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■ Responsibility to Customers

We fulfill our social responsibility to customers by creating high-quality products, providing after-purchase support and responding appropriately to any product-related issues.

■ Responsibility to Business Partners

We shall select suppliers fairly, build a cooperative relationship with them by deepening mutual understanding, and work together with them to ensure product safety and improve service quality.

■ Responsibility to Shareholders & Investors

By promoting balanced corporate management from the three perspectives of growth, profitability and efficiency, and soundness, we shall work to build a robust management base and achieve sustainable growth as we strive to further improve performance and increase corporate value.

■ Responsibility to Employees

We shall work to realize a diverse workforce and equality of opportunity, create a fulfilling workplace, improve the workplace environment to achieve even better working conditions, and ensure occupational safety and health, and health in mind and body.

■ As a Corporate Citizen

We shall undertake and promote philanthropic activities in the three key areas of local philanthropic activities, donations and overseas foundations.

 **Ensuring Consistent Quality**

The spirit of contributing to society through consistent quality is ensured through our Four Basic Quality Assurance Principles.

 **Providing Easy-to-Use Products**

Through universal design, we will manufacture easy-to-use and practical products.

 **Increasing Customer Satisfaction**

Learning from surveys of customers who have purchased our products, we enhance customer satisfaction measures as well as after-purchase support and information services.

 **Responding to Product-Related Issues**

When major issues occur, we employ a system for quickly and accurately considering and deciding on steps and measures to take.

Quality Management Principles and System

The quality items indicated by the seven guiding principles formulated in 2001 (quality: provide the best products and services with unsurpassed quality) reflect the Four Basic Quality Assurance Principles laid down as a means of realizing the corporate motto of "Service through Quality" adopted in 1952, and have continued to be upheld by each employee of the Mitsubishi Electric Group to the present day.

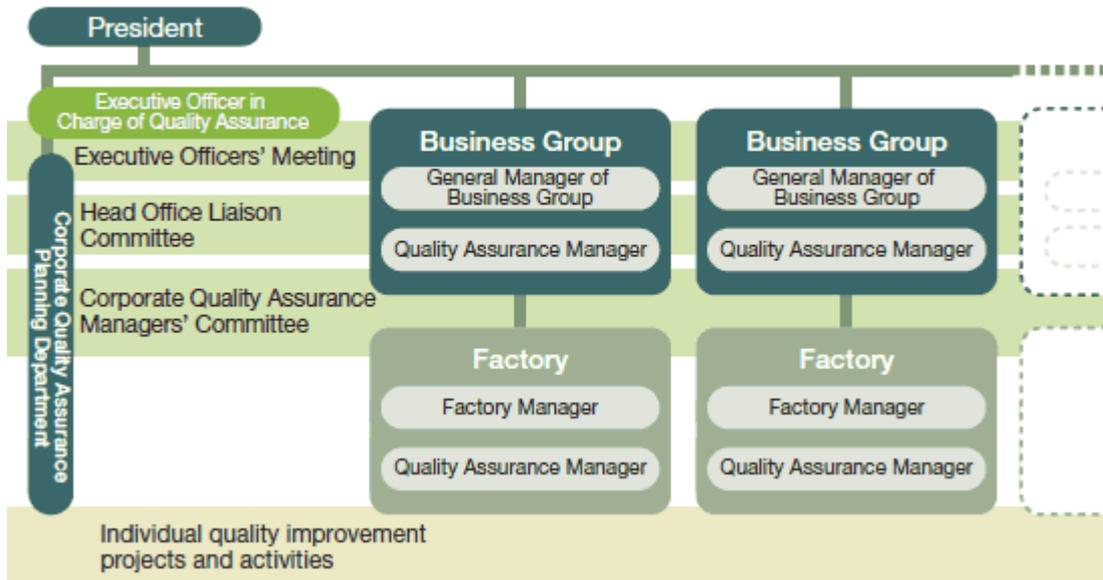
Based upon these principles, we have established a system for quality assurance and improvement activities throughout the entire Group and formulated quality assurance guidelines. We comply with quality assurance legislation and standards and are working to further develop quality improvement activities.

Worldwide manufacturing bases take responsibility for the quality assurance of each product and are implementing concrete improvement measures.

Four Basic Quality Assurance Principles

1. Product quality is our top priority. It comes before price and on-time delivery.
2. Whatever the sacrifice, our commitment to quality does not waver.
3. Products must be safe to use, have a long usage life, and have consistent performance.
4. Every manager and employee involved in manufacturing a product shares equal responsibility for product quality.

Promotion of Quality Assurance and Improvement Activities



Quality Improvement Activities

The Mitsubishi Electric Group incorporates quality considerations into products from the design and development stage, promotes activities to improve quality in all processes, including manufacturing, shipping and after-sales service, and works to make ongoing improvements in product quality, safety and reliability.

We have also built a database for sharing quality-related information that is used by the entire company. It consists of information provided by prior employees on past problems, lessons learned, explanations, as well as examples of improvements that have been made, and has proven effective in helping to build quality into products, implement quality improvement measures, prevent the occurrence or recurrence of problems, and train young engineers. Based on cases where there were problems, we also developed an e-learning tool called "Learning from Problems" and utilize it for employee educational purposes.

Throughout the entire production process, from the design and manufacturing stages to after-sales service, we work to make quality readily apparent to help prevent problems before they occur and promptly respond to them when they do.

Ensuring Product Safety

Based on the Corporate Statement and the Seven Guiding Principles, the Mitsubishi Electric Group promotes initiatives to ensure product safety under the following principles:

Product Safety-Related Principles

1. We will not only comply with the laws related to product safety, but also work on offering safe and reliable products to our customers.
2. We will prevent product-related accidents by indicating cautions and warnings to help customers use our products safely.
3. We will work actively to collect information of product-related problems, disclose them appropriately to our customers, and report them quickly to the government and other bodies as required under the law.
4. If any serious accidents occur resulting from product-related problems, we will apply appropriate measures to avoid any increase in damage.
5. We will investigate the cause of product-related accidents and work to prevent any recurrence.
6. We will make continuous efforts to improve our product safety promotion system.

Particularly in regard to consumer products, Mitsubishi Electric is committed to preventing serious hazards that could result in death, injury, fire, or other damage, by subjecting all products to a quantitative risk assessment at the development stage, while also designing and developing products in consideration of their end-of-life management. At the same time, our Customer Service Center in Japan operates 24 hours a day, 365 days a year, to assist customers and gather their views about Mitsubishi Electric products. Furthermore, we disclose accident information, including information on the status of ongoing investigations, on our Japanese official website.

In recognition of these efforts, we have been awarded the Bronze Prize in the Large Manufacturer and Importer Category of the FY2008 Ministry of Economy, Trade and Industry Awards for Best Contributors to Product Safety.



2008
製品安全対策優良企業

2008 Best Contributors to Product Safety
FY2008 Bronze Prize

[Click here to learn more](#)

FY2008 Second Awards for Best Contributors to Product Safety, Bronze Prize

Mitsubishi Electric Corporation has recently received the Bronze Prize in the Large Manufacturer and Importer Category of the FY2008 METI* Minister Awards for Best Contributors to Product Safety, sponsored by the Ministry of Economy, Trade and Industry.

