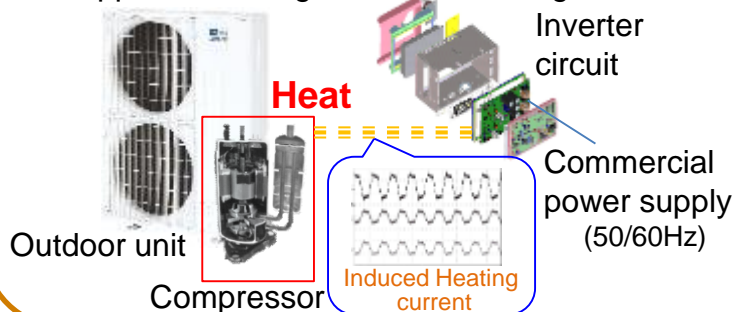
*Statistics of WIPO/ JPO: Jan.1- Dec.31, 2019, *Statistics of Patent Result: Apr.1, 2018- Mar.31, 2019

FY2020 National Invention Award

Three awards in a year for technologies and designs that contribute to conservation of resources and energy and improvement in factory environments

【The Prize of The Chairman of Japan Business Federation】

Invention of Refrigerant Liquefaction Prevention Method in an Air-conditioning Apparatus Using Induction Heating



【The Invention Prize】

Invention of high density winding technique for compact and lightweight DC motor



【The Invention Prize】

Design of a super high accuracy electrical discharge machine that changes factory environment



Wire-cut electrical discharge machine with the awarded design
front (left) and back (right)

9. Business Model Transformation

Accelerate the creation and cultivation of new business models and new businesses, including the renewal and maintenance business, the data utilization business, and the platform business, that unite all the capabilities inside and outside of the Group and actively utilize open innovation, etc.

- ✓ Established **Business Innovation Group** under the direct control of the President

Work to create new businesses in the fields of “Smart City,” “Health-Tech,” “i-construction,” “Disaster Prevention/Mitigation,” and “Smart Mobility”



- ✓ Invest **\$100 million** in startup companies in the future Sustainable society
Promote corporate venturing activities company-wide as a means of open innovation, with the aim of promoting businesses that combine knowledge from inside and outside the company

- ✓ Mitsubishi Electric IoT Suite: **ClariSense**

Rally the strengths (functions) of our company, such as knowledge of devices and AI/security, in the form of an IoT system unified design guide, solutions library, etc., to centrally develop and expand “ClariSense.”

Combine these functions to quickly create customer value from various data



ClariSense: A term coined by Mitsubishi Electric meaning, “to solve problems,” from the idea that we will “clarify” the “essence” of information “sensed” by machines

9. Business Model Transformation

Next-generation Transportation System Solution

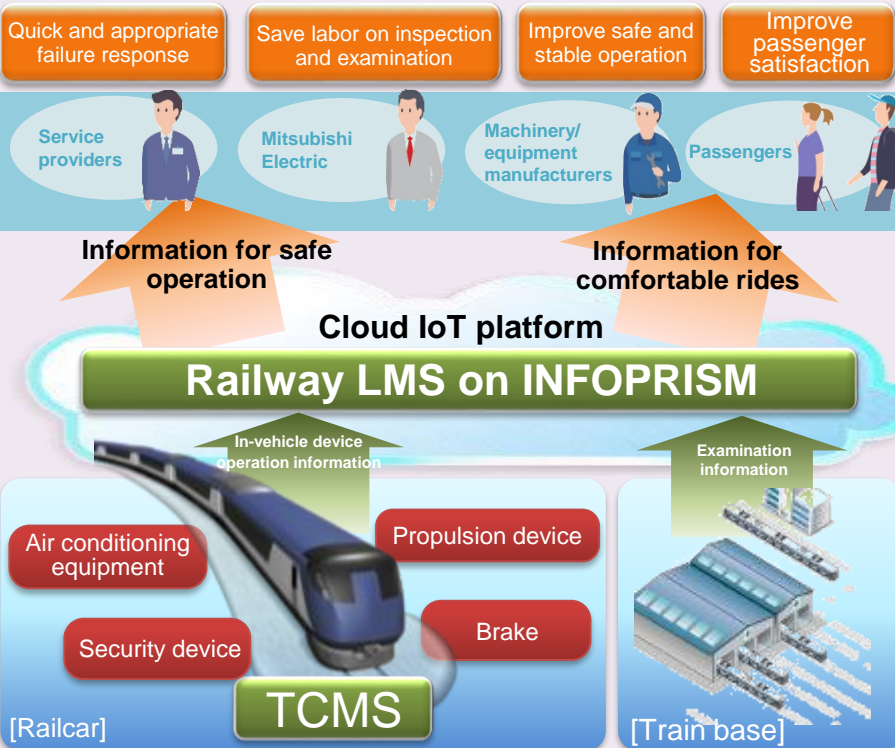
Contribute to safe and comfortable transportation

