



# Contents

CSR Policy	1
CSR Philosophy	2
President's Message	3
Corporate Governance	6
Compliance	8
Risk Management	14

## **CSR – CSR Policy**

### CSR Philosophy

An introduction to the Mitsubishi Electric Group's views of and promotional system for Corporate Social Responsibility (CSR).

## Corporate Governance

Pursuing continuous growth by enhancing flexibility in our operations and by promoting management transparency.

## Risk Management

We have a multi-dimensional risk management system to ensure the stable continuation of business activities while fulfilling our responsibilities to stakeholders.

## ■ President's Message

Kenichiro Yamanishi, President & CEO of Mitsubishi Electric Corporation, introduces the CSR of the Mitsubishi Electric Group.

## Compliance

Ensuring legal compliance and carrying out corporate activities that are in accordance with laws and ethics.



## **Our Policy of Corporate Social Responsibility**

The Mitsubishi Electric Group promotes its corporate social responsibility (CSR) activities based on the conviction that all business activities must take CSR into consideration. The Group's Corporate Mission and Seven Guiding Principles form its basic CSR policies.

We are vigilant in our enforcement of corporate ethics and compliance and constantly work to improve educational programs and strengthen our internal control system. At the same time, we pursue initiatives related to quality management, environmental preservation, philanthropy and improved communication with all stakeholders.

## **Promotional System for CSR**

Considering that our CSR activities involve a wide range of initiatives such as corporate ethics and compliance, securing as well as improvement of quality, environmental preservation, philanthropy and improved communication with all stakeholders, Mitsubishi Electric's CEO is assigned as the officer responsible for overseeing these measures. The executive officers are in charge of carrying out each initiative within the scope of their assigned duties.

In keeping with the spirit of our corporate statement, "Changes for the Better," we shall continue to pursue the change required to create new value, in order to help realize a sustainable society.



## We Have Emphasized Corporate Social Responsibilities Since the Time of Our Founding

The operating environment continues to undergo dramatic changes, reflecting advances in globalization, revisions to legislation, and other factors. What must continue regardless of how the times may change is respect for corporate ethics and compliance and a commitment to not compromise on environmental issues and product quality.

This commitment of the Mitsubishi Electric Group was first articulated in the "Keys to Management" (in Japanese, "Keiei no Yotei"), which was drawn up at the time of the company's founding in 1921. The spirit of this document, which states our contributions in areas such as the prosperity of society,

product quality and customer satisfaction, lives on today in our Corporate Mission and Seven Guiding Principles. With these tenets as our core principles, the Group promotes various initiatives in order to fulfill our corporate social responsibilities.

## **Economic Aspects: Enhancing Corporate Value**

In fiscal 2012, the Mitsubishi Electric Group placed even stronger emphasis than before on promoting growth strategies rooted in the Group's unique strengths, while also making ongoing efforts to give all of our business segments a stronger competitive edge and reinforcing the Group's management foundation. As a result, the Group achieved its target operating income ratio and ROE. In fiscal 2013, we will continue to pursue the goals of our growth strategies from a global perspective by strengthening collaboration both inside and outside the company. We will also implement Group-wide management improvement measures, so that we may continuously and stably achieve the indicators set as our management targets and increase our corporate value.

## Three Management Targets to be Continuously and Stably Achieved (Figures in parentheses indicate fiscal 2012 performance)

Operating income ratio:	5% or more (6.2%)
ROE:	10% or more (10.3%)
Ratio of interest-bearing debt to total assets:	15% or less (16.0%)

# **Environmental Aspects: Promoting Environmental Initiatives based** on Environmental Vision 2021

The Mitsubishi Electric Group pursues environmental management practices in its effort to achieve Environmental Vision 2021\* by the target year of 2021, which marks the 100th anniversary of the company's founding.

These practices specifically focus on the following:

- Reducing total CO2 emissions through energy conservation activities in offices and plants based on visualization of energy consumption and the use of IT technologies
- Reducing CO<sub>2</sub> emissions during product use by incorporating control technologies in addition to offering basic energy-saving performance
- Promoting the 3Rs (reduce, reuse, recycle) for the effective utilization of resources

In fiscal 2012, we introduced our original electric power demand monitoring system to major customers (18 locations) within the service areas of the Tokyo and Tohoku Electric Power Companies as an electricity-saving measure. The system contributes to electricity conservation in offices and plants by making electricity demand "visible," and centrally monitoring and managing demand in multiple locations. During fiscal 2013, it will also be rolled out to major customers nationwide (68 locations) to contribute to their electricity and energy conservation initiatives, and to ultimately play a significant role in creating a low-carbon society. We are also directing our efforts at creating a recycling-based society. As one initiative, we have launched a project for recovery of rare earth metals from room air conditioners at the end of their lifecycle.