The award program was launched by METI in FY2007 with the goal of creating a safe and secure society based on sustainable product safety. It aims to increase private companies' awareness of product safety and establish a "safe product culture" that promotes product safety in business activities and consumer lifestyles.

The Mitsubishi Electric Group's corporate mission is to "improve technologies, services and creativity, to enhance quality of life in society." To this end, our employees abide by seven guiding principles which define and govern their actions. As required by one of the principles to "provide the best products and services with unsurpassed quality," Mitsubishi Electric sets a clear policy of attaching importance to quality and places top priority on ensuring product safety (and compliance with relevant laws and regulations).

Among our initiatives for ensuring product safety, we have received the Bronze Prize in recognition of our approaches to "quantitative risk assessment at the product design stage," "design and development in consideration of end-of-life product management," and "information disclosure and customer assistance from the standpoint of consumers."

We shall take the award as encouragement for making further efforts in product safety.

* METI: Ministry of Economy, Trade and Industry



2008 Best Contributors to Product Safety
FY2008 Bronze Prize



Presentation of a commemorative plaque by Mr. Terasaka, Director-General, Ministry of Economy, Trade and Industry

Reference:

Ministry of Economy, Trade and Industry
[METI Minister Awards for Best Contributors to Product Safety](#) 
(Japanese language site)

Universal Design that Provides Ease of Use

Universal Design (UD) is an approach that aims to create designs which can be used with ease by as many people as possible. Mitsubishi Electric evaluates its products from universal design perspectives such as being simple and easy to understand, using easy-to-recognize displays and layouts, consideration for comfortable posture, and safety and convenience, and strives to create easy-to-use products that make for a comfortable lifestyle.

We have continuously applied and evolved our universal design principles that consider a variety of users to home appliance products such as air conditioners and televisions, and to products for the general public, such as elevators. We also initiated the "Uni & Eco" business strategy in Japan in fiscal 2005.

The need for universal design has also grown in the industrial sector, a field traditionally characterized by professional workers who handle equipment. The working environment in this field has begun to change, with an increase in the number of older workers, foreign workers, and unskilled laborers. In response to this situation, Mitsubishi Electric widely applies universal design principles to its industrial products, including factory automation (FA) equipment and electric power equipment, as well as to the installation and maintenance of such products on the shop floor.

In fiscal 2011 we introduced our universal design initiatives, which have now expanded as far as the industrial sector, at the 3rd International Conference for Universal Design in Hamamatsu, as well as at our R&D Achievements Exhibition. We also launched a series of home appliances in Japan incorporating "RakuRaku-UD" (universal design for greater ease and comfort), a set of features that assist users of all ages to easily make use of advanced product features.

In fiscal 2012, we added a total of 16 products to the "Uni & Eco Changes RakuRaku-UD" series, including an IH cooking heater that allows users to adjust the speed of its audio guidance and an oven range/grill that provides operational guidance by lighting function buttons in sequence.

In fiscal 2013, we will continue to make improvements and changes to create universal design products in our wide-ranging business segments.

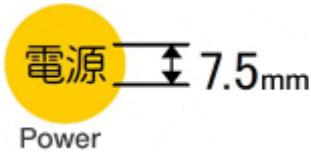
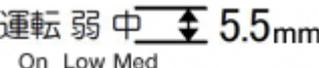
Universal Design Examples to date

Universal Design Guidelines for Persons of Age

In order that persons in their 60s can continue to use a given product even after ten years, we established a set of guidelines based on data about the physical characteristics of healthy persons in their 70s. The guidelines take into consideration the various physical changes that occur with aging, and they are organized into three perspectives: recognition, identification, and physical use. An excerpt is shown below.

1. Recognition: consideration for ease of understanding
2. Identification: consideration for ease of reading and/or hearing
3. Physical use: consideration for comfortable posture and minimum physical load

Guidelines based on data on characteristics of 70-year-olds (recognition, identification [visual, aural], physical use)

Recognition	Identification	Physical use
<p>Easy to understand</p> <p>E.g.) Easy to understand from which button to start operations</p> 	<p>Easy to read and hear</p> <p>E.g.) Large characters easy even for aged persons to read</p> <p>Main characters/numbers</p>  <p>Power</p> <p>Other printed characters, etc.</p>  <p>運転弱中 5.5mm On Low Med</p>	<p>Comfortable posture, minimum physical load</p> <p>E.g.) Easy-to-hold handle shape and weight for each product</p> 

"RakuRaku-UD" Induction Heating (IH) Cooking heater

This Mitsubishi Electric product in Japan incorporates features such as large characters, visual and aural notification and easy maintenance, which are three concepts of "revolutionary ease of use" based on Universal Design Guidelines.

"RakuRaku-IH" Induction Heating Cooking heater CS-G20AKS

- Large-character buttons and numerical indication of steps for use: Characters are displayed approximately 1.8 times larger than our conventional model (Model G38MS). The product is easy to use because it can be operated simply by pushing the buttons in the order of the numerical indicators: (1) Power → (2) Heat On/Off → (3) Heat Control.
- Safety sensor & audio support: Built-in sensor detects if a person is standing in front of the unit, and offers audio (spoken) assistance or safety warnings.

Large characters

Large characters & numerical indicators of steps for use

- Characters are approximately 1.8* times the size of our conventional system.

* Compared to Mitsubishi Electric's conventional model G38MS

- Can be operated simply by pressing

buttons in order of numbers displayed.



Large-character buttons & numerical indication of steps for use

Visual & aural notification

Safety sensor & audio support

- Built-in sensor checks for people in vicinity.
- Offers audio support for ease of operation.

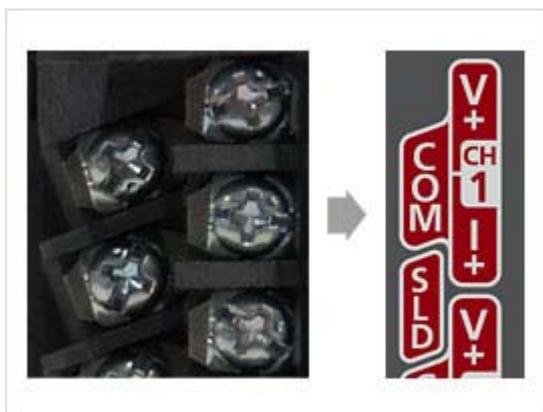


MELSEC L-Series Programmable Logic Controller (PLC) designed for use even by less-experienced workers

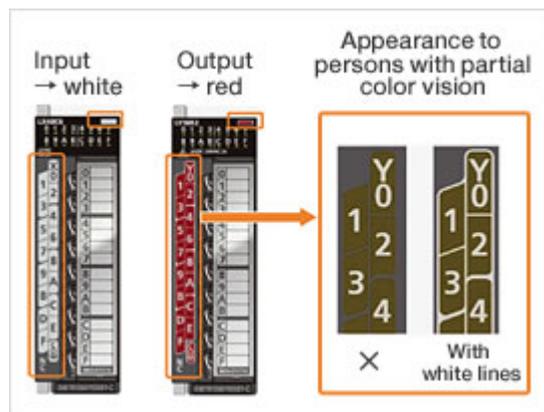
Mitsubishi Electric continually implements design improvements in its industrial equipment products, incorporating the know-how of experienced workers and maintaining appropriate visibility and readability for the usage environment, so that less experienced workers can operate the equipment correctly.