■ Railcar Maintenance Solution

“Railway LMS on INFOPRISM”

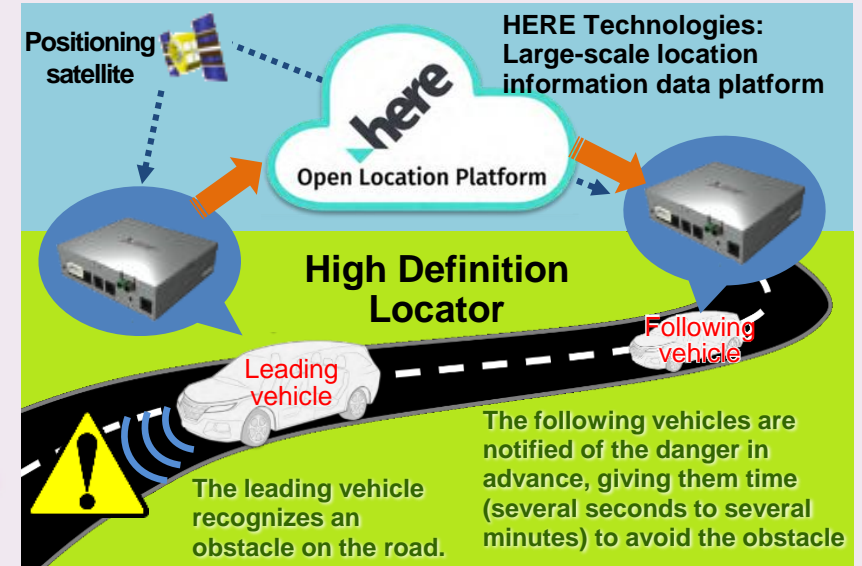
Contribute to labor savings and the safe and stable operation of railway companies with real-time status monitoring of railcars and data aggregation/AI utilization

Start trial operation of “predictive failure detection system” for Tokyo Metro (October 2020)



■ Lane Hazard Warning System

Contribute to safe driving by sharing location information of road obstacles detected by leading vehicle to following vehicles in real time via the cloud



