Human Rights

Human Rights Policy

Mitsubishi Electric Group Human Rights Policy
Protection of human rights and support for internationally agreed human rights are imperatives for the Mitsubishi Electric Group’s business activities. Accordingly, as members of the Group, we recognize our duty to prevent any complicity with human rights violations.

On that basis, the Mitsubishi Electric Group enacted its Corporate Ethics and Compliance Statement in 2001 and pledged that all executives and members of the Group “will conduct ourselves always with a respect for human rights, will not discriminate based on nationality, race, religion, gender, or any other reason.”

As the Mitsubishi Electric Group continues to expand its business globally, in accordance with the spirit of the Mitsubishi Electric Group’s “Purpose” and “Our Values,” it has established this Human Rights Policy and shall raise awareness of human rights among its members and make sure to properly deal with related incidents in order to ensure that its business activities do not have a negative impact on human rights.

Management System Related to Respecting Human Rights
In order to undertake human rights due diligence and other measures based on the United Nations Guiding Principles on Business and Human Rights, etc., the Mitsubishi Electric Group has been implementing the Plan-Do-Check-Act (PDCA) cycle, in which the results of human rights initiatives are confirmed and policies and plans are considered and approved in a meeting of the Sustainability Committee held every year.

In fiscal 2023, the Group will establish the Human Rights Subcommittee as a permanent organization that is subordinate to the Sustainability Committee to determine potential improvements, solutions for issues, and other matters related to human rights initiatives, and to take rapid action. The Human Rights Subcommittee will be headed by the Senior General Manager of the Sustainability Planning Division, and will be composed of the heads of the Corporate Strategic Planning Division, the Corporate Human Resources Division, the Corporate Purchasing Division, the Corporate Legal & Compliance Division, the Corporate Risk Management Division, the Corporate Economic Security Division, and the Global Planning & Administration Department.

Since human rights issues are related to a broad range of fields, the Group will establish a system for it to clarify the responsible division, work on initiatives, and report the status of progress to the Sustainability Committee. In addition, the Executive Officers and Directors will receive reports on initiatives as necessary and supervise them, thereby strengthening the integration of human rights initiatives.

Human Rights Management
Based on its “Human Rights Policy,” the Mitsubishi Electric Group identifies “respect for all people” as materiality and promotes the following initiatives.

Human Rights Impact Assessment
As part of human rights due diligence required by the United Nations Guiding Principles on Business and Human Rights, the Mitsubishi Electric Group periodically carries out “Human Rights Impact Assessments” in order to assess the impact of the Group’s business activities on human rights.

In fiscal 2022, we carried out the second “Human Rights Impact Assessment” of Mitsubishi Electric, affiliates in Japan, and overseas affiliates, covering a total of 417 sites. In addition, we decided to add the “Human Rights” category to the “General Control Self-Check,” in which risks that may have material impact on the management are inspected based on the decisions made by the Board of Directors. We also checked the status of progress of the “Human Rights Impact Assessment.”

Initiatives Related to Employees’ Human Rights
We will respect the human rights of employees and implement initiatives, such as embracing diversity, maintaining a favorable working environment, and ensuring occupational safety and health and mental and physical health, in order to create a work environment where all employees can work actively with a sense of security.

Human Rights Initiatives in the Supply Chain; Joining the RBA
Since fiscal 2019, we have been seeking consent from suppliers to agree on initiatives for social issues including human rights issues.

In order to enhance the objectivity and transparency of the Mitsubishi Electric Group’s human rights initiatives, in February 2022 we joined the Responsible Business Alliance (RBA), an alliance that promotes corporate social responsibility in the global supply chains. We commit to progressively align our own operations with the provisions of the RBA Code of Conduct, to promote continuous improvement of our sustainability efforts.

Human rights training
In fiscal 2022, we carried out the following forms of training: “Executive Compliance Seminars,” “Human Rights Training for employees involved in sustainability,” and “Human Rights Training for new employees and newly appointed managers.”