General-purpose PLCs function as a factory's computers. Mitsubishi Electric's MELSEC L-Series aims to meet the needs of a wide variety of users, by delivering both the productivity improvements demanded by veteran workers and also the ease of use needed by less-experienced laborers.

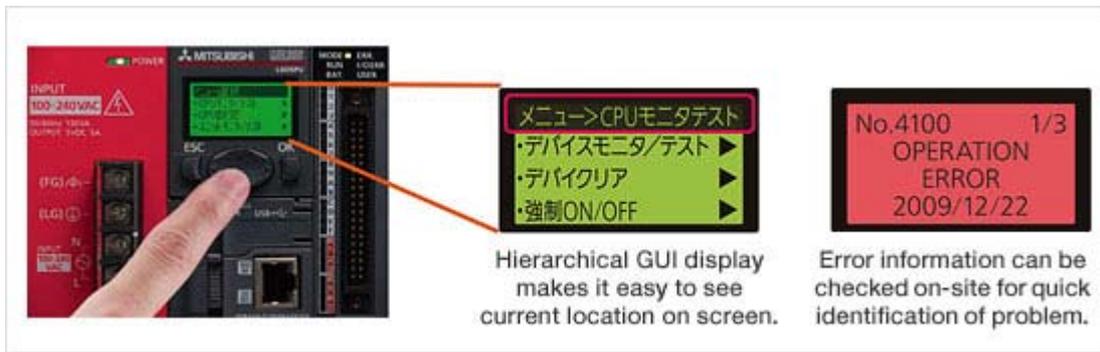
- The terminal arrangement is printed to display wiring groups, for intuitive function display.
- The unit employs UD fonts, with large character display that is well-contrasted from the background color, to prevent wiring errors.
- Text is displayed in English/Japanese on the LCD screen, making it easy for even less-experienced workers to deal with on-site trouble.



Printed to illustrate wiring groups



Characters and displays are easy to read



Text-based information display is easy to understand

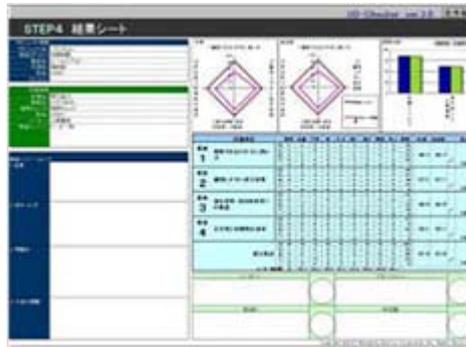
"UD-Checker" Original System for Universal Design Evaluation

UD-Checker is a tool that can be used by both industrial designers and engineers to evaluate for universal design qualities. This tool shows four quantitative measures of universal design, indicating specific design aspects for development, and improving the efficiency of product development.

The UD-Checker is used on a wide variety of Mitsubishi Electric products from home appliances and public facilities to industrial equipment.



Check sheet



Results sheet

Learn more about our [UD-Checker](#) on our "R&D Highlights" page.

Improving Customer Satisfaction

Customer satisfaction has been a priority management principle of the Mitsubishi Electric Group since its founding in 1921. The unchanging dedication to satisfying customer needs underlies all our business activities even today.

We collect feedback from our customers through customer satisfaction surveys as appropriate to the characteristics of each business operation, and incorporate their voices into improving product development, marketing strategies, and services.

We also strive to maintain customer satisfaction by strengthening our repair/service systems, providing effective staff training, and expanding access to information via our Websites.

CS Activities by the Home Appliances Group (in Japan)

The Living Environment & Digital Media Equipment Group handles matters related to home appliances and carries out customer satisfaction (CS) activities in Japan. It makes sure that customers across the country are satisfied with the Mitsubishi Electric product they purchase, and strives to increase the number of such satisfied customers.

The Beginning of CS Activities Related to Home Appliances

The CS Department at Mitsubishi Electric was established in Japan in July 1993. In addition to assuring product quality and optimum product usability and functionality, the department engages in CS improvement activities with strong awareness of the significance of customer satisfaction. Maximizing on the know-how and experience of the United States, where the concept of CS had already been systematically established, Mitsubishi Electric quickly proceeded to create the necessary climate, systems and tools that would enhance its products, marketing strategies, and services.

Our domestic manufacturing works track customer satisfaction through customer questionnaires on their purchase of major products and also through employee monitor surveys. Customer satisfaction of the Mitsubishi Electric Group's sales and services is assessed through an evaluation of customer satisfaction by distributors. For example, distributors are asked to respond to CS surveys on the sales policies of manufacturers and retail companies, and on manufacturer support at electronics retail stores. The survey results are shared among the Group and reflected in marketing and development strategies.

Understanding Customer Satisfaction

A customer's selection, purchase, and use of a product involve a number of different departments, such as the development, manufacturing, sales, and service departments. Customer satisfaction cannot be achieved if a customer is discontent with any aspect of this process, or if there is any weakness in the departments concerned. Customer satisfaction increases in the following order.

- **Assurance:** The customer is assured that the product is not flawed or defective
- **Contentment:** The product satisfies the customer's needs and requirements
- **Emotion:** The customer acquires a new value from the product

The ultimate form of customer satisfaction is achieved when a product exceeds customer expectations and provides an emotional benefit. The key to achieving customer satisfaction is to therefore assess and satisfy customer expectations.

Taking Calls 24 Hours a Day, 365 Days a Year

To satisfy customer expectations, it is necessary to think of customers throughout the sales, service, development, and manufacturing stages, and to quickly detect and respond dynamically to signs of market changes. As one strategy to provide a response to customers in Japan when they require one, in October 1998, Mitsubishi Electric extended the service hours of its Japan Customer Relations Center to 24 hours a day, 365 days a year. Previously the center responded to inquiries concerning product usage only during daytime hours from Monday thru Saturday except on holidays.

As the relations center receives increasing numbers of inquiries every year due to more diversity in product functionality, we are constantly augmenting staff members, and are making consistent efforts to provide proper training.

- April 1999: Calls for visiting repairs are accepted 24 hours a day, 365 days a year, and repair services are dispatched 365 days a year
- October 1999: Online requests for shopping advice and consultations/requests concerning products are accepted
- March 2003: Online product registration service is made available to purchasers of Mitsubishi Electric products in Japan via the company's Official Web Site

Cooperation for Further Improvement

In addition to the Customer Relations Center, which operates 24 hours a day, 365 days a year, other sites and services in Japan also operate throughout the year. They include the Service Center, which receives repair requests; the Technical Support Call Center, which responds to technical inquiries from distributors; Mitsubishi Electric System Service, our stronghold of repair services; our production sites and manufacturing plants; and the CS Department, the department at the helm of all CS activities.

The content and results of consultations and repair requests from customers and details of technical inquiries are fed back to the manufacturing works at the end of each day. They are used to improve both products under production and development, and to provide repair information to distributors.

The Living Environment & Digital Media Equipment Group aims to deliver satisfaction to each and every one of our customers and achieve customer satisfaction in the true sense of the term by pursuing continuous improvement.

CS Activities by the Building Systems Group (in Japan)

The Building Systems Group assumes all operations relating to building systems, from escalators and elevators to building management systems. Under the slogan "Quality in Motion," this group continues its evolution toward making Mitsubishi Electric the top-quality brand of elevator, escalator, and building management system products and services, while maintaining an environmental perspective.

