Review of Operations

In Asia and Japan, the business saw decreases in both orders and revenue by the impact of COVID-19. In this environment, the elevator and escalator businesses worldwide due to delay in business in Japan. The market of the social infrastructure systems business saw decreases in both orders and revenue by the impact of COVID-19. In this environment, the elevator and escalators worldwide due to delay in business in Japan.

The market of the factory automation systems business saw increases in demand relating to 5G and semiconductor outside Japan, and demand relating to increased mask production in China, while there was continuing stagnation in automotive-related demand worldwide and machinery- and building-related demand in Japan. In this environment, the business saw an increase in orders due primarily to an increase in demand relating to semiconductor and lithium-ion batteries, while revenue remained substantially unchanged from the previous fiscal year.

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The market of the social infrastructure systems business saw a decrease in demand relating to transport and railway-related demand, and a decrease in demand relating to 5G and semiconductor outside Japan due to delay in business in Japan.

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**Information and Communication Systems**

- **Revenue Breakdown by Business Segment**
  - **Revenue** ¥380.1 billion down 17% year on year
  - **Operating Profit** ¥16.4 billion down ¥10.8 billion year on year

The market of the information systems and service business saw delays and cancellations of system development projects, particularly in the manufacturing industry, due to the impact of COVID-19. In this environment, the business saw decreases in both orders and revenue from the previous fiscal year due mainly to a decrease in the system integrations business.

The electronic systems business saw decreases in both orders and revenue from the previous fiscal year due primarily to a decrease in large-scale projects for the defense systems business.

As a result, revenue for this segment decreased by 17% from the previous fiscal year to ¥380.1 billion yen. Operating profit decreased by 11.8 billion yen from the previous fiscal year to ¥16.4 billion yen due mainly to decreased revenue.

**Electronic Devices**

- **Revenue Breakdown by Business Segment**
  - **Revenue** ¥205.2 billion down 2% year on year
  - **Operating Profit** ¥6.2 billion down ¥2.4 billion year on year

The market of the electronic devices business saw a slowdown in demand for power modules used in railway and industrial applications, while demand for high frequency and optical devices relating to next-generation data centers remained buoyant. In this environment, the business saw an increase in orders from the previous fiscal year due primarily to an increase in power modules used in automotive applications, while revenue decreased by 2% from the previous fiscal year to ¥205.2 billion yen due mainly to decreases in TFT-LCD modules and power modules used in industrial and railway applications despite an increase in high frequency and optical devices, particularly in optical communication devices.

Operating profit decreased by 2.4 billion yen from the previous fiscal year to 6.2 billion yen due mainly to decreased revenue.

- **Video analysis solution “kizkia”**
  - Solution for analyzing security camera footage with AI and automatically detecting and reporting specific people, things, trends in real time. We will start a new primary-conscious nursing care service to analyze temperature data from infrared sensors. "Adela Knight".
  - (Mitsubishi Electric Information Systems Corporation)

- **Network Security Service**
  - Corporate networks are exposed to many different threats such as unauthorized access or dissemination of personal or confidential information. Mitsubishi Electric builds an optimal security environment and provides a one-stop monitoring and operation service available 24/7 to address cyber attacks that are ever diversifying and evolving day by day.
  - (Mitsubishi Electric Information Network Corporation)

- **Operation-Specific Solutions**
  - Mitsubishi Electric offers operation packages for working management, electronic application, sales management and other operations. These packages serve as a foundation to leverage our wealth of deployment experience and expertise in each type of business and support customer-specific culture. We also provide flexible customization and prompt address law and system revisions to contribute to improving operational efficiency.
  - (Mitsubishi Electric IT Solutions Corporation)

- **DS2000 Standard Satellite Platform**
  - The DS2000 is a standard satellite platform modelled after JAXA’s ETS-VIII. It meets the need for high-quality, low-cost satellites with shortened delivery times. It has already been adopted for use in Japan and other countries, more than ten satellites currently in orbit are using it. It will eventually be incorporated into JAXA’s Engineering Test Satellite 9, which is being launched in response to the need for high-throughput communications satellites.

- **Satellite Observation Solution**
  - Our satellite observation solution processes and analyzes images from observation satellites to provide satellite data analysis information that can be applied to quickly understand the situation in case of disasters or to continue to steadily monitor national land and infrastructure at ordinary times.

