Mitsubishi Electric’s Initiatives to Create Value

Mission

Corporate Mission
The Mitsubishi Electric Group will continually improve its technologies and services by applying creativity to all aspects of its business. By doing so, enhance the quality of life in our society. To this end, all members of the Group will pursue the following Seven Guiding Principles.

Seven Guiding Principles

1. Trust
   Establish relationships with society, customers, shareholders, employees, and business partners based on strong mutual trust and respect.

2. Quality
   Provide the best products and services with unsurpassed quality.

3. Technology
   Pioneer new markets by promoting research and development, and fostering technological innovation.

4. Citizenship
   As a global player, contribute to the development of communities and society as a whole.

5. Ethics and compliance
   In all endeavors, conduct ourselves in compliance with applicable laws and high ethical standards.

6. Environment
   Respect nature, and strive to protect and improve the global environment.

7. Growth
   Assure fair earnings to build a foundation for future growth.

Management Policy, Strength

Balanced Corporate Management

Growth
- Sustainable growth through sound management to social challenges
- Technology Synergies - Business Synergies
- Agile response in change in business environment

Profitability
- Efficiency
- Integrated utilization of natural resources and energy
- Create a stronger business foundation

Soundness
- Cost and asset efficiency
- Integrated utilization of natural resources and energy
- Create a stronger business foundation

Greater Corporate Value

Contribute through all corporate activities

Initiatives That Support Business

Environment
Sustainability
Vision 2035

Social

Governance

Strive for Continuous Innovation
Always improving. Always delivering new value.

Pursue the Satisfaction of the Four Stakeholder Categories

- Social Contributions
- Excellent Products and Services
- Increase Corporate Value
- Rewarding Workplace

Society
Customer
Shareholder
Employee

Toward a Higher Level of Growth

<table>
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<tr>
<th>Growth Targets for FY2021</th>
<th>Management Targets to be Continuously and Stably Achieved</th>
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<tbody>
<tr>
<td>- Revenue: 5 trillion JPY or more</td>
<td>- ROE: 10% or more</td>
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<td>- QPM: 8% or more</td>
<td>- Debt Ratio: 15% or less</td>
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Strength of the Mitsubishi Electric Group

- A wide range of technological assets such as controls and power electronics
- Activities in diverse businesses with different business features
- "kaizen" (improvement) culture taking root in every field, including production, quality management, sales, services, etc.

Contribute through value creation

Focusing on the SDGs

The four fields

Mobility
Life
Infrastructure
Industry

Initiatives to Create Value
Provide integrated solutions uniting all the capabilities inside and outside of the Group

Transforming business models
Enhance the 100-year business foundation, strengthen collaboration between Technology Synergies and Business Synergies.

Sustainable Development Goals

CSR Materiality

- Respect human rights and promote the active participation of diverse human resources
- Realize a sustainable society
- Provide safety, security, and comfort

Diversifying social challenges