To satisfy customer requirements for comfort, efficiency, and safety, and to build a sustainable society, we aim to achieve the highest quality in our products, business activities, and activities in consideration of the environment.

Even amid these rapidly changing times, we will draw on our advanced technologies, environmental expertise and comprehensive strengths to contribute to society and win our customers' trust and confidence.

24-hour, 365-day Safety Hotline

Mitsubishi Electric Building Techno-Service, one of Mitsubishi Electric's group companies in Japan, specializes in the maintenance of elevators and building management systems. This company's information centers provide a "safety hotline" for response in cases of trouble, such as failure signals and telephone requests from customers.

Mitsubishi Electric information centers situated in nine locations throughout the country constantly monitor remotely the status of contracted customers' building facilities. When an error signal is received, the system provides information on the current locations, works in progress, and the technical levels of 6,000 engineers, so that the most appropriate engineer closest to the customer's building can be located and dispatched to the site immediately.

The system also supports the quick recovery of building functions, such as by e-mailing information on the history of repairs and other matters related to the building to the engineer and processing urgent orders for parts.

Moreover, by monitoring changes in data on elevator operational status, signs of malfunction can be detected and promptly addressed to prevent troubles.

Principle of Notification, Collecting Information, Repair and Recall of Products

In a case where there is a report that a major problem has occurred in a product that we have sold, we have a system for quickly and accurately considering and deciding on steps and measures to take, including the participation of upper management. For recalls in particular, we will work on an ongoing basis to make sure all the relevant products that were sold are returned and repaired, and we will apply these efforts to a wide array of sales channels.

In Japan, we are also taking initiatives to ensure rapid and appropriate delivery of information on malfunctions in consumer products that have a direct link with consumers.

Reporting Major Product Issues (in Japan)

A detailed list of information pertaining to important product-related and quality issues is posted on Mitsubishi Electric's Japanese-language official website.

Accident Reporting Based on the Consumer Product Safety Act

Detailed information on our compliance with Japan's revised Consumer Product Safety Act, which went into effect in May 2007, is available on Mitsubishi Electric's Japanese-language official website.

Corporate Social Responsibility through the Supply Chain

Our Purchasing Philosophy

Mitsubishi Electric purchases a wide variety of materials and components from both Japanese and overseas markets. We recognize our corporate responsibility and are eager to provide business opportunities for the communities in which we operate.

1. Easy Access and Equal Opportunity

To guarantee our customers the highest-quality products, we are constantly searching for new suppliers. We encourage business partners from all over the world, regardless of size, to contact us about submitting a quotation. The decision to embark on a new business relationship is made after careful consideration of three major factors: product price, product quality and delivery performance. To ensure continued high quality and efficiency, we periodically review our relationships with our partners.

2. Mutual Prosperity

We believe in long-term relationships built upon understanding and trust. This will allow us to develop with one another from the very beginning and achieve mutual prosperity.

3. Ecological Soundness

We are interested in the materials and manufacturing processes used by our suppliers. Because we value the environment, we buy only ecologically sound products. Our mission is to satisfy the needs of people around the globe. To meet their growing expectations, we must widen and strengthen our affiliations with companies all over the world. We are seeking cooperation, not just business, and are looking for potential partners who are willing to join us in our drive toward global prosperity.

Furthermore, we plan to carry out our distribution activities in line with our "CSR Procurement Policy," which was established in fiscal 2008.

CSR Procurement Policy

1. Compliance with domestic and foreign laws/regulations and social standards
 - (1) Ensuring compliance with laws and regulations
 - (2) Respecting human rights and prohibiting discrimination, child labor, and forced labor
 - (3) Creating proper work environments
2. Assurance of quality and safety of products and services
3. Environmental considerations
 - (1) Procuring materials with less negative impact on the environment
 - (2) Ensuring strict management of harmful chemical substances based on an environmental management system
4. Promotion of fair trade based on corporate ethics
 - (1) Practicing honest trade on fair and equal footing, based on laws/regulations and agreements
 - (2) Ensuring strict management and safeguarding of information by establishing an information security system
 - (3) Thorough elimination of ethical misconduct

Building Good Relationships with Suppliers

Based on our supplier selection standards, the Mitsubishi Electric Group regularly evaluates its business partners in terms of quality, price, delivery, customer service, environmental issues, regulatory compliance systems and other attributes.

We make purchases from business partners placing a strong overall evaluation on a priority basis in an effort to build good business relationships from a long-term perspective. The Group gives the designation of "key supplier" to business partners especially important in the promotion of our business activities.

A "key supplier" is defined as a business partner that provides key parts related to product performance or that has high-level technology or other critical attributes.

Our partnerships with these business partners are more involved than with regular ones, as they engage in joint development of parts and materials from the initial development stage, adopt cutting-edge products, and promote value analysis*. We also work with key suppliers to develop activities aimed at the joint creation of costs.

Through such initiatives, we seek to minimize our impact on the environment by making products more compact and lightweight, thereby requiring less material. At the same time, we endeavor to maintain win-win relationships with our business partners that result in mutual sales increases and technical advances.

Since fiscal 2004, the Company has worked with its suppliers to promote a shared cost consciousness from the early stages of development. We will continue to aggressively pursue these efforts, which have been greatly successful.

As in Japan, we are working with business partners in Europe and the Americas, China and throughout Asia on enhancing the price/quality competitiveness of the overall procurement capabilities of the Mitsubishi Electric Group.

* Value analysis is a method for minimizing the costs required to obtain the essential functions of products and parts.

Ensuring Product Quality and Safety

Considering that our business involves a wide range of products such as satellites, power generation equipment, electric transmission and distribution equipment, home appliances and numerous others, each of our customers expect differing standards of quality.

The Mitsubishi Electric Group establishes quality standards for each product and requests that business partners achieve required levels of quality based on them.

Product quality and safety are ensured through cooperation with our suppliers.

Increasing Shareholder Value

Promoting "Balanced Corporate Management" and Increasing Corporate Value

Through promoting balanced corporate management that gives consideration to the three perspectives of growth, profitability and efficiency, and soundness, the Mitsubishi Electric Group is working to establish a robust managerial basis, achieve sustainable growth, and further improve its financial performance out of a commitment to increase its corporate value.

Promoting Proactive Investor Relations

In order to gain understanding and confidence from shareholders, the Mitsubishi Electric Group proactively promotes investor relations activities to disclose and provide appropriate information on a timely basis, including management policies, strategies and financial results. The Corporate Administration Division and Corporate Finance Division are responsible for keeping lines of communication open with shareholders and investors. Our activities in this area include holding presentations on corporate strategy and accommodating meetings with shareholders and investors.

Our R&D achievements open house, which has been held every year since fiscal 1994, has garnered a particularly strong reputation for providing the opportunity to learn about our technologies and growth potential. In addition, we work to incorporate the opinions of shareholders and investors, and the results of dialogue with them into our management plans and practices.

We have also enhanced various tools for investor relations and in fiscal 2011 were a recipient, for another consecutive year, of the "Most Outstanding Corporate Website Award 2010" issued by Nikko Investor Relations Co., Ltd.

For further information, please access our Investor Relations website.