Grievance Handling Mechanism
The Mitsubishi Electric Group has established multiple points of contact to respond to and understand inquiries from various stakeholders, of which main points of contact are listed in the table below. We also receive consultation requests on human rights through them. For each whistleblowing case on human rights risk, the responsible division quickly confirm facts according to the content of consultation. If a violation of human rights, etc. in business activities of the Mitsubishi Electric Group is confirmed, we appropriately respond to the instance by dealing with the victim and considering the punishment of those who engaged in the case in question, etc. as well as promptly making a correction and improvement.

Mitsubishi Electric’s main points of contact for whistleblowing/consultation

<table>
<thead>
<tr>
<th>Service available</th>
<th>Name of point of contact for whistleblowing/consultation</th>
<th>Matters to be consulted</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various stakeholders (customers, people in the community)</td>
<td>“Inquiries on sustainability” and “Other Inquiries” on the Mitsubishi Electric Group official website</td>
<td>- Inquiries regarding the Mitsubishi Electric Group’s sustainability&lt;br&gt;- Other various inquiries regarding the Mitsubishi Electric Group’s business activities</td>
<td>&lt;Japanese&gt;&lt;br&gt;- Inquiries on sustainability&lt;br&gt;- Other Inquiries&lt;br&gt;&lt;Global (English)&gt;&lt;br&gt;- Inquiries on sustainability&lt;br&gt;- Other Inquiries</td>
</tr>
<tr>
<td>Mitsubishi Electric employees, family companies employees**, suppliers to Mitsubishi Electric**</td>
<td>Ethics observance hotline</td>
<td>Whistleblowing or consultation regarding organized or individual employees’ fraud, legal violation, act of breach of ethics</td>
<td>Internal points of contact/external points of contact (lawyers) **</td>
</tr>
<tr>
<td>Mitsubishi Electric employees</td>
<td>Points of contact for consultation on sexual harassment, power harassment, etc.</td>
<td>Whistleblowing/consultation on various types of harassment in Mitsubishi Electric’s workplace</td>
<td>Human Resource Div. at each office of Mitsubishi Electric</td>
</tr>
</tbody>
</table>

*1 Limited to whistleblowing that is relevant to Mitsubishi Electric in personal and business aspects.
*2 The points of contact are listed on Mitsubishi Electric’s intranet, internal posters, “Code of Corporate Ethics and Compliance,” etc.
*3 A whistleblowing system has been established at each domestic and overseas family companies of the Mitsubishi Electric Group.
Human Resources

Basic Policy on Human Resources

Basic Policy
In the Mitsubishi Electric Group Medium-term Management Plan Towards FY2026, the Mitsubishi Electric Group states it will contribute to realizing a vibrant and sustainable society, including response to decarbonization, by increasing the provision of integrated solutions through the strengthening of the business management foundation, promoting digital transformation, and other activities. We place extreme importance in the hiring and development of human resources who have diverse values and abilities toward this end, and we will focus on the following.

Human resource investment
In Japan, we have been continuing to invest in the hiring of more than 3,000 new graduates and mid-career people every year. We also promote the reinforcement of human resources overseas in an attempt to strengthen our business.

Human resource development
Mitsubishi Electric emphasizes the development of human resources. We aim to create a workplace where employees can work actively with a sense of security.

Workforce Diversity & Inclusion

Basic Policy
As the business environment around Mitsubishi Electric Group is rapidly changing, providing a workplace where employees can work to their full potential regardless of gender or age is essential to business development. Furthermore, it has become more vital than ever before to employ an even greater diversity of people, given the increasingly aging and diminishing population in Japan. Based on this awareness, Mitsubishi Electric promotes employee diversity through the following measures.

Promotion Framework
To enrich the personal lives and build the careers of women employees and employees who are raising children, Mitsubishi Electric established the CP-Plan Promotion Center within its Corporate Human Resources Division in April 2006. In April 2021, the Center's name was changed to the Diversity Promotion Office. Various initiatives are being taken to strengthen workplaces where employees respect diversity, which includes age, nationality, disabilities, LGBTQ, workstyles, and gender as well as work vibrantly, thereby maximizing their potential at work.