Furthermore, based on the Mitsubishi Electric Group Biodiversity Action Guidelines (established in fiscal 2011), we have systematized activities that promote deeper awareness among all employees of the relationship between our business activities and biodiversity, to ensure they take appropriate action in regard to biodiversity conservation. Through this initiative, we will continue to foster and develop environmental awareness in each employee as part of our effort to protect the environment for the future and create a sustainable society.

<sup>\*</sup>Environmental Vision 2021, formulated in October 2007, is the long-term environmental management vision of the Mitsubishi Electric Group. It establishes a framework for realizing a sustainable planet, and defines long-term initiatives to realize a low-carbon society—such as cutting CO2 emissions from product usage by 30% (compared to fiscal 2001)—and to create a recycling-based society.

## Social Aspects: Contributing to Society through Technology

As a member of society, the Mitsubishi Electric Group is responsible for upholding corporate ethics and compliance as well as engaging in social contribution activities. The Group also recognizes its responsibility to contribute to society through the technologies it has built up over the years.

In particular, our commitment to compliance has underpinned corporate management while forming the core of our efforts to strengthen the Group's internal control system and implement employee training programs. However, it came to light that our Electronic System Group's defense and space systems businesses overcharged expenses and submitted invoices inappropriately. As a result, Mitsubishi Electric received notice of suspension on bidding eligibility and competitive bidding eligibility for contracts with the concerned ministries and agencies. Accepting these revelations with the utmost seriousness, we resolve to do our best to regain trust and confidence as quickly as possible by fully cooperating in investigations and further strengthening our compliance framework to prevent similar incidents.

Environmental considerations and contributions are an integral part of the Group's products, services and businesses. Therefore, our technologies and products that support environmental protection, energy conservation and social infrastructure, can help contribute to the realization of a society that is more friendly to both people and the earth or, in other words, a more prosperous society. In fiscal 2012, we commenced full-scale operations of the Smart Grid and Smart Community Demonstration Facilities in Amagasaki (Amagasaki city, Hyogo prefecture) and Wakayama (Wakayama city, Wakayama prefecture), which are designed to provide a highly reliable supply of electricity from large-scale use of photovoltaic power and other renewable energy sources. The practical application of this system requires the incorporation of technologies in a very diverse array of fields, but we are committed to playing a part in the creation of a low-carbon society by harnessing the entire Group's comprehensive technological capabilities.

In fiscal 2013 we will make even greater efforts to uphold corporate ethics and compliance and take an active part in social contribution activities, while also contributing to society through our technologies, products, and services.

Through these initiatives, the Group will work to build a relationship of trust with stakeholders and do its part to help create a sustainable society. In the spirit of our corporate statement, "Changes for the Better," and our environmental statement, "Eco Changes," we shall pursue continuous improvement and continue to transform and grow as we strive to become a global, leading green company. We ask for your understanding and support as we pursue these goals.

NOTE: Fiscal years used on this page refer to the fiscal period starting on April 1st of the previous year and ending on March 31st of the year shown.

President & CEO Kenichiro Yamanishi

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## **Basic Corporate Governance Policy**

To realize sustained growth and increase corporate value, Mitsubishi Electric works to maintain the flexibility of its operations while promoting management transparency. These endeavors are supported by an efficient corporate governance structure that clearly defines and reinforces the supervisory functions of management while ensuring that the Company is responsive to the expectations of customers, shareholders, and all of our stakeholders.

## **Corporate Management and Governance Structure**

#### **Corporate Management Structure**

In June 2003, Mitsubishi Electric became a company with a committee system. Key to this structure is the separation of supervisory and executive functions; the Board of Directors plays a supervisory decision-making role and executive officers handle the day-to-day running of the Company.

The present Board is comprised of 12 directors (five of whom are outside directors), who objectively supervise and advise the Company's management. The Board of Directors has three internal bodies: the Audit, Nomination and Compensation committees. Each body has five members, three of whom are outside directors. The Audit Committee is supported by dedicated independent staff.