Presentations on corporate strategy



R&D achievements open house



Workforce Diversity and Equal Opportunity

As a global corporation, Mitsubishi Electric seeks to hire a diverse workforce with respect for human rights in mind and without regard for gender, age, nationality or race.

Creating a Fulfilling Workplace

Mitsubishi Electric aims to develop a corporate culture in which employees recognize organizational targets as well as their own roles, work to increase their own value, and take on the responsibilities associated with challenging goals.

Maintaining a Favorable Working Environment

Mitsubishi Electric endeavors to develop workplace conditions that allow employees to both excel in their careers and meet the duties of raising families.

Respecting Human Rights

The Mitsubishi Electric Group understands that its business operations are interrelated with a wide range of peoples and societies throughout the world, and implements and enforces a code of conduct that fosters respect for human rights.

Supporting Career Development

Mitsubishi Electric provides a human resources development system that supports the careers of employees, a self-development support program and transfer opportunities for willing employees.

Ensuring Occupational Safety & Health

Mitsubishi Electric promotes the management of occupational safety and health, measures to prevent lifestyle-related diseases, the support of mental health care and initiatives to achieve and maintain workplace environment standards.

Basic Employment Policy

Hiring a diverse array of people with respect for human rights and without discrimination by gender, age, nationality or race is essential to the ongoing business development of a global company.

Based on this thinking, Mitsubishi Electric not only complies with Japan's Labor Standards Law and the Equal Employment Opportunity Law, it provides equal treatment to all employees regardless of nationality, creed or social status, uses the same pay scale for men and women, and determines working conditions with equal standing given to employers and workers. These employment policies also apply to Group companies across Japan.

Ongoing Proactive Hiring

To address the problem of mass retirement of baby boomers in Japan, we continue to actively hire both recent graduates and mid-career professionals. Including both of these, new employees number around 1,800 persons per year. In addition to our longstanding practice of hiring new graduates in April, from fiscal 2012 we have also implemented a system for hiring new graduates in October to better suit the circumstances of students studying at universities outside Japan, students studying in Japan who graduate in September, post-doctorate students, and students who have already graduated. This new system enables us to, in a timely manner, secure quality human resources needed to help achieve the growth strategies of each of our businesses.

Promoting Systematic and Efficient Skills Development

Mitsubishi Electric introduced to its operations in Japan a point system for employee training, to promote systematic and efficient skill and capability development by tracking the progress of ability-building activities by its employees, particularly its young employees. Each training course is worth a certain number of points according to the amount of training involved. Employees receive the relevant points upon completing each course, and aim to achieve their individually recommended total number of points.

Passing on Technological Skills, Knowledge and Know-how

In order to pass on the skills possessed by highly experienced employees to younger technicians at Japan production sites accompanying the company's generational shift, we have developed a training program that allows the skills of accomplished employees to be learned in one-on-one settings. Technical skills are also passed on to young technicians through various measures such as the use of "technical help desks," where newer employees can consult with highly experienced employees through the company's intranet.

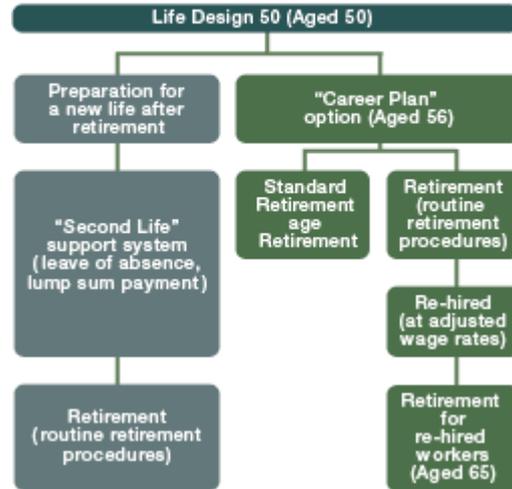
Providing Diverse Employment Formats for Older Employees

In Japan, Mitsubishi Electric instituted a multi-track personnel system in fiscal 2002, which makes diverse employment formats possible by allowing employees aged 50 and over to choose from among a variety of options. The options include financial assistance for an employee's "second life" following retirement, a "second life" support program that provides two years of paid vacation, and extending employment up to the age of 65 through a re-employment program.

We also offer an annual "lifestyle design" training session at each of our business sites to employees turning 50 and their spouses. The sessions encourage employees to take an interest in planning the rest of their lives and designing a rewarding lifestyle by providing information on pensions and retirement benefits, social insurance, taxes, hobbies, health and other topics, and facilitating group discussions. In fiscal 2012 over 700 employees participated in the session.

Multi-Track Personnel System from the Core Career Track (for unionized workers)

Employees in their fifties can choose one from various types of work style.



(This system applies to 'regular employees' in Japan.)

Creating Barrier-Free Workplaces and Employing People with Disabilities

Mitsubishi Electric works to promote the employment of people with disabilities and to create barrier-free workplaces at its business sites throughout Japan to make it easy for people with disabilities to work at the company.

Continuing the achievements of the previous fiscal year, in fiscal 2012 our employment ratio of people with disabilities reached the legally required ratio of 1.80%.



Barrier-free elevator (Advanced Technology R&D Center)

Compensation System Based on Individual Job Descriptions and Performance

In Japan, Mitsubishi Electric has adopted a compensation system with a view to developing a corporate culture in which employees recognize organizational targets as well as their own roles, work to raise their own value, and take on the challenge of difficult goals.

Under this compensation system, performance is emphasized more than it was in the past, with appropriate assessment given to employees who contribute substantially to management and participate actively in it. Bonuses are awarded for outstanding service. In order to increase understanding of employees about the operation of the new system, we fully disclose its evaluation methods and standards, conduct surveys on the functioning of the system to gauge employee opinion on it, and otherwise work to increase understanding and acceptance by employees.

In fiscal 2012, some 80% of employees participated in the survey conducted on the functioning of the new compensation system. The results are reflected for enhancement of its operation. We are committed to making the system function effectively by organically combining and harmonizing the three components of the system, evaluation/compensation, skills development and effective workforce utilization, in order to provide opportunities for employees to develop their own skills and advance their careers.

Organic Combination of Components through Management Enhancements



Promoting Communication in the Workplace

At Mitsubishi Electric in Japan, each employee sets individual goals based on the policies and objectives of the organization or division to which they belong. To encourage two-way communication between employees and their managers we have implemented and continue to maintain a regular interview-based system of communication. In the regularly-scheduled interviews, employees and managers discuss such topics as the employee's development and training based on evaluation of performance, and the placement and utilization of human resources, thereby helping promote improved communication in the workplace.

Motivating Employees with Bonuses for Inventions (in Japan)

In line with provisions in the Japanese Patent Law, Mitsubishi Electric has established an employee invention bonus system to motivate employees to create inventions. Patent rights on inventions created by employees during the course of their work are transferred to the Company, but in compensation, the Company pays patent filing and registration bonuses to those employees. Furthermore, if the inventions are used in a Company product or out-licensed to another company, the relevant employees also receive utilization bonuses from the Company.

Details of the bonus system and easy-to-understand explanations of its provisions are posted on the company Intranet for access by all employees. To maintain fairness and transparency of the system, we also disclose the basis of bonus calculation, including the utilization status of inventions in company products. Moreover, we established the Invention Consultation Committee to make it possible for employees to petition the committee to review the amount of their bonus when they cannot consent to it.