Women's Participation
Mitsubishi Electric formulated an action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and set the following targets. To achieve these targets under the current action plan, we have created measures such as nurturing young employees by giving them business experience and providing training, as well as pushing forward workplace culture initiatives.

Trend in the number of woman managers or equivalent (Mitsubishi Electric)

Trend in the number of woman employees (Mitsubishi Electric)

Human resource development
With the understanding that "there is no business development or social contribution without the growth of employees," we are investing in education training for all employees, enhancing workplace safety and conducting personnel rotation for employees' career advancement in a planned manner.

Workplace culture
We will improve employee engagement and the workplace environment, promote diversity, and engage in activities to realize a workplace environment where employees can work actively with a sense of security.

Supporting Career Development

Basic Policy
"A company is its people, and cannot grow without their growth. The development and utilization of human resources is the source of a company's development, and education is a fundamental undertaking that creates the foundation of management."

Under this principle, Mitsubishi Electric believes it is important to link the expertise, skills, and mentality it has cultivated as an organization to maintain and strengthen corporate competitiveness and contributing to society. By adding new values at times and achieving further growth, we actively promote the human resource development of all our employees. While instilling the corporate principles within our group companies and sharing our Values globally, we aim to create a corporate body where all 140,000 employees working in countries around the world can work actively and responsibly and enjoy their work.

Human Resources Development System Supports the Skills Development of Each Category of Employee

The Mitsubishi Electric Group's training system for all employees, including those of group companies, consists of passing down everyday business knowledge and acumen, and reinforcing the system to gauge employee opinion on it, provide a system for handling complaints, and otherwise work to increase understanding and acceptance by employees and further enhance operations.

Principles for Developing Global Human Resources
Mitsubishi Electric aims to be a global company where human resources from all over the world can contribute to realizing a sustainable future. For this purpose, we have produced multilingual videos introducing our history and corporate principles to build up and share our values globally.

In addition, in our overseas affiliates, we are driving promotion of quality international staff to senior management positions with the goal of enhancing the management of local businesses and improving employee engagement.

Promoting Employment of People with Disabilities
The Mitsubishi Electric Group has been actively employing people with disabilities in various companies from the perspectives of sustainability and diversity promotion. We promote barrier-free initiatives to create comfortable workplaces.

In October 2014, Mitsubishi Electric established a corporation, a special subsidiary that specializes in businesses mainly suited to people with intellectual disabilities.

Fair Evaluation and Compensation

Basic Policy
Mitsubishi Electric Group upholds a management policy, "In addition to realizing sustainability and technology development, marketing, and manufacturing capabilities, and improving skill levels are conducted, and practical training or international study opportunities at overseas sites and universities in Japan and abroad are provided. With regard to new graduate employees and mid-career recruits, we provide company orientation and training sessions to elicit their consciousness as workers and educate them on basic knowledge, management principles, compliance, and other matters.

For personnel in managerial positions who are responsible for human resource development, we support the acquisition of skills, including a plan to stimulate communication in the workplace, active learning, and ways of coping with stress, so that they can give appropriate support to each and every employee who works under their immediate control. We will promote the development of core human resources in order to create a workplace with openness for communication.
Mitsubishi Electric Workplace Reform Program

The Mitsubishi Electric Group took the multiple work-related issues that it experienced until FY2020 within the Group seriously, and is working on the Mitsubishi Electric Workplace Reform Program that aims at creating a workplace where employees can openly communicate with one another, thorough and appropriate measures to prevent recurrence in quality-related improper practices, as well as other long-term initiatives.

