Mitsubishi Electric
Building Systems
Business Strategies

May 14, 2015

Presented by: Nobuyuki Abe
Executive Officer
General Manager, Building Systems Group
# Key Factors for Growth Strategies

## Building Systems Business Growth Strategies

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<th>Market Strategies</th>
<th>Measures of Major Emphasis Towards FY2020</th>
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<td></td>
<td>1. Further expand new installation business in China and India</td>
</tr>
<tr>
<td></td>
<td>2. Accelerate renewal business in Japan</td>
</tr>
<tr>
<td>Product/Development Strategy</td>
<td>3. Aim to win “middle zone” market share, introducing strategic models designed for each region overseas</td>
</tr>
<tr>
<td>Manufacturing Strategies</td>
<td>4. With Inazawa Works as the mother factory, continuous production of 10,000 units including renewal orders</td>
</tr>
<tr>
<td></td>
<td>5. Build an optimal distributed manufacturing system with mother factory in Japan, and China and Thailand at the core</td>
</tr>
</tbody>
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**FY2020 Target of Building Systems Business**

Sales: ¥720 billion, Overseas ratio: 50%
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I-1 Development

Scheduled to deliver world’s fastest elevators for Shanghai Tower (1,080m/min)*At time of completion (April 2015, researched by Mitsubishi Electric)

Delivered 12 spiral escalators for Shanghai New World Daimaru Department Store

Launched “NEXIEZ” global strategic model for overseas markets

Launched “ELEPAQ” machine-room-less elevator 1998

Delivered world’s (then) fastest elevators for Yokohama Landmark Tower (750m/min)

Established Inazawa Works dedicated elevator/escalator factory

Delivered world’s (then) fastest elevators for Sunshine 60 Building (600m/min)

1965 Total production: 10,000 units

Established Inazawa Works dedicated elevator/escalator factory

1978 Total production: 100,000 units

1983 Delivered world’s (then) fastest elevators for Yokohama Landmark Tower (750m/min)

Established manufacturing base in China (MESE)

Established manufacturing base in Thailand (AMEC)

2004 Completed construction of “Solaé” elevator testing tower

2010

2015

FY2015 planned total production: 1.3mn units

1935 Delivered first Mitsubishi Electric elevator

1931 Started elevator & escalator business (began parts production)

1940 Shipped first elevator for export

1947 Launched “ELEPET,” Japan’s first standard-specification elevator

1950 Shipped first elevator for export

1960

1978

1983 Total production: 100,000 units

1965 Total production: 10,000 units

Note: Total unit production denotes global total

First Mitsubishi Electric elevator

SOLAÉ

SOLAE

Shanghai Tower
I-2 Business Overview

![Building Systems Group Sales Trend](image)

- **FY2010**
  - ¥370bn
  - 30%
  - 70%

- **FY2014**
  - ¥530bn
  - 45%
  - 55%

![Elevator/Escalator New Installation Orders](image)

- **FY2010**
  - Japan: 6
  - China: 16
  - Others: 50
  - Total: 72

- **FY2014**
  - Japan: 6
  - China: 75
  - Others: 6
  - Total: 87

(Unit: 1,000s)
Countries that have ordered Mitsubishi Electric elevators/escalators: 93

- Head office/mother factory: 1
- Core manufacturing bases: 3
- Japanese/overseas manufacturing/sales bases: 11
- Overseas sales companies (affiliates)/agents: 32
- Japanese sales companies (affiliates)/agents: 43
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<Mitsubishi Electric Management Policy>
– Continue balanced management and further pursuit of sustainable growth –

Aiming to Advance Growth One Level Higher

◆ Further strengthen strong businesses
◆ Continuous creation of new strong businesses
◆ Enhance solutions business with strong businesses at the core

<Building Systems Group>

Direction of Elevator & Escalators Business toward FY2020

◆ Strengthen “new installations” and “maintenance” businesses
◆ Accelerate “renewal” business
◆ Develop domestic building solutions business with elevators and escalators at the core
II-1-(2) Trend in Demand (New Installations)

- **Largest markets**
  - China: 60% of overall demand, but growth rate is showing a slowing tendency
  - India: Large expansion backed by economic growth