In addition to the above system of bonuses for employee inventions, we also have a program for rewarding outstanding inventions. Under this program, 30 to 40 inventions are honored each year, and those that are judged as especially outstanding receive commendation from the president.

Development and Penetration of Childcare and Family-Care Programs in Japan

Mitsubishi Electric is working to develop workplace conditions that allow employees to both do their jobs and raise children by enhancing childcare programs and ensuring their utilization is available throughout the company. Our childcare leave program can be extended to the month of March following the child's first birthday, or until the end of September at the longest, and our program for allowing employees to work shorter days to help them raise their children can be extended up until the child finishes third grade in elementary school. Our family-care leave program allows employees with families that meet the requirements to take a leave of absence for as long as two years. It also allows employees to work shorter days for up to three years to help them take care of their families. In addition, when the employee is the spouse of an expectant mother, the spouse may take up to five days of special paid leave. There is also a program to provide the spouse with special paid leave to use in certain circumstances such as participation in a child's school event. Furthermore, in 2012 we implemented a "work-at-home" program for employees providing family care, as well as a re-hiring system for employees who temporarily left the company to provide family care.



"We support childcare" Certified in 2012

In accordance with Japan's Law for Measures to Support the Development of the Next Generation, in fiscal 2006 we formulated a companywide action plan and have since been carrying out various initiatives to ensure a favorable working environment for all employees. In April 2007 and May 2012 we were approved by the Japanese government as a corporation that supports childcare and the development of the next generation, due to achievements under government standards.

Under the third action plan, which commenced in April 2012, we promoted initiatives to increase awareness of and support for related systems.

To raise employee awareness, we provide synopses of the various systems that are in place to support people who are working while raising children. We also operate a portal site that features a range of information designed to assist employees, such as interviews with working mothers. We make this information available to employees, managers and new hires, aiming to create an environment where it is easy to make use of these support systems. Going forward, we will enhance the content of discussions between employees returning from family-care leave and their superiors in order to facilitate this process. Along with enhancing our programs, we will work to foster a workplace culture in which employees can take on both family-care and their jobs, and in which women employees are able to enhance their personal lives while advancing their careers.

Initiatives for Promoting Respect for Human Rights

The Mitsubishi Electric Group formulated the "Corporate Ethics and Compliance Statement" in 2001 and defined its stance on respect for human rights. In the statement, Mitsubishi Electric pledges "to act consistently with respect for human rights, and to never discriminate against individuals based on nationality, race, religion, gender, or any other such attributes. In April 2010, we also revised our codes of conduct relating to respect for human rights in the "Corporate Ethics and Compliance Code of Conduct" of the Mitsubishi Electric Group. We consistently strive to conduct ourselves in a manner that conforms to these codes of conduct.

Basic Principle

We will respect human rights with an awareness that our activities are widely interrelated with peoples and societies in all countries and regions where we do business.

Principle concerning child labor and forced labor

In all countries and regions where we do business, we will not use child labor or forced labor under any circumstance or form of employment.

Principle concerning discrimination

In all countries and regions where we do business, we will not tolerate any discrimination relating to employment and personnel treatment based on race, ethnicity, nationality, gender, age, beliefs, religion, social status, disability, or any other form of discrimination that violates laws concerning human rights. At the same time, we will regularly check our own language and behavior to prevent any misunderstanding or doubt regarding our stand on human rights.

Respect for individuality

In all countries and regions where we do business, we will respect the individuality of each employee and will not compel anyone to engage in any activity through sexual harassment, defamation, slander, threats, or other acts that disregard the person's individuality. At the same time, we will regularly check our own language and behavior to prevent any misunderstanding or doubt regarding our stand on human rights.

Principle concerning health and safety in the workplace

We will comply with relevant laws and regulations in all countries and regions where we do business, as well as with in-house regulations and procedures, to create safe and clean workplace environments where everyone concerned can work comfortably. Particularly when engaging in production activities and construction works, we will make every effort to secure health and safety in cooperation with affiliated companies, cooperating companies, customers, and suppliers.

Principle concerning labor relations

We will comply with laws and regulations relating to employment, personnel affairs, working styles, wages, working hours, and immigration control in all countries and regions where we do business, as well as with relevant in-house regulations and procedures, to maintain sound labor conditions and environments.

Principle concerning personal information protection

In all countries and regions where we do business, we will collect and properly utilize personal information only through legitimate and appropriate means, and only when necessary. We will also do our utmost to prevent illegal access, leakage, loss, and falsification of personal information.

Human Resources Development System Supports the Career of Employees

Mitsubishi Electric's training system for employees in Japan consists of passing down everyday business know-how and acumen through on-the-job training. Knowledge and skills that are difficult to acquire through on-the-job training as well as career development are provided through off-the-job training on a supplementary basis. Off-the-job training consists of conferring information on ethics, legal compliance and other matters. Exceptional teachers from inside or outside the company provide expertise and skills training, or motivational education. Tests and competitions to improve skill levels are conducted, and practical training or international study opportunities at overseas sites and universities in Japan and abroad are provided. We also select outstanding employees for a managerial training program that focuses on training individuals for the core management positions that drive our businesses.

For new graduate employees, we conduct a company orientation as well as training sessions to elicit consciousness as a worker and educate them on basic knowledge, management principles, compliance, and other matters.

Self-Development Support Program

Mitsubishi Electric instituted a self-development support program in fiscal 2005 to provide support for employees in Japan who take the initiative to develop their skills.

The program provides support in the form of money and time for participants in educational programs inside and outside the company and also pays bonuses to employees that have acquired certain external certifications. The program is intended to foster a corporate culture in which each and every employee independently and actively takes on the challenge of developing their skills to reach lofty goals as a professional.

Transfer Opportunities for Willing Employees

Mitsubishi Electric instituted an intranet-based internal recruitment system in fiscal 2002 in Japan in order to optimize our human resources and provide transfer opportunities to willing employees. In fiscal 2005, we put in place a "free agent" program that publicizes the willingness of employees to be transferred.

Specifically, we launched Job-Net on our company intranet in fiscal 2002 to allow employees to consider career advancement possibilities on their own. The site posts information on recruitment and skill development training at Mitsubishi Electric and Group companies as well as companies outside the Group.

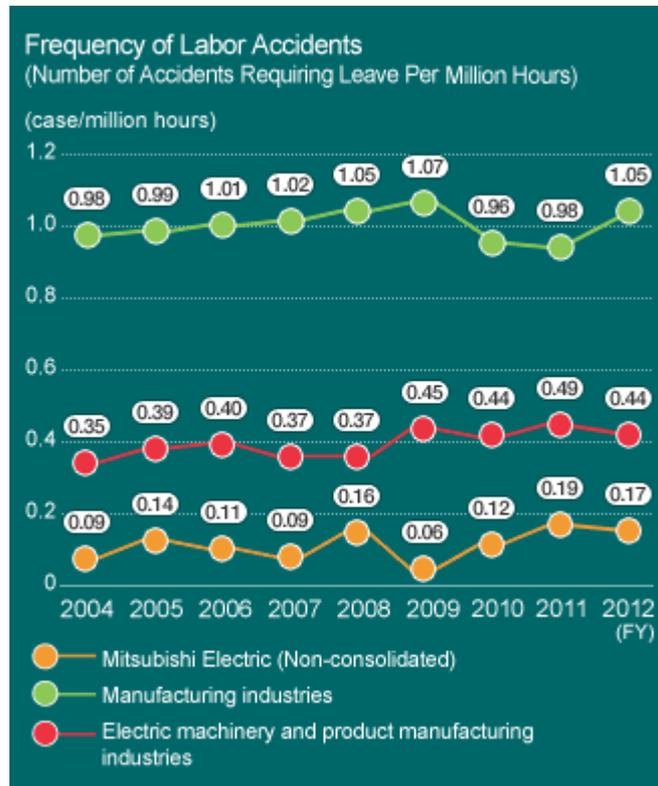
Occupational Safety and Health Management System Strives for Zero Risk

We recognize that supervising the occupational safety and health of our employees is essential to business management. Based on a spirit of respect for all human beings, we feel that, as a matter of policy, it is a corporate responsibility to establish an atmosphere that prioritizes occupational safety and health in all social and corporate environments.

