

## Initiatives to Create Value

The Mitsubishi Electric Group places more focus than ever on sustainability initiatives at the management level to realize "a vibrant and sustainable society" that we have committed to in our Purpose. We have identified five areas as materiality (important challenges) to "provide solutions to social challenges through our businesses" and as part of our "strengthen our business foundation to enable sustainable growth." Through these materiality initiatives, we will create economic and social value and will contribute to solving social challenges.

## Initiatives to Create Value

**Purpose**

We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity

**Our Values**

Trust, Quality, Technology, Ethics and Compliance, Humanity, Environment, Society

**Commitment**

**Changes for the Better**

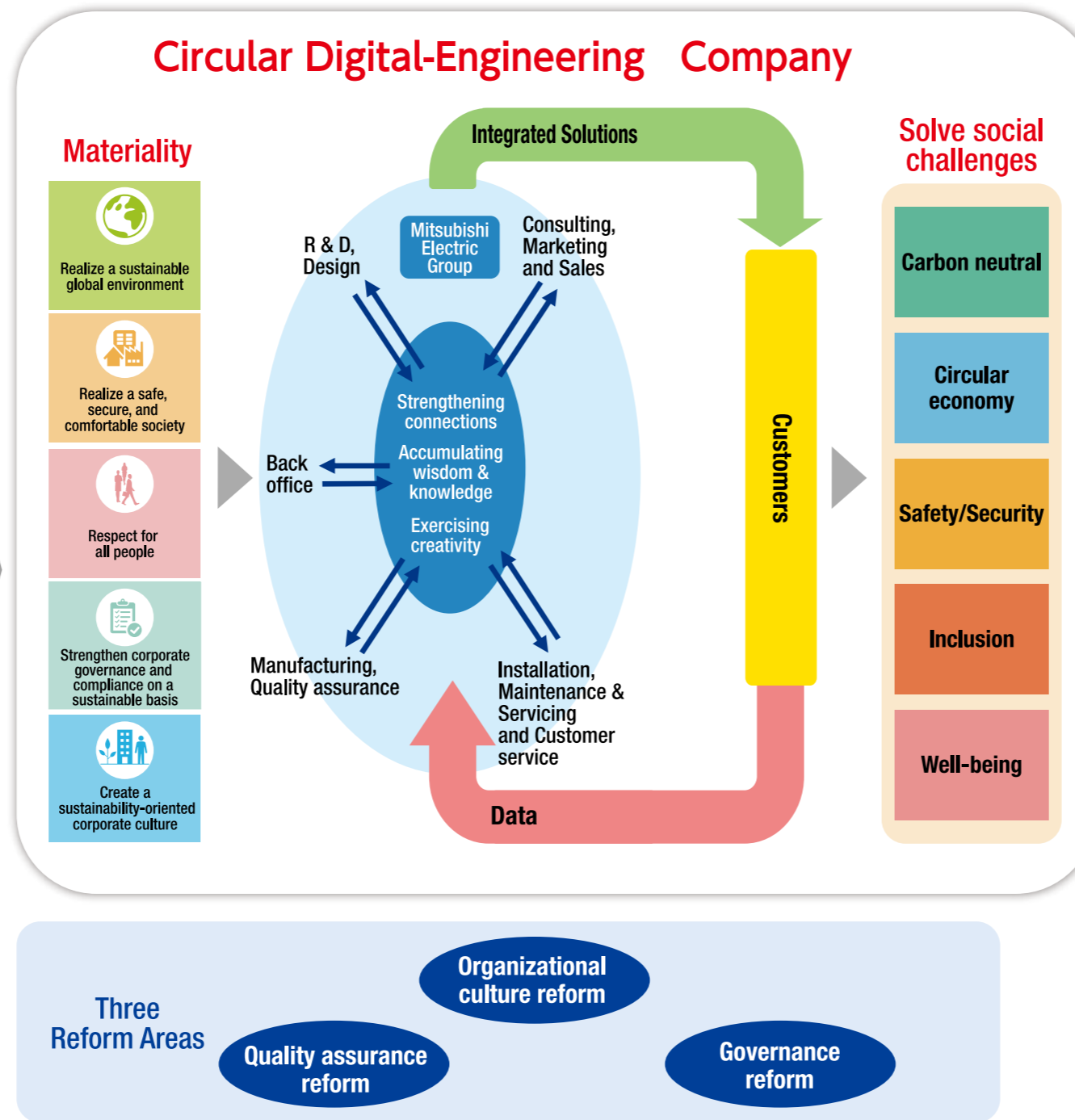
"Changes for the Better" represents the Mitsubishi Electric Group's attitude to "always strive to achieve something better," as we continue to change and grow. Each one of us shares a strong will and passion to continuously aim for change, reinforcing our commitment to creating "an even better tomorrow."

**Management Policy**

In addition to realizing well-balanced corporate management from the three perspectives of growth, profitability/efficiency, and soundness, we will return to our fundamental principle of "addressing social challenges through our businesses" and position the realization of sustainability as the cornerstone of our management. From this approach, we will pursue a sustained enhancement of our corporate value and fulfill our responsibility to society, to our customers, shareholders and employees, and to all other stakeholders.

**Corporate Strategy**

Through co-creation and by integrating knowledge within and outside the Group, we will transform into a "Circular Digital-Engineering" company that provides evolved integrated solutions thereby contributing to solving various social issues.



**Value Creation**

**Economic value**

**2025 Financial Targets**

Revenue	¥5 trillion
Operating Profit Margin	10%
ROE	10%
Cash Generation	¥3.4 trillion /5year

※Cash Generation: Adjusted operating cash flow (CF)

**Social value**

**Social and Environmental Targets**

2050: Net zero greenhouse gas emissions in the entire value chain

2030: Reduce greenhouse gas emission from factories and offices by 50% or more (compared to 2013)

**Priority SDGs initiatives**

3 GOOD HEALTH AND WELL-BEING

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

**Purpose : Realization of a vibrant and sustainable society**