- **Emerging markets**
  - ASEAN: Transitioning to higher standards supported by stable economic environment
  - Middle East, Latin America: Although having local differences, the transition is steady

- **Mature markets**
  - Japan, Asia: No large expansion, but transitioning to higher standards

---

[Overall demand] Units: 1,000s

- **Global**
  - FY2015: 1.003
  - FY2020: 1.15 \times 1,156

- **China**
  - FY2015: 641
  - FY2020: 742

- **[Europe]**
  - FY2015: 117
  - FY2020: 118

- **[Japan]**
  - FY2015: 20
  - FY2020: 21

- **[Middle East & Africa]**
  - FY2015: 59
  - FY2020: 68

- **[India]**
  - FY2015: 51
  - FY2020: 76

- **[Americas]**
  - FY2015: 55
  - FY2020: 65

Units: 1,000s

*Estimates by Mitsubishi Electric Corporation*
II-1-(3) Trend in Demand (Maintenance/Renewal Business)

- Worldwide rise in social demand for safety and security, acceleration of legislation
- Rapid increase in number of installations and increase in elevators used for many years
- Japan renewal demand to grow further (for elevators 25 year old or older)
- After 2017, sharp rise in renewal demand expected mainly in China and ASEAN countries

---

**Japan – No. of Mitsubishi Electric elevators installed by fiscal year**

- To be replaced in FY2020
  - Approx. 100,000 units
- To be replaced in FY2015
  - Approx. 56,000 units
- Approx. 240,000 maintenance contracts

**Overseas – No. of Mitsubishi Electric elevators installed by fiscal year**

- To be replaced in FY2020
  - Approx. 53,000 units
- To be replaced in FY2015
  - Approx. 29,000 units
- Approx. 330,000 maintenance contracts

* Based on 25-year operation
Mitsubishi Electric elevators and escalators contribute to the realization of vibrant, stress-free societies as part of a vital social infrastructure (vertical transportation); doing so by ensuring continuous safety and security throughout the lifecycles of buildings and products, and by continuing to provide comfortable transportation and living space throughout the world.

Promotion of cyclical development business model based on “New installations ⇒ Maintenance ⇒ Renewal”
Promote cyclical development business model prioritizing safety and quality

1. Japan/Overseas Business Segment Strategies
   - New Installations
   - Maintenance
   - Renewal

2. Development/Product Strategy
   - Introduce new products/new technologies ahead of market change

3. Manufacturing Strategies
   - Create new manufacturing bases, increase capacity at regional bases
   - Expand global supply chain

4. Human Resources Strategies
   - Develop global talent and regional staff
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## II-2-(1) Regional Strategies (by Segment)

<table>
<thead>
<tr>
<th>Major markets</th>
<th>Emerging markets</th>
<th>Mature markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>ASEAN, Middle East, Africa, Central/South Americas</td>
<td>Japan, North America, Europe</td>
</tr>
<tr>
<td>India</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### New Installations

#### Maintain top brand status in world's largest market, China
- Further develop dual branding strategy
- Strengthen sales force to manage order of 100,000 units

#### Build integrated business structure from orders to manufacturing, installations, and maintenance
- IMEC established to enhance response to market needs
- Expand sales network
- Competitive edge owing to establishment of new factory

#### Introduce new products and drive regional strategies
- Introduce regional strategic models
- Develop/Capture share in new markets (Brazil, Turkey, Myanmar, Laos, Cambodia, Africa, etc.)

#### Continuous business expansion as top manufacturer
- Strengthen sales force and installation work system
- Optimize construction/installation system

#### Expand orders in the premium market by appealing safety and quality
- Develop new customers, expand regional sales

### Maintenance/Renewal

#### Streamline maintenance/renewal business structure
- Streamline maintenance/renewal business system

#### Streamline education system at field training center
- Provide latest and premium maintenance services
- Accelerate renewal business to support large-scale demand and increase building value

#### Streamline education system at field training center
- Improve installation/maintenance technologies further
- Strengthen maintenance/renewal business system

#### Streamline maintenance/renewal business system
- Streamline maintenance/renewal business system
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II-2-(2) Major Markets: China