From zero accidents to zero risk — Mitsubishi Electric is dedicated to developing a new culture of safety. Based on our proprietary system for managing occupational safety and health, we are enhancing our management system and promoting a variety of initiatives that include risk assessments.

In order to maintain an occupational safety and health management system for the systematic and continuous promotion of safety management, in fiscal 2012 we continued to promote an internal certification program for safety and health management systems, to raise safety standards at sites and offices across Japan.

As a result of activities such as these, the frequency of labor accidents within different categories of business have decreased (based on the number of accidents requiring leave per million hours).



Preventing Lifestyle-related Diseases

Since fiscal 2003 we have carried out activities under the Mitsubishi Electric Group Health Plan 21 (MHP21) for our approximately 100,000 Group employees and their families in Japan. These activities are inspired by the slogan "Change Your Lifestyle Habits, Extend Your Healthy Years!" and involve setting company-wide improvement goals in five categories: maintaining proper body weight, creating an active lifestyle, stopping smoking, maintaining proper dental care and improving stress management skills. The degree of achievement of these goals is evaluated every three months. Individual achievements are also evaluated every three months. In addition, activities are lent vitality by yearly health surveys, campaigns throughout the year, leadership training for MHP21 promotion aimed at passing on success stories and health competitions between business divisions.

From fiscal 2013, we began implementing the Mitsubishi Electric Group Health Plan 21(MHP21)-Stage II, a new five-year health program system.

Promoting Mental Health Care

Mental health is a top priority for health management at Mitsubishi Electric. The head office and each of our business sites in Japan have a counseling program in place that includes an industrial physician and/or counselor, and which works to help employees with their everyday worries related to work and family and other emotional issues. A unified training curriculum for managers regarding mental health issues is carried out companywide, while each business site also holds lectures on mental health, autogenic training (how to prevent stress from building up), and other related topics.

We began carrying out a company plan in Japan for maintaining mental health from April 2007. Based on the creation of a mental health care promotion system at each business site, the plan involves practicing of four measures: self-care, care by staff in the business units, care by nursing staff and other staff on the business site and care using resources outside the business site. From fiscal 2008 we began further enhancing our employee assistance programs. Enhancement measures include counseling face-to-face or by e-mail in addition to counseling over the phone, as well as revision of annual surveys to attain more detailed results on employees' stress levels. We will also carry out care initiatives with a priority on workers posted outside Japan, by assigning designated counselors.

* EAP (employee assistance program): An employee assistance program is a system by which a company provides support for its employees, their mental health in particular.

Workplace Environment Standards that Exceed Legal Requirements

We recognize that people spend a large part of their lives at their place of employment, so we make people-friendly enhancements to the workplace environment and promote the creation of pleasant spaces that give consideration to people with disabilities and older workers.

We have established our own workplace environment standards for air, lighting, noise and facilities that exceed Japanese legal requirements. We are also working to attain information on whether the standards are achieved as we seek to meet and maintain them. The standards include a section on regular workplaces that is targeted at business offices and a section on special workplace environments targeted at sites that handle hazardous substances and the like.

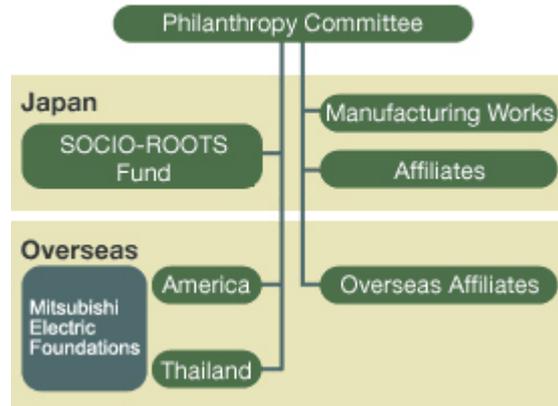
Continuing Global Philanthropic Activities

Three Key Areas of Philanthropy

Mitsubishi Electric promotes philanthropic activities with an emphasis on the three categories of social welfare, global environmental preservation and scientific technological advancement.

For more information, please refer to the pages on [philanthropic activities](#).

Philanthropy Promotion Organization



Employee Participation Program "Woodland Preservation Project"

Mitsubishi Electric launched the "Satoyama" Woodland Preservation Project in October 2007. Under the slogan, "down-to-earth and sustainable," we will continue to pursue phased nature conservation activities that take into consideration the state of the natural environment. By encouraging our employees to play a direct part in the development of safe regional communities, we are seeking to deepen communication with local residents.

[More about Satoyama](#) 

Head Office Area

In cooperation with Sumitomo Forestry Co., Ltd., we are helping to restore the natural woodlands of Mount Fuji. Our chairman, president and other corporate officers are also actively involved in this project.



Nagoya - Chubu Branch Office Regions

In October 2007, Mitsubishi Electric's Nagoya Works became the first company to sign a "corporate forest development" agreement with Aichi Prefecture. Based on this agreement, we are promoting environmental preservation activities in the Togokusan prefectural forest located in the Moriyama District in Nagoya City, under the guidance of academic experts and the cooperation of local residents and concerned organizations. These activities have expanded in fiscal 2011 with the added participation of the Chubu Branch Office, and we look forward to future activities in which even more participants can experience the beauty and importance of nature.



Kobe Region



The common forest located in the Aburai District of Sasayama City, Hyogo Prefecture, is the center of our Satoyama Woodland Preservation activities in the Kobe region. Since March 2008, members of Kobe Works' social contribution club have engaged in forest thinning work and nature trail construction work in a natural forest that has been left abandoned for 40 years, to create a natural environment where children can play. An average of about 20 members get together seven times a year (January, February, March, May, June, November, December).

We have also established the "Association to Preserve the Aburai Chinju Woodlands" jointly with the local community and local government. The exposure to fresh air and "forest bathing" not possible in the city, and direct contact with the trees are proving to be precious sources of energy to all members.

Nakatsugawa Region

In the Nakatsugawa region, the Mitsubishi Electric Nakatsugawa Works Volunteer Club, otherwise known as the MV Club, hosts an outdoor classroom called "Mori no megumi juku" (classroom for satoyama preservation activities and environmental activities for children) at the prefectural Nenoue-kogen Azalea Park.