Continuing from FY2021, we have implemented a variety of measures especially with regard to eliminating power harassment. In addition to implementing anti-harassment education for all employees, we conducted a monthly employee awareness survey of all employees to check for workplace harassment and whether employees have any problems with their interpersonal relationships in the workplace in order to identify, respond, and improve upon problems at an early stage. If an employee reports harassment, the employee is invited to an interview and the employee is asked for help and the point of contact for these issues, in an attempt to create an environment in which employees can easily seek assistance.

We have actively disseminated information on the expanded options to ask for help and the point of contact for these issues, in an attempt to create an environment where employees can easily seek assistance.

We have also promoted a variety of measures that contribute to the improvement of operational efficiency and productivity, as well as a reduction in total working hours. In FY2021, we will move to the next stage and deepen the initiatives, especially focusing on work style reforms and work quality improvement, with the slogan, "Kaoru MELOD [Kaoru is a Japanese word that, depending on how it is written, means both to make changes and to go home]."

Specifically, the Company has expanded policies and raised awareness through messages from the President to employees and other activities, while establishing an environment for efficient business operation; for example, by distributing laptop PDIs to all employees, enhancing online meeting facilities, expanding the work-from-home program, promoting company-wide paperless work environments, and expanding IT use.

In addition to these initiatives, we have attempted to properly manage working hours in line with reality by automatically calculating working hours from objective data such as the entry/exit time and PC logon/logoff time from the viewpoint of preventing long working hours. We believe that these efforts have paid off to some extent. Specifically, in FY2022, we reduced monthly overtime hours per employee by 10% compared to FY2018. To further increase effectiveness, we will continue to promote “Work Style Reform” in the future. We also implement in a reliable manner health measures for employees in light of properly tracked working hours.

Examples of Workplace Reform Initiatives

At Mitsubishi Electric, Head Office management departments play a central role in improving the quality of company-wide operations by promoting company-wide activities, with each office conducting activities in line with the circumstances of the business.

Changes in monthly overtime hours per employee (including managers)

- Promoting initiatives for expansion of RPA
- Simplifying documents by shortening discussion times and schedules in management meetings
- Reducing the number of periodic reports (weekly reports, monthly reports, etc.) issued by each department
- Reviewing report formats
- Promoting indirect JTF Kizunen activities
- Promoting improvement activities suitable for each workplace through activities in small groups
- Analyzing operations by external consultants and implementing JTF Kizunen activities company-wide
Procurement Policy and Supplier Criteria

The Mitsubishi Electric Group ensures fair and impartial selection and evaluation of business partners in Japan and overseas by providing an explanation of the Group’s Purchasing Policy and CSR Procurement Policy (Sustainability Procurement Policy), and requesting business partners’ understanding of these policies. By ensuring proper evaluation of suppliers based on selection and evaluation criteria established by the Group, procurement risks are also mitigated along the supply chain.

The Group’s criteria for evaluating business partners include not only quality, cost, delivery schedules and services, but also initiatives in response to environmental regulations and sustainability initiatives. As a basic policy, the Group preferentially procures materials from suppliers who rank high in a comprehensive evaluation.

In order to enhance the objectivity and transparency of the Mitsubishi Electric Group’s human rights initiatives, in February 2022, we joined the Responsible Business Alliance (RBA), an alliance that promotes corporate social responsibility in global supply chains. We commit to progressively align our own operations with the provisions of the RBA Code of Conduct, a global standard, to promote continuous improvement of our sustainability efforts.

Framework for Promotion of Procurement Supply Chain Management

Under globally sustainable procurement, target costing and cost co-creation by enhancement of partnership (S-STEP) strategy toward strengthening the purchasing structure, the Mitsubishi Electric Group aims to achieve the lowest cost ratio ever starting in fiscal 2021. In this effort, we will develop and promote the following measures with the following aims: “We will contribute to the realization of sustainability through all corporate activities. By doing so, we will make further efforts to enhance economic and social value so as to raise our corporate value,” which is the Group’s business goal, through sustainable and stable procurement. In cooperation with the Materials Planning Office in regional corporate offices in China, Asia, Europe and the Americas, we implement purchasing strategies through conferences of procurement officers and other such meetings to promote optimal procurement activities suited to each region.