Maintaining Top Brand Status in World’s Largest Market, China

Further Develop Dual Branding Strategy

- Mitsubishi Electric brand: premium products
  - Increase speed of MAXIEZ Series elevator produced by MESE for the Chinese market
- SMEC brand: product dissemination
  - Introduce Mitsubishi Electric’s latest technologies, develop high-speed models

Strengthen Sales Force to Manage Order of 100,000 Units

- Develop New Customer Base
  - Expand sales network: Accelerate penetration into inland areas
  - Strengthen compliance for major developers’ specifications
  - Strengthen marketability for government-affiliated residences
- Improve Preparedness for Construction Support
  - Increase number of engineers, introduce Japan’s latest installation methods

Streamline Maintenance/Renewal Business System

- Train maintenance engineers and expand introduction of remote monitoring system
- Streamline maintenance system to support expanding demand for renewal

No. of new installation orders in China

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY2010</th>
<th>FY2015</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>50</td>
<td>83</td>
<td>106</td>
</tr>
</tbody>
</table>

Targeting 15% share of the market (Unit: 1,000s)

Dual Branding Strategy

- <Premium zone>
  - Mitsubishi Electric brand products (manufactured by Mitsubishi Electric/MESE)
- <Dissemination zone>
  - SMEC brand products (manufactured by SMEC)
- <Low-end>
  - Specification grade

Price range

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II-2-(2) Major Markets: India

Establish Integrated Business System in World’s Second Largest Market, India

IMEC Established (Aug. 2012) to Enhance Market Support

◆ Expand business in India by strengthening sales force and field (installation/maintenance) services

Expand Sales Network

◆ Resident Mitsubishi Electric sales reps stationed in three major cities: Delhi, Mumbai and Chennai
◆ Further expand sales office network

Competitive Edge Owing to Establishment of New Factory (July 2016)

◆ Enhance business capabilities by integrating ordering, production, installation, and maintenance operations
◆ Win middle-zone demand by starting local production of regional strategic model NEXIEZ-LITE designed for the Indian market

Strengthen Field (Installation/Maintenance) Foundation

◆ Streamline field training center training system and train installation/maintenance engineers

No. of new installation orders in India

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2010</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>FY2015</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>FY2020</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

(Unit: 1,000s)

Targeting securing over 5% of the market

Sales network

- Head office
- Branches (6 locations)
- Sales offices (8 locations)
## II-2-(2) Major Markets: India (Overview of New Factory)

<table>
<thead>
<tr>
<th><strong>Location</strong></th>
<th>Bangalore, Karnataka, India</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Site area</strong></td>
<td>89,000m²</td>
</tr>
<tr>
<td><strong>Total building area</strong></td>
<td>25,400m²</td>
</tr>
<tr>
<td><strong>Use</strong></td>
<td>Manufacturing of elevator equipment</td>
</tr>
<tr>
<td><strong>Start of operations</strong></td>
<td>July 2016</td>
</tr>
<tr>
<td><strong>Production capacity</strong></td>
<td>Up to 5,000 units per year</td>
</tr>
<tr>
<td><strong>Investment amount</strong></td>
<td>INR1,833 million (approx. ¥3.45 billion)</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>Approx. 200 (at time of plant going operational)</td>
</tr>
<tr>
<td><strong>Adjunct facilities</strong></td>
<td>Elevator testing tower (approx. 41m high), field training center</td>
</tr>
</tbody>
</table>

Exterior view of new factory in India

NEXIEZ-LITE regional strategic model designed for Indian market
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II-2-(3) Mature Market: Japan (Maintenance Business Strategy)

Provide Safety and Security via the Latest and Premium Maintenance Services – Key to Cyclical Development Business Model

Provide High-quality and Sustainable Services

◆ Bolster maintenance engineers’ expertise and technical competence
  (Drive to offer maintenance services for a wider range of models)
  ◇ Improvement in regional training facilities and training/education programs

◆ Provide new maintenance services with application of latest technologies and more emphasis on preventive maintenance
  ◇ Development of new products with higher convenience and comfort
    (Image analysis, operations in line with usage situation, etc.)
  ◇ Sophistication and optimization of maintenance services, using self-diagnosis and remote monitoring

[Service network guaranteeing user safety and security 24/7]
Enhance Renewal Business Foundation to Ensure Better Safety, Security and Comfort

Accelerate Renewal Business to Support Large-scale Demand and Increase Building Value