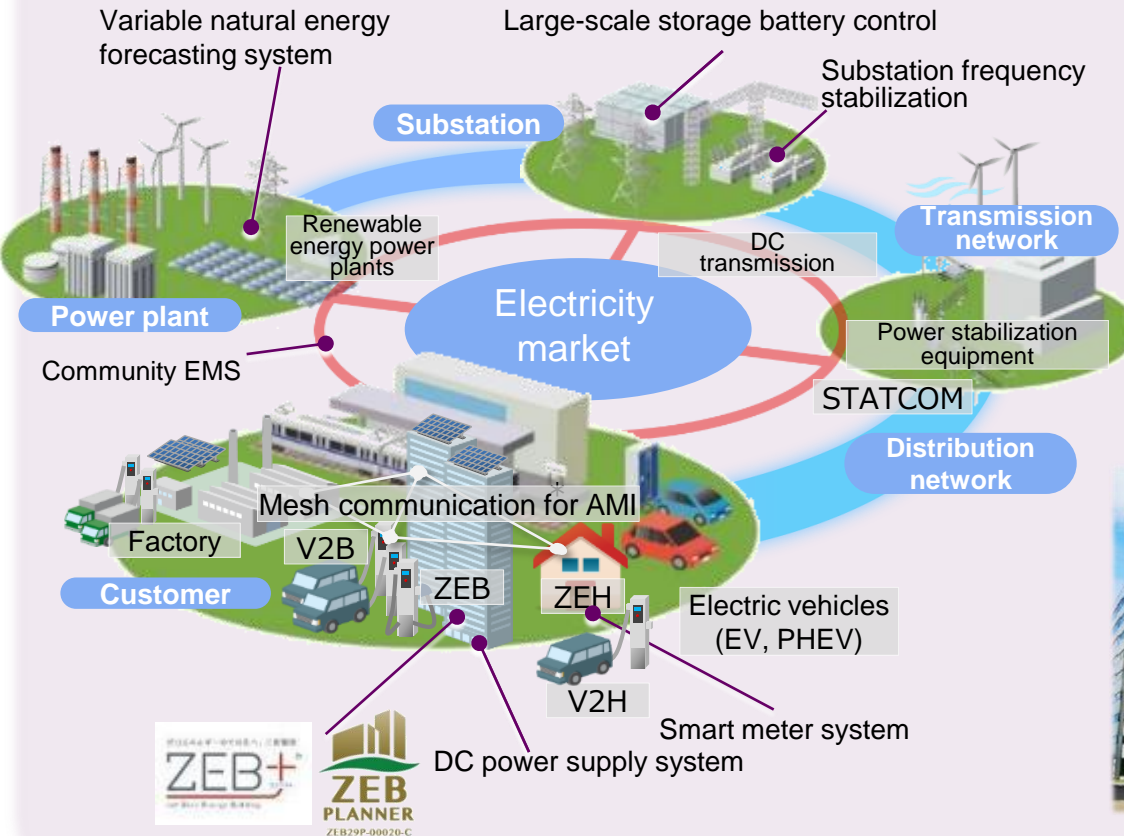
■ High Definition Locator for Vehicle

Our High Definition Locator was adopted by SUBARU in the new “LEVORG.” The locator combines data from positioning satellite and high-precision 3D map to accurately locate the car’s position, contributing to realizing a safe and accurate advanced driver assistance system

9. Business Model Transformation

Energy Solutions

Contribute to the realization of sophisticated, sustainable lifestyle by turning natural energy into stable, high-quality electrical energy



■ Received two awards jointly with local governments and participating companies at the FY2019 New Energy Awards

<Agency for Natural Resources and Energy Commissioner's Award>

Oki Hybrid Project: Japan's first project to utilize state-of-the-art technology to expand the use of renewable energy in the entire community

<New Energy Foundation Chairman's Award>

Installation of large storage battery systems with measures to mitigate periodic output fluctuations

■ ZEB test facility "SUSTIE"

(Kamakura, started operation in October 2020)

Acquired CASBEE Wellness Office S rank certification



AMI: Advanced Metering Infrastructure, ZEB: net Zero Energy Building, ZEH: net Zero Energy House, STATCOM: Static Synchronous Compensator, CASBEE: Comprehensive Assessment System for Built Environment Efficiency, BELS: Building-Housing Energy-efficiency Labeling System

9. Business Model Transformation

Manufacturing Solutions

Solve issues at manufacturing sites through automation that combines advanced technologies

Labor shortage

Cooperation/Automation with Robots



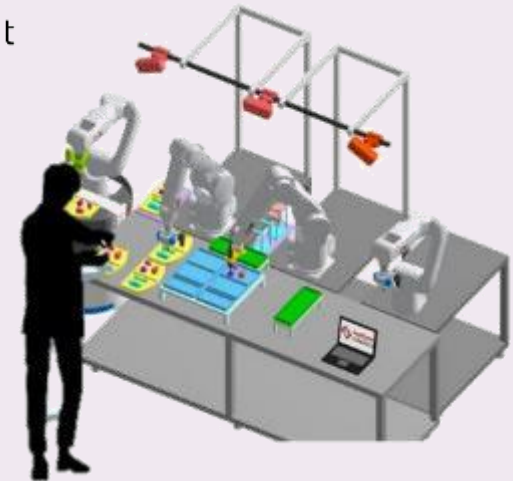
Humans concentrate on high value-added tasks

■ Promote collaborative work with robots using “quick-dodging technology”

- Detects obstacles instantly and stops temporarily. Immediately calculates a route with no obstacles, and continues operation
- Continues high-speed, high-precision operation without coming into contact with people