- **CIS (Contact Image Sensor)**
  - Mitsubishi Electric develops a variety of proprietary key parts from CMOS sensor ICs to light sources based on expertise we have accumulated through our long experience and provide high-definition images with high-speed digital output. Many customers in and outside Japan are using our high-quality and high-performance copy machines, financial devices, and Mitsubishi CIS for inspection.

- **Power Semiconductor Modules**
  - Our power semiconductor modules help reduce the power consumption of power electronics equipment such as home appliances, motion control, renewable energy power supplies, power transmission, traction, and automobiles. The product lineup includes SiPM, IGBT modules and IPM, and contributes to global environmental innovation.

- **SiC* Power Semiconductor Devices**
  - With significantly lower power loss than Si and capabilities that include the enabling of high-speed switching and high-temperature operation among others, the SiC power device significantly reduces the power consumption of every type of power electronics equipment such as home appliances, industrial equipment, traction, and automobiles and contributes to the realization of both a decarbonized society and an affluent lifestyle in a sustainable future.

- **Optical Devices for Optical Communication**
  - The product lineup is optimal for all types of optical fiber communication facilities which are used in base stations for 5G, the fifth-generation mobile communication system, and also used in large-scale datacenters and other equipment that support the transition to cloud computing. This lineup contributes to faster speeds, greater capacity and transmission distance, and equipment size reduction.

- **GaN* High Frequency Devices**
  - GaN promises to provide higher efficiency, higher output and wider bandwidth than Si. By employing GaN transistors, GaN high frequency devices contribute to faster communication speeds, increased information transmission volume, and smaller power amplifiers for base transmitter station networks in fifth-generation mobile communication systems (5G) and earth stations in satellite communication systems (SATCOM).

- **Thermal Diode Infrared Sensor MelDIR**
  - With a larger pixel count and higher temperature-resolution, MelDIR obtains more detailed thermal images, distinguishes people from objects, and enables the identification of specific human behavior. MelDIR can be implemented into a wide range of applications including security, air conditioning, temperature measuring, surveillance, head-counting solutions, and smart buildings.

- **TFT-LCD Modules**
  - Being highly vibration resistant and possessing a wide operating temperature range, and a high-level display performance including a super wide viewing angle and superior high brightness and contrast, the TFT-LCD module supports a wide range of industrial instruments such as construction machines used in harsh environments and those for outdoor use. The product lineup includes high value added products such as a touch panel mounted, a transflective, with a NFC* and a white cane sensor.

- **Integration System Solutions**
  - Mitsubishi Electric contributes to improving operational efficiency and promptly address law and system revisions to contribute to improving operational efficiency.

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The market of the home appliances business saw a decrease in demand for a part of air conditioners globally due primarily to the impact of COVID-19 causing lockdowns and considerable limitation of economic activities outside Japan, particularly in the first half, and restrained capital expenditure worldwide. Meanwhile, there was demand for residential air conditioners due to increased time at home. In this environment, the business saw a decrease in revenue by 5% from the previous fiscal year to 1,038.3 billion yen due primarily to a decrease in a part of air conditioners.

Operating profit increased by 2.4 billion yen from the previous fiscal year to 75.7 billion yen due mainly to decreased revenue.

In addition to KIRIGAMINE room air conditioners, Mitsubishi Electric offers an extensive lineup of products with applications extending from stores, offices, and buildings to factories and industrial facilities while featuring environmentally compatible, energy-saving technologies. These qualities allow Mitsubishi Electric to meet air conditioning needs globally.

Mitsubishi Electric offers energy-saving home environments using highly efficient air conditioners and ventilators, water heaters and cooking equipment. Create a comfortable living environment for the whole family.

Mitsubishi Electric develops home appliances by incorporating its unique technologies and perspectives so that its products can be used in various scenes of daily life, such as the kitchen, living room, and bedroom. Efforts are made to develop products that contribute to making life more comfortable for users, meeting and even surpassing their expectations.

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Mitsubishi Electric offers an extensive lineup of high-efficiency, long-lasting LED products that meet diverse needs for energy-saving light bulbs and equipment in households, stores, offices, and factories. The company’s LED products make the future brighter for families and society as a whole.

Mitsubishi Electric has developed technologies for automatically sorting the three major types of plastic (polypropylene (PP), polystyrene (PS), and acrylonitrile-butadiene-styrene (ABS)) used in consumer electronics and home appliances. This original recycling system is being utilized to promote the reuse of plastics in the company’s products by improving the physical properties of the sorted materials.