In addition to this initiative, we will also promote activities to mitigate any perceived risks regarding a range of issues related to labor practices and environmental problems in the procurement supply chain and thereby strengthen our business continuity plan (BCP).

Priority activities:
1. Establishing a framework for strengthening stable procurement
2. Further strengthening the cost planning activity
3. Expanding centralized purchasing
4. Strengthening purchasing quality control
5. Strengthening a procurement platform for supporting relevant activities and measures
6. Strengthening global optimal procurement

Framework for promotion of procurement supply chain management

Local procurement rate in the major regions (Mitsubishi Electric Group)

<table>
<thead>
<tr>
<th>Region</th>
<th>Local Procurement Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>70%</td>
</tr>
<tr>
<td>Europe</td>
<td>68%</td>
</tr>
<tr>
<td>USA</td>
<td>55%</td>
</tr>
<tr>
<td>Others</td>
<td>45%</td>
</tr>
</tbody>
</table>

* Local procurement rate: Materials, parts, etc., regardless of country of origin that are procured by overseas production sites at their own discretion

Source: Mitsubishi Electric Group

Mitsubishi Electric Group Policies for Responsible Minerals Procurement

The Mitsubishi Electric Group aims for transparency in its procurement supply chain to avoid any affiliation with armed groups that trade in conflict minerals" as their source of funding. We also recognize the possibilities of human rights violations occurring in the severe labor conditions in cobalt mining sites as a major problem. The Group adheres to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-affected and High-Risk Areas", and removes certain minerals from the procurement supply chain in situations where their procurement encourages or contributes to serious human rights violations or environmental destruction.

1) Conflict minerals refers to gold, tin, tantalum, and tungsten, and other minerals that have been determined by the U.S. State Department to be a source of support for armed groups operating in countries referred to above.

2) OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-affected and High-Risk Areas

Quality

Basic Policy

The Mitsubishi Electric Group conducts business under the Purpose, “We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity.” This Purpose inherits the principles outlined in the Keys to Management (in Japanese, Keien no toki) set out when Mitsubishi Electric was established with regard to “our contribution to social prosperity,” “quality improvement,” and “customer satisfaction,” and forms the basic spirit of our relationship with society and our customers.

To give concrete shape to this basic spirit, employees perform their work according to “Our Values,” which teach us to develop relationships based on strong mutual trust, ensure products and services that satisfy standards provided in laws and regulations and the specifications agreed upon with customers are delivered in the best quality, and provide society with new value by enhancing our technology and onsite capabilities.

Based on these values, we constantly strive to increase customer satisfaction and contribute to social prosperity in all aspects of our business, from the production of high-quality, easy-to-use products to our after-purchase support, response to major issues, and product disposal.

Four Basic Quality Assurance Principles

The Four Basic Quality Assurance Principles reflect the spirit of “Service through Quality” adopted in 1952 and “Takamori of Quality” issued in 1959. The spirit of serving society through steady quality continues to be upheld by each employee of the Mitsubishi Electric Group up to the present day.

1. Product quality is our top priority. It comes before price and in time delivery.
2. Our commitment to the highest quality under any circumstances is unwavering.
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.

Product Safety-related Principles

Based on the “Purpose” and “Our Values,” the Mitsubishi Electric Group promotes initiatives to ensure product safety under the following 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 about 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 take appropriate measures to avoid further 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 (to ensure safety even at the stage where products are prone to break or be discarded). At the same time, our Service Call Center and Customer Relations Center in Japan operates 24 hours a day, 365 days a year to gather information on product-related issues and enable prompt response. Furthermore, we disclose accident information, including information on the status of ongoing investigations, on our Japanese official website.

Important information about our products (in Japanese text) https://www.mitsubishielectric.co.jp/flashinfo.html

Quality Management

The Corporate Quality Assurance Reengineering Group under the direct control of the president has been implementing company-wide measures to promote quality assurance reform and strengthen activities for improving quality. The Quality Assurance & Management Departments under the Corporate Quality Assurance Reengineering Group assigned to each manufacturing base assumes the function for checking, including shipping authority. It is also responsible for acting as the contact point for consultation on issues in the field.