◆ Accelerate pitch for the renewal of old elevators
  ◇ Improve energy savings and convenience through latest models

◆ Develop new product range responding to customer needs
  ◇ Expand inverter-based models to support energy-saving configurations
  ◇ Exert more effort to achieve shorter installation periods, shorter business disruption time

◆ Increase number of sales representatives and design/installation engineers

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**Hoist**
- Permanent magnet (PM) gearless hoist motor
- Energy-saving inverter control

**Elevator Car**
- Energy savings owing to use of LEDs for ceiling lighting, and latest car designs, operating panels and indicators

**Elevator Landing**
- Multi-beam door sensors for enhanced safety and convenience
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## II-2-(3) Targets for Number of Orders

### Targeted Number of Orders for New Installations

<table>
<thead>
<tr>
<th></th>
<th>Japan</th>
<th>China</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2010</td>
<td>16</td>
<td>50</td>
<td>6</td>
</tr>
<tr>
<td>FY2015</td>
<td>21</td>
<td>83</td>
<td>6</td>
</tr>
<tr>
<td>FY2020</td>
<td>72</td>
<td>110</td>
<td>147</td>
</tr>
</tbody>
</table>

(Unit: 1,000s)

**1.3x**

### Targeted Number of Orders for Renewal (Japan)

<table>
<thead>
<tr>
<th></th>
<th>FY2010</th>
<th>FY2015</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2.5</td>
<td>5.0</td>
<td>7.5</td>
</tr>
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</table>

(Unit: 1,000s)

**1.5x**
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II-3-(1) Development Strategies (Products)

Expand NEXIEZ Series Global Strategic Models and Introduce Models Targeting the Middle Zone

- **Expand Lineup**
  - Equipped with Japan’s latest technologies
  - Supplied worldwide from Thailand production base
  - Expand regional specification models

- **Premium zone**
  - Japan-made (Inazawa Works)
  - Global strategic models NEXIEZ

- **Middle zone**
  - New models under consideration
  - Regional strategic models

- **Low-end**
  - Specification grades

- **Introduce new regional strategic models**
  - Functions and design that meet the region’s needs
  - Higher competitive edge achieved through local production/procurement

- **Develop models for residential use**
  - Modular
  - Lightweight
  - Short production and installation time requirements

- **NEXIEZ-GPX for Central/South Americas**

- **NEXIEZ-LITE for India**
  - Launched Apr. 2014
II-3-(2) Development Strategies (Development)

Competitive Edge in Elevator Product Appeal Enhanced by State-of-the-art Technologies

- Introduce latest technologies
  - SiC control panel
    - SiC module enables more compact products and space savings
  - ELE-NAVI destination prediction system
    - Passenger destination floors assigned to shorten waiting time, elevator landing operating panel operability and design improved

- Ultrafast elevator technologies
  - Large, high-speed hoist
    - Permanent magnet (PM) motor realizes superior energy-saving efficiency
  - Aerodynamic car design
    - Wind noise generated around car minimized, further enhancing low-noise performance
  - Active roller guide
    - Effectively controls rail twisting and sway caused by air pressure to ensure a stable and comfortable ride

Introduce new technologies to regional strategic models, etc.
II-3-(3) Manufacturing Strategies (Inazawa Works)

Build an Optimal Distributed Manufacturing System with Mother Factory in Japan, and China and Thailand at the Core

Mother Factory: Japan (Inazawa Works)

- Develop and supply elevators and escalators using the latest technologies
- Central functions such as production line design, quality control, and materials procurement
- Innovative production technologies resulting in the creation of cutting-edge technologies and nonstop production
- Promotion of mass-produced/custom products and systems
  - Automation, system networking, etc.

Build a global supply chain through collaboration by improving individual manufacturing base capacities and productivity
China (MESE/SMEC)
- Develop/supply models for Chinese market
  - Development and domestic production of high-speed elevators
  - Build system capable of producing 100,000 units

Thailand (AMEC)
- Supply NEXIEZ strategic models worldwide
- Supply escalators worldwide
- Introduce development capabilities (division of labor with Japan)
  - Build production system capable of producing 20,000 units
  - Establish R&D center

New factory construction
- Third factory: Began operation in Jul. 2014
- Fourth factory: Scheduled to begin operation in Jul. 2015

Increase production capacity and improve productivity
- Gain competitiveness through automation, cutting costs, etc.