#### **Internal Control System**

Further ensuring effective corporate governance, the roles of Chairman and President & CEO are clearly defined and exclusive. The Chairman heads the board of directors and the President & CEO heads the Company's executive officers. Neither the Chairman nor the President & CEO is a member of the Nomination or Compensation Committees. This allows for the clear division of executive and supervisory functions, thereby enabling Mitsubishi Electric to ensure effective corporate governance.

Executive officers are responsible for ensuring compliance and management efficiency in their assigned areas of operations. Internal auditors monitor executive officers' performance of duties. Internal auditors report on the results of such monitoring to the executive officer in charge of auditing. And the executive officer in charge of auditing and accounting auditors report on the results of such monitoring to the Audit Committee.

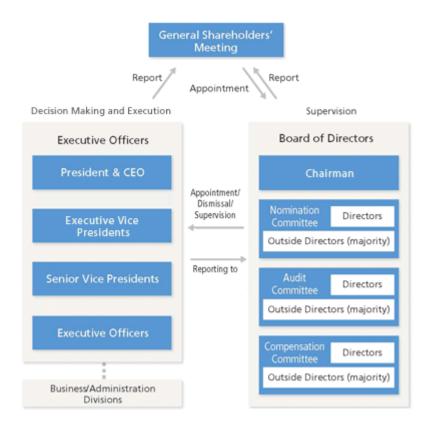
Mitsubishi Electric maintains a multi-dimensional risk management system in which all executive officers participate. Under this system, executive officers are responsible for risk management in their assigned areas of operation. In addition, executive officers exchange information and participate in important management initiatives and decisions through regularly scheduled executive officers' meetings.

#### The Corporate Auditing Division and Audit Committee

Acting independently, Mitsubishi Electric's Corporate Auditing Division conducts internal audits of the Company from a fair and impartial standpoint. In addition, the division's activities are supported by auditors with profound knowledge of their particular fields, assigned from certain business units.

Overseeing this department is the Audit Committee, which is made up of five directors, three of whom are outside directors. In accordance with the policies and assignments agreed to by the committee, the performances of directors and executive officers as well as affiliated companies are audited.

The Corporate Auditing Division, through the executive officer in charge of auditing, submits reports to the Audit Committee, which holds periodic meetings to exchange information and discuss auditing policies. In addition, the Audit Committee discusses policies and methods of auditing with accounting auditors, who furnish it with reports on the status and results of the audits of the Company that they themselves conduct.





## **Strengthening Compliance Management**

In regard to legal compliance, the Mitsubishi Electric Group has based its corporate management on the fundamental principle of compliance and has made committed efforts to strengthen internal control with an emphasis on employee training and education. However, it came to light that our Electronic System Group's defense and space systems businesses overcharged expenses and submitted invoices inappropriately. As a result, Mitsubishi Electric received notice of suspension on bidding eligibility and competitive bidding eligibility for contracts with the concerned ministries and agencies. Accepting these revelations with the utmost seriousness, we resolve to do our best to regain trust and confidence as quickly as possible by fully cooperating in investigations and further strengthening our compliance framework to prevent similar incidents.

## **Our Concept of Compliance**

With the Mitsubishi Electric Group Corporate Ethics and Compliance Statement formulated in 2001 as our basic guideline for compliance, the Mitsubishi Electric Group recognizes the importance of ethics and absolute compliance with legal requirements as a fundamental precondition for the Group's continued existence. Based on this awareness, we are attempting to perfect a compliance system which promotes compliance in the broadest sense, encompassing the perspective of corporate ethics, rather than merely focusing on following the letter of the law. At the same time, we are working to educate our employees in this area.

#### The Corporate Ethics and Compliance Statement

#### Compliance with the Law

We will conduct ourselves always in compliance with applicable laws and with a high degree of sensitivity to changes in social ethics or local practices. We will never establish a target, nor make a commitment, that can only be achieved with conduct that would violate applicable laws or generally accepted community standards.

#### **Respect for Human Rights**

We will conduct ourselves always with a respect for human rights. We will not tolerate discrimination based on nationality, race, religion, gender, disability or any other reason prohibited by applicable laws nor will we tolerate other conduct that violates international laws, covenants or principles regarding respect for individual and human rights.