Collaborative robot "MELFA ASSISTA" (Released in May 2020)



Skill succession

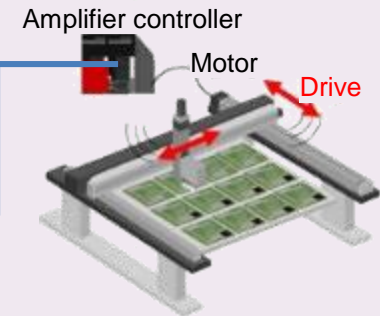
Human-AI Cooperation



Enable anyone to utilize the knowledge of a true craftsman

■ Utilize AI technology to automate work done by skilled technicians

- Adjustment work for precise positioning while suppressing vibration, which used to take skilled technicians more than a week, can be done in a single day using AI technology



9. Business Model Transformation

Safe and Secure Urban Development Solutions

Visualize objects and concepts that were not noticed thus far, and realize an eco-friendly smart city that is easy to live and stay in



9. Business Model Transformation

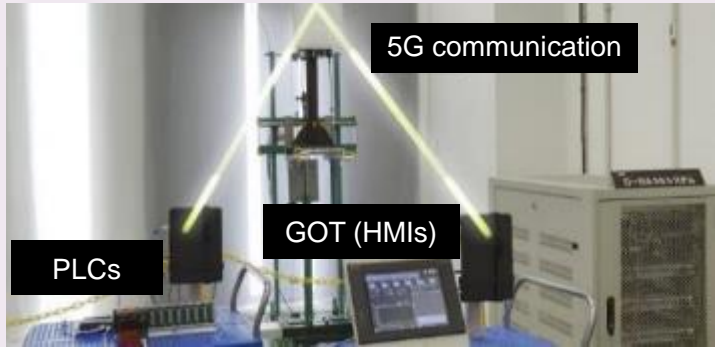
Key Technologies That Support Transformation

Promote the use of our proprietary “compact artificial intelligence (AI) technology” and “5G technology” in a wide range of businesses, as well as their development and demonstration in order to create new businesses



5G technology
Communication system technology, antenna technology, high frequency / optical device technology

Started demonstrating local 5G system aiming for offering one-stop 5G solutions (May 2020-)



Testing 5G communication between FA equipment Nagoya Works (Nagoya, Aichi Prefecture)

5G Open Innovation Laboratory, a place for cooperative creation with customers scheduled for opening (April 2021)

10. Initiatives for the New Normal

■ Responding to the changes in business style

- [Expanding remote work] Turn the expanded work from home program into a permanent system, and establish online communication between bases spread over a wide area
- [Digital marketing] Disseminate information through virtual exhibitions and previews



Online "Home and Equipment Exhibition" (September 2020)

■ Addressing the new social challenges

Infection control



● Circulating fan with Health Air® function (left)

Form electric field/discharge space to control and eliminate various suspended substances

● Lossnay for commercial use (right)

Control airflow according to the level of human congestion (CO2 density) and provide highly efficient ventilation using our unique heat exchange technology

No contact, no face-to-face interaction



● TERASU GUIDE (left)

Guide to secure social distancing using animation light guiding system

● Touch Operable Aerial Display (right)

Terminal operable by touching images displayed in the air instead of pushing buttons



Unattended/manpower-saving service



● Robot Mobility Support Service

Help make the building safe for both people and in-building mobile robots working for security, cleaning and delivery

To offer integrated solutions built on our strengths

11. ESG Initiatives

Continue our Commitment to the UN Global Compact

Continue CSR activities in accordance with UN Global Compact principles in the areas of Human Rights, Labour, the Environment and Anti-Corruption



Awarded “Gold,” the highest rating, in the evaluation of companies’ CSR performance conducted by EcoVadis (*1), a global rating agency specializing in CSR evaluation (Oct. 2019)



Environment

Formulated Environmental Sustainability Vision 2050 (Jun. 2019)

Environmental Declaration

Protect the air, land, and water with our hearts and technologies to sustain a better future for all



Start of full-scale development of “Greenhouse Gas and Water Cycle Observation Satellite GOSAT-GW (*5)” (Mar. 2020)