New factory: Scheduled to begin operation in May 2016
New testing tower: Scheduled to begin operation in Dec. 2016
II-3-(5) Manufacturing Strategies (Main Regional Manufacturing Bases)

Major Regional Manufacturing Bases

- Expand elevator supply in each area and promote collaborative manufacturing
- Establish supply system in Central/South Americas with Mexico and Colombia at the core
- Promote domestic production in India and Brazil

Netherlands (EMEC)
South Korea (KMEC)
Taiwan (TMEC)
Mexico (IDESA)
Mexico (MELMEX)
Colombia (MELCO)
Brazil (BMEC)
India (IMEC)
Indonesia (MJEE)
Colombia (MELMEX)
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II-4 Human Resources Strategies

Develop Global Talent and Regional Staff, and Nurture Multi-tasking Employees to Support Business Expansion

Human resources development network

- Mitsubishi Electric
- Japanese affiliates
- Overseas affiliates
- Standardize training
- Develop key persons
- More active exchange of personnel
- Foster global talent at Mitsubishi Electric and its affiliates
- Train regional staff at overseas affiliates
- Foster multi-tasking employees

Drive regionally managed operations by increasing local staff at overseas affiliates and fostering management-level staff onsite
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III. Building Management System Business Strategy

Starting with Elevators & Escalators, Create and Provide New Building Solutions Focusing on Security, Crime Prevention, and Energy Savings

Create building solutions
–Offer “value” that meets immediate and future needs for buildings–

- Amenity
- Convenience
- Security
- Environment
- Energy saving

Elevators & Escalators

Core Product
- Room entry/exit management systems
- Surveillance cameras/recorders
- Building management systems

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IV. Mid-term Business Targets

Incorporate New Installation Demand for Overseas Markets and Accelerate Renewal Business in Japan

**FY2020 Targets of Building Systems Business**

*Sales: ¥720 billion, Overseas ratio: 50%*

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (bn)</th>
<th>Japan</th>
<th>Overseas</th>
<th>Overseas Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2010</td>
<td>¥370bn</td>
<td>30%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>FY2015</td>
<td>¥550bn</td>
<td></td>
<td></td>
<td>45%</td>
</tr>
<tr>
<td>FY2020 (target)</td>
<td>¥720bn</td>
<td></td>
<td></td>
<td>50%</td>
</tr>
</tbody>
</table>

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Quality in Motion
Installation Examples

Shanghai Tower

◆ Three World’s Firsts
  ◇ World’s fastest elevator traveling at 1,080m/min
  ◇ World’s fastest double-decker elevator traveling at 600m/min
  ◇ World’s longest-distance emergency elevator traveling 578.5m

Scheduled for delivery in 2015

Shanghai New World Daimaru Department Store

◆ 12 spiral escalators installed using Mitsubishi Electric proprietary technologies

Delivered in 2015
Installation Examples

Abeno Harukas
Observation deck elevators for Japan’s tallest building (360m/min)
Delivered in 2014

MAHANAKHON
Thailand’s fastest elevators for tallest building in Thailand
Scheduled for delivery in 2016
Installation Examples

Yokohama Landmark Tower

- Fastest elevators in Japan (750m/min)
- Delivered in 1993

Sunshine60 Building

- Built using domestic technologies, world’s fastest elevator at the time of delivery (600m/min)
- Delivered in 1978 ⇒ Renewed in 2010
### Reference (Abbreviated Names for Manufacturing/Sales Bases)

#### Core Manufacturing Bases

<table>
<thead>
<tr>
<th>Abbreviations</th>
<th>Company Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMEC</td>
<td>Mitsubishi Elevator Asia Co, Ltd.</td>
<td>Thailand</td>
</tr>
<tr>
<td></td>
<td>三菱電機上海機電電梯有限公司</td>
<td></td>
</tr>
<tr>
<td>MESE</td>
<td>(Mitsubishi Electric Shanghai Electric Elevator Co., Ltd.)</td>
<td>China/Shanghai</td>
</tr>
<tr>
<td>SMEC</td>
<td>上海三菱電梯有限公司</td>
<td>China/Shanghai</td>
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<tr>
<td></td>
<td>(Shanghai Mitsubishi Elevator Co., Ltd.)</td>
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</table>