#### **Contributing to Society**

Concurrently with the pursuit of a reasonable profit, we will conduct ourselves always with an awareness of our corporate social responsibility in order to further the progress of the entire society.

#### **Collaboration and Harmonization with the Community**

As a good corporate citizen and neighbor, we will support worthwhile civic and charitable organizations and activities in the communities where we reside or work that contribute to community development.

#### **Consideration of Environmental Issues**

As part of our goal to achieve a recycling-oriented society, we will do our best to pay attention to and respect the global environment in every aspect of our business.

#### **Awareness of Personal Integrity**

We will conduct ourselves with the highest integrity, making a proper distinction between public and private matters and, will use company resources, including monetary resources, time and information for legitimate business purposes. We will use company computers and various networks and on-line services, including e-mail and Internet access, primarily for company business.

## The Mitsubishi Electric Group Conduct Guidelines

The Mitsubishi Electric Group Conduct Guidelines (hereinafter "Conduct Guidelines") introduces the content of the Mitsubishi Electric Group Corporate Ethics and Compliance Statement and offers practical guidelines for conduct. The Conduct Guidelines are revised every three years in order to reflect the formulation, revision and abolition of laws and changes in society. The version presented here is the most recent revision, published in April 2010.

In addition to the Japanese language, the Code of Conduct is published in English and Chinese (simplified and traditional), and offers identical content for each country and region in which we operate, presenting norms to which every Mitsubishi Electric Group employee should conform.

History of the Mitsubishi Electric Group's Code of Corporate Ethics and Compliance	
1990	Formulated and issued "Corporate Ethics Guidelines" as the first codified guidelines for ethical corporate conduct.
2001	Announced the "Corporate Ethics and Compliance Statement."
2003	Renamed "Corporate Ethics Guidelines" to "Corporate Ethics and Compliance Code of Conduct" to strengthen awareness of compliance.
2010	Renamed "Corporate Ethics and Compliance Code of Conduct" to "Mitsubishi Electric Group Conduct Guidelines" and expanded and disseminated the content to worldwide employees of the Mitsubishi Electric Group.

## **Ensuring that Employees are Familiar with Our Compliance Policy**

The top management of the Mitsubishi Electric Group, including the President, takes every opportunity to directly address employees on the subject of compliance in a diverse range of situations, ensuring that an awareness of the importance of compliance and our stance on it takes root throughout our organization.

To raise awareness even further, we also display posters of the Mitsubishi Electric Group Corporate Ethics and Compliance Statement in our workplaces and distribute cards printed with the Statement to each of our employees in Japan.

In addition, we distribute the Conduct Guidelines to all Mitsubishi Electric Group employees, including overseas employees, and we have systems in place to check annually that all employees have been provided with the booklet.

Employees in Japan receive a booklet containing the Conduct Guidelines, which summarizes points that employees should be aware of in relation to compliance as they conduct their work duties.



Corporate Ethics and Compliance Statement Poster



Portable Card



"Mitsubishi Electric Group Conduct Guidelines" Booklet

English version (PDF): 0.4 MB Simplified Chinese (PDF): 1.82 MB

Traditional Chinese (PDF): 1.76 MB

## System to Ensure Thorough Implementation of Compliance

Based on the recognition that the promotion of compliance is inseparably linked with business promotion, the Mitsubishi Electric Group's compliance system is made up of independent compliance systems established in each of our companies and business divisions, and systems which provide support for each specific organization.

## 1. Independent compliance systems established in each company and business division

The independent compliance systems established in each of our companies and business divisions are systems which function to advance compliance by clarifying the roles of management and every individual affiliated with that company or division, and ensuring that each individual is aware that they are responsible for the promotion of compliance. In concrete terms, the management of each company and division guide and supervise staff members and establish a compliance promotion system in that company or division. To this end, the management implement measures including establishing the Compliance Promotion Committee to formulate concrete initiatives for the advancement of compliance in that company or division. In addition, each member of staff promotes compliance within the scope of their particular work duties.

### 2. Systems which provide support for each specific organization

The Corporate Compliance Committee and Compliance Managers are examples of systems which provide support.

The Corporate Compliance Committee formulates comprehensive guidelines for compliance and standards of employee conduct for the Mitsubishi Electric Group as a whole. The Corporate Compliance Committee was established in 1991, the year in which the Japan Business Federation (Nippon Keidanren) formulated its Corporate Conduct Charter. The Corporate Compliance Committee is chaired by an