In June 2008, the MV Club signed an agreement with Nakatsugawa City and the Nenoue-kogen Tourism Promotion Association for the development of a natural park in Nenoue-kogen. With the cooperation of the local government and community, groups of about 50 participants each take part in carrying out a vegetation survey and cutting grass in the park. In conjunction with this event, the MV Club also hosts parent-child "outdoor classrooms" and programs that teach children to play with items found in nature, to promote an awareness of the precious value of the natural environment.

Shizuoka Region



In the Shizuoka region, Mitsubishi Electric's Shizuoka Works has played an active part in the Abe River volunteer cleanup activities since September 2003 as a member of the "Adopt-a-River Program" organized by the Shizuoka City Environment Bureau. These activities not only help beautify the local environment around Shizuoka Works, but are also instrumental in improving environmental awareness and actions among our employees. We intend to implement them on a continuous basis, so that even larger numbers of employees and their families may participate.

Itami Region

In the Itami region, Mitsubishi Electric's Itami Works helps care for 600 cherry blossom trees planted in and around the Zugaike area, under a greenery maintenance management agreement with Itami City. Employees and former employees of Itami Works and local residents (heads of six local autonomies, etc.) organized the "Society for Nurturing Cherry Blossom Trees in Zugaike Park," and have continuously applied themselves to pruning branches, applying fertilizer, and implementing cleanup activities since 1986. In 2009, the society received a merit award from the Japan Cherry Blossom Association in recognition of its long years of efforts in preserving and nurturing cherry blossom trees.



In 2011, it received the "Azalea Award" from Itami city in commendation of its meritorious activities.

Fukuyama Region



The common forest in Mt. Goryozan, located in Kannabe Town, Fukuyama City, Hiroshima Prefecture, is the stage of our satoyama woodland preservation activities in the Fukuyama region. Members of Mitsubishi Electric's Fukuyama Works launched the activities in July 2010 after taking a cue from the "Kannabe seasonal forest planting event" organized under the leadership of the local Shimo-Goryo Productive Forestry Association in December 2009. Employees of Fukuyama Works and their families participated in the event and helped plant "super pine"

trees, which are said to better withstand pine withering. This area used to boast one of the most verdant pine forests in Hiroshima Prefecture, but has deteriorated in recent years as a result of trees dying and forest functions being lost. To restore the natural environment, various organizations are promoting activities to plant "super pine" tree saplings and regenerate a verdant forest that can withstand disasters.

Sanda Region

Since launching satoyama preservation activities in 2011, Mitsubishi Electric's Sanda Works has been actively implementing its activities through a project office comprising employee volunteers. With the Arima-Fuji Prefectural Park (Sanda city, Hyogo) as their main field of activity, volunteers of Sanda Works direct their efforts to cutting underbrush and bamboo grass that hinder the growth of trees, and collecting bamboo stalks that have been left abandoned after being felled.



Kyushu Branch Office Region



Mitsubishi Electric's Kyushu Branch Office commenced satoyama preservation activities in 2011 in the Fukuoka City Aburayama Nature Sanctuary. This forest is also the site of the Mitsubishi Electric Outdoor Classroom, which teaches children about the importance of nature.

Looking to find a way to help protect the environment of the sanctuary, the Kyushu Branch Office engages in a wide range of activities in response to local requests, including raking fallen leaves, cleaning signboards, and picking litter.

After the activities, volunteers of the branch sponsor a brief outdoor classroom to help children and adults alike learn in a fun-filled way about the mechanism of the earth's natural cycles and the importance of coexisting with nature.



SOCIO-ROOTS Fund

The Mitsubishi Electric SOCIO-ROOTS Fund was established in 1992 as a gift program in which the Company matches any donation made by an employee, thus doubling the goodwill of the gift. Many employees participate in the Fund each year. As of March 2012, the Fund had provided a total of approximately ¥900 million to some 1,500 various social welfare facilities and programs.

Donations

Each Mitsubishi Electric office makes creative efforts to facilitate donation by its employees, and carry out charity bazaars, charity auctions, vending machine donations and other such fund-raising activities as suits their site and workplace.

Donation of solar panels (Tokyo)
—Giving what is needed in today's society—



In 2010, Mitsubishi Electric provided its support in donating and installing a photovoltaic system in a children's home, with the hope of instilling awareness of environmental preservation, energy conservation and eco initiatives.

Cooperation in the Inochi-no-Baton (Baton of Life) installation project (Inazawa city, Aichi prefecture)
—Action suited to local needs—



Mitsubishi Electric contributes donations from the SOCIO-ROOTS Fund to the Inochi-no-Baton (Baton of Life) installation project launched by the Inazawa Council of Social Welfare in 2011 in response to the increase in single-member households in Japan.

We will continue to value the goodwill of our employees and make steady efforts to develop activities rooted in local communities.

Science & Technology

To create inquisitive minds and promote a desire to learn among young people who will lead the development of the next generation of technologies, Mitsubishi Electric supports the engineers of tomorrow by sponsoring science shows and workshops held by its employees, in addition to providing academic aid in the forms of donations and scholarships.

Activities: Science shows



As a social contribution activity befitting an electrical manufacturer, Mitsubishi Electric has been sponsoring science shows for children since 2010 to introduce, in phases, some of the unique mechanisms and key technologies behind our products.

Children learn the enjoyment of science while taking part in experiments and quizzes.

Foundations

The Mitsubishi Electric America Foundation (MEAF) and the Mitsubishi Electric Thai Foundation (METF), both of which were founded in 1991, play a central role in implementing social welfare and science and technology promotion activities outside Japan.

MEAF works in the United States to promote the full inclusion of youth with disabilities in society. METF grants scholarships to university students and sponsors elementary school lunch support programs in Thailand.

Mitsubishi Electric America Foundation

The Mitsubishi Electric America Foundation works to empower youth with disabilities to lead productive lives, providing grants for innovative projects that help build their leadership and employability skills. An example is the American Association of People with Disabilities Summer Internships Program, which places students with disabilities in Congressional and Federal Offices in Washington, D.C.

MEAF also works with Mitsubishi Electric employee volunteers in local communities in the United States to make Changes for the Better in the lives of youth with disabilities, and other charitable causes.



Photo: President (then Senator) Barack Obama with a 2008 MEAF Congressional intern.

Since 1991, MEAF has invested more than \$11 million in U.S. communities, and Mitsubishi Electric employee volunteers have provided more than 40,000 hours of volunteer time. MEAF has been recognized with awards from the American Foundation for the Blind.



Employee volunteers work with students on Disability Mentoring Day.

Mitsubishi Electric Thai Foundation



The Mitsubishi Electric Thai Foundation launched a scholarship program in 1993 to promote science and technology development in Thailand. Every year, students in three engineering universities in Thailand are selected to receive the scholarship. Recipients are students who excel in academics but are not able to receive sufficient financial resources from their family to devote themselves to their studies.

To support Japanese language students enrolled in regional universities in Thailand, another school will be included in Mitsubishi Electric's scholarship program in fiscal 2013.



The Mitsubishi Electric Thai Foundation also engages in a program that purchases fertilizer and feedstock and works with elementary school students to grow vegetables and raise livestock, with the cooperation of employees of local Mitsubishi Electric offices. The fruits of their labor are included in lunches for elementary school students who do not have the means to buy school lunches. At the same time, the program teaches children about the importance and joys of growing and raising food.