#### Manufacturing/Sales Bases

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Company Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMEC</td>
<td>MELCO ELEVADORES DO BRASIL S.A.</td>
<td>Brazil</td>
</tr>
<tr>
<td>EMEC</td>
<td>Mitsubishi Elevator Europe B.V.</td>
<td>Netherlands</td>
</tr>
<tr>
<td>GDRLE</td>
<td>広東菱電電梯有限公司</td>
<td>China/Guangdong</td>
</tr>
<tr>
<td>(GDRLE)</td>
<td>(Guangdong Ryoden Lift &amp; Escalator Co., Ltd.)</td>
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<tr>
<td>IDESA</td>
<td>Internacional de Elevadores, S.A. de C.V.</td>
<td>Mexico</td>
</tr>
<tr>
<td>IMEC</td>
<td>Mitsubishi Elevator India Pvt. Ltd.</td>
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</tr>
<tr>
<td>KMEC</td>
<td>Mitsubishi Elevator Korea Co., Ltd.</td>
<td>South Korea</td>
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<tr>
<td>MELCOL</td>
<td>Mitsubishi Electric de Colombia Ltda.</td>
<td>Colombia</td>
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<tr>
<td>MELMEX</td>
<td>Mitsubishi Electric de Mexico, S.A. de C.V.</td>
<td>Mexico</td>
</tr>
<tr>
<td>MHE</td>
<td>Mitsubishi Hitachi Home Elevator Corp.</td>
<td>Japan (Gifu Prefecture)</td>
</tr>
<tr>
<td>MJEE</td>
<td>P.T. Mitsubishi Jaya Elevator and Escalator</td>
<td>Indonesia</td>
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<tr>
<td></td>
<td>台湾三菱電梯股份有限公司</td>
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<tr>
<td>TMEC</td>
<td>(Taiwan Mitsubishi Elevator Co., Ltd.)</td>
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# Reference (Abbreviated Names for Manufacturing/Sales Bases)

<table>
<thead>
<tr>
<th>Sales Bases Abbreviation</th>
<th>Company Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMF</td>
<td>Ascenseurs Mitsubishi France S.A.S</td>
<td>France</td>
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<td>ETA-MELCO</td>
<td>ETA Melco Elevator Co. L.L.C.</td>
<td>UAE</td>
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<td>HEAVENWARD(CHL)</td>
<td>Heavenward Ascensores S.A.</td>
<td>Chile</td>
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<td>HMEC</td>
<td>Mitsubishi Elevator Hong Kong Co., Ltd.</td>
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<tr>
<td>IEE</td>
<td>International Elevator &amp; Equipment, Inc.</td>
<td>Philippines</td>
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<td>MEGPT</td>
<td>MELCO-MEC Egypt for Elevators &amp; Escalators</td>
<td>Egypt</td>
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<td>MELM</td>
<td>MITSUBISHI ELEVATOR MALAYSIA SDN. BHD.</td>
<td>Malaysia</td>
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<td>MELSA</td>
<td>Mitsubishi Electric Saudi Ltd.</td>
<td>Saudi Arabia</td>
</tr>
<tr>
<td>MESP</td>
<td>Mitsubishi Elevator (Singapore) Pte.Ltd.</td>
<td>Singapore</td>
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<tr>
<td>MET</td>
<td>Mitsubishi Elevator (Thailand) Co., Ltd.</td>
<td>Thailand</td>
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<tr>
<td>MEU-UK</td>
<td>Mitsubishi Electric Europe B.V.</td>
<td>United Kingdom</td>
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<tr>
<td>MEUS-EED</td>
<td>Mitsubishi Electric US, Inc.</td>
<td>United States</td>
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<tr>
<td>MITSULIFT</td>
<td>MITSULIFT (Holding) S.A.L.</td>
<td>Lebanon</td>
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<td>MSAF</td>
<td>Melco Elevator (South Africa) Pty. Ltd.</td>
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<td>VMEC</td>
<td>MITSUBISHI ELEVATOR VIETNAM CO., LTD</td>
<td>Vietnam</td>
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