The Quality Governance Subcommittee has been established under the Corporate Compliance Committee, to which business execution has been delegated from the Executive Officers’ Meeting, and the Corporate Quality Assurance Reengineering Group implements the PDCA cycle for improvement in response to the monitoring and advice from the Subcommittee.

Our works in Japan and overseas are responsible for ensuring the quality of individual products, and implementing specific improvement activities for quality assurance activities in our business process, including market investigation and development and design, manufacturing, distribution, maintenance services following shipment, and product disposal.

Promotion of Quality Assurance and Improvement Activities (Mitsubishi Electric)

Materials Selection Office

S : Social

Framework for promotion of procurement supply chain management

Promotion of Quality Assurance and Improvement Activities (Mitsubishi Electric)

INTEGRATED REPORT 2022

MITSUBISHI ELECTRIC CORPORATION

S : Social

Framework for promotion of procurement supply chain management

Promotion of Quality Assurance and Improvement Activities (Mitsubishi Electric)

INTEGRATED REPORT 2022

MITSUBISHI ELECTRIC CORPORATION

S : Social

Framework for promotion of procurement supply chain management

Promotion of Quality Assurance and Improvement Activities (Mitsubishi Electric)
Measures to Prevent Recurrence in Improper Quality Control Practices

We would like to sincerely apologize to all our customers and other parties concerned for the impact of the series of improper quality control practices that has occurred in the Group. At Mitsubishi Electric, we take these incidents seriously and we will ensure that thorough measures are taken to prevent recurrence by analyzing the related factors and pursuing the root causes. While responding to customers and people in society with utmost sincerity, we will endeavor to restore public trust.

We have established the Emergency Response Division led by the president to work to investigate the causes and take measures to prevent recurrence. We have also been striving to realize three reforms that we have formulated based on suggestions for recurrence prevention measures from an Investigative Committee of external experts. One of these three reforms is “Quality Assurance Reform,” and to engage in this, we have established the Corporate Quality Assurance Reengineering Group under the direct control of the president. The Group will take a leading role in driving and implementing company-wide measures. Specifically, we will implement the company-wide measures given below.

<table>
<thead>
<tr>
<th>Task</th>
<th>Specific Initiatives</th>
</tr>
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</table>
| 1. Creating a new company-wide structure for quality assurance (led by head office) | - A Chief Quality Officer (CQO) was appointed from outside the company to oversee the Corporate Quality Assurance Reengineering Group.  
- The Corporate Compliance Committee’s quality governance subcommittee has assessed the Corporate Quality Assurance Reengineering Group’s activity every two months.  
- The company has identified the infrastructure it needs to ensure compliance with laws, standards, and customer specifications and strengthened the quality assurance process, and has decided to invest ~5 billion yen in FY2022 and plans to invest 30 billion yen or more over two years. |
| 2. Company-wide measures for quality assurance reforms | - Restructuring control functions  
1) To create independence and separation of chains of command.  
In April 2022, Corporate Quality Assurance Reengineering Groups and Quality Assurance & Management Departments were established at all work sites, provided shipping authority, and began operating.  
2) Strengthening of quality assurance functions  
In FY2022, quality audits were conducted at all sites with an emphasis on ensuring products conform to laws, standards, and customer specifications. From April 2022, the auditing process will be improved to help identify issues at sites and facilitate improvements; these improved audits are planned for 28 work sites.  