Contribute to disaster countermeasures related to global warming and climate change, and refine climate change predictions through development



Received the highest rating from CDP (*2) for “Water Security” for four consecutive years (Dec. 2019)

Mitsubishi Electric Group’s greenhouse gas emissions reduction targets acquired SBT initiative (*3) certification (Jan. 2020)



Expressed approval of the recommendations by the Task Force on Climate-related Financial Disclosures (TCFD) (*4) (May 2019)



- *1 EcoVadis: A rating agency that covers over 55,000 companies in 155 countries. Every year, EcoVadis comprehensively evaluates companies’ CSR initiatives, and those that rank in the top 5% of the surveyed companies are awarded the “Gold” rating.
- *2 CDP: An international NPO working to enhance environmental disclosures.
- *3 SBT (Science Based Targets) initiative: An international initiative by the UN Global Compact (UNGC), the World Wide Fund For Nature (WWF), the CDP, and the World Resources Institute (WRI)
- *4 TCFD (Task Force on Climate-related Financial Disclosures): A task force for disclosure of climate-related financial information led by the private sector, established at the request of the G20 finance ministers and governors of central banks
- *5 GOSAT-GW: Global Observing SATellite for Greenhouse gases and Water cycle

11. ESG Initiatives

Employee engagement

Realizing a work environment where all employees can work with vitality

- Transform the workplace culture by continuous monitoring using engagement survey results as an indicator to measure the workplace culture
- Promote flexible and efficient working styles such as remote work utilizing IT
- Support career development through leave programs that accommodate individual life plans for those wishing to study abroad or accompany their spouse on overseas postings, etc.
- Secure human resources by expanding the evaluation system for employees with advanced skills in AI and other fields, including by means of additional remuneration
- Systematically select and educate non-Japanese candidates for core management positions at overseas bases

Information security

Develop a comprehensive multi-layer defense system

- Strengthen and thoroughly implement intrusion prevention, diffusion prevention, leak prevention, global response, and document management
- In April 2020, establish the Information Security Supervisory Office under the direct control of the President

Product and service quality

Provide the best products and services with unsurpassed quality

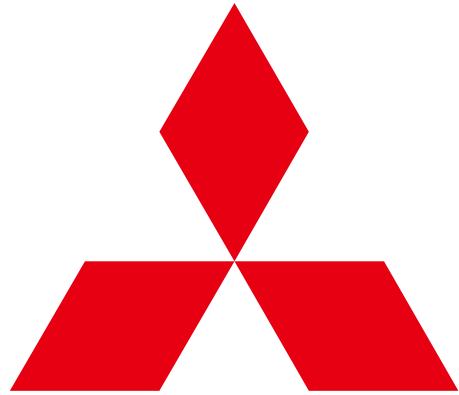
- Build a thorough quality control system that complies with related laws and required specifications
- Further foster quality awareness within the Group, centered on education

Changes for the Better

Cautionary Statement

While the statements herein including the forecast of the Mitsubishi Electric Group are based on assumptions the Group considers to be reasonable under the circumstances on the date of announcement, actual results may differ significantly from forecasts. Such factors materially affecting the expectations expressed herein shall include but are not limited to the following:

1. Any change in worldwide economic and social conditions, as well as laws, regulations, taxation and other legislation
2. Changes in foreign currency exchange rates, especially JPY/dollar rates
3. Changes in stock markets, especially in Japan
4. Changes in balance of supply and demand of products that may affect prices and volume, as well as material procurement conditions
5. Changes in the ability to fund raising, especially in Japan
6. Uncertainties relating to patents, licenses and other intellectual property, including disputes involving patent infringement
7. New environmental regulations or the arising of environmental issues
8. Defects in products or services
9. Litigation and legal proceedings brought and contemplated against the Company or its subsidiaries and affiliates that may adversely affect operations or finances
10. Technological change, the development of products using new technology, manufacturing and time-to-market
11. Business restructuring
12. Incidents related to information security
13. Large-scale disasters including earthquakes, typhoons, tsunami, fires and others
14. Social or political upheaval caused by terrorism, war, pandemics, or other factors
15. Important matters related to the directors and executive officers, major shareholders and affiliated companies of Mitsubishi Electric Corporation



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