- Addressing technical capabilities and resources issues  
1) Strengthen and ensure compliance with laws, regulations, and public standards.  
Differed from conventional management of information on laws and regulations relevant to each site, the company finished drafting the outline of a system via which the Corporate Quality Assurance Reengineering Group centrally collects and manages information on laws and regulations common to all sites. Using an external engineering, the company started workshops on information on the revision/abolition of legal standards and standards documents.  
2) Enhance quality through IT and digitalization  
The company decided on basic specifications clearly defining what points should be checked when assessing consistency between customer specifications and shipped products.  
Tools for the digital management of customer specifications and inspection data are scheduled to be introduced.  
3) Strengthen head office support for manufacturing sites  
The quality support team is gathering information on problems experienced in specific work sites. This will be used to provide support going forward. A contact center has also been set up to handle inquiries on technical issues from manufacturing sites.  
4) Training of quality-control personnel  
A survey of the skills possessed by manufacturing sites’ quality assurance and quality control departments was completed. Internal training courses tailored to skill levels were rolled out company-wide.  
The survey results will be used to establish skills strengths and weaknesses and an enhancement plan will be formulated.  
A quality assurance and quality control department leadership training course has started. |
| 2-1 | 2 | Enhance technical capabilities and resources issues |
| 2-2 | Enhance quality through IT and digitalization |
| 2-3 | Enhance technical capabilities and resources issues |
| 2-3 | Enhance awareness of quality compliance |

Employees and the company shall work together to promote the three forms of coexistence and realize an inclusive society

Philanthropic Activities

Our Philosophy on Philanthropic Activities

As a corporate citizen committed to meeting societal needs and expectations, the Mitsubishi Electric Group will make full use of the resources it has at hand to contribute to creating an affluent society in partnership with its employees.

“Three forms of coexistence” that the Mitsubishi Electric Group Aims for

To realize an inclusive society, the Mitsubishi Electric Group has been promoting activities at the level of people with a focus on each and every individual, the level of society as an aggregate of local communities, and the level of the Earth, which is the foundation for all individuals and communities. The Mitsubishi Electric Group will continue to strive to achieve “coexistence” at each of these levels.

- **Wetland preservation (Okinawa Prefecture)**
  - The Mitsubishi Electric Group is implementing activities that preserve and restore wetlands, which are habitats for many plant and animal species. As of March 31, 2022, it has donated a sum of 191.5 million yen since the program began in fiscal 2012.

- **Support for “Prosepf Dr. Tha Project” to build a Child Development Centers in underprivileged areas**
  - The Fund is making ongoing efforts to support children affected by natural disasters including the Great East Japan Earthquake. As of March 31, 2022, it has donated a sum of 191.5 million yen since the program began in fiscal 2012.

- **Presentation ceremony for a competition wheelchair at the Kitakyushu Champions Cup (November 2021)**
  - The Mitsubishi Electric Group has been providing support for the Kitakyushu Champions Cup, a wheelchair competition for able-bodied and disabled athletes. The group presented a competition wheelchair to the Kitakyushu Champions Cup in November 2021.

- **Promoting golf for social good**
  - The Mitsubishi Electric Group promotes golf for social good, including by providing opportunities for able-bodied and disabled golfers to play together. The group has provided support for various golf activities to promote social inclusion.

- **Satsuyama Woodland Preservation Project**
  - The Mitsubishi Electric Group is supporting the Satsuyama Woodland Preservation Project, which is working to preserve and restore wetlands in the Satsuyama area.

- **Mitsubishi Electric 50th Anniversary Fund**
  - The Mitsubishi Electric Group launched the 50th Anniversary Fund to mark its 50th anniversary, with the aim of promoting activities that contribute to creating an affluent society. The fund supports a wide range of initiatives, including those aimed at promoting education, health, and environmental conservation.

- **Sports promotion**
  - The Mitsubishi Electric Group promotes sports activities, including by supporting various sports teams and events. The group has provided support for various sports activities to promote social inclusion.

- **Cultural arts support**
  - The Mitsubishi Electric Group supports cultural arts activities, including by providing financial support to various cultural organizations and events. The group has provided support for various cultural arts activities to promote social inclusion.

- **Celebrate opportunities and environments where all people, from adults to children, with or without disabilities, can respect and recognize each other and improve their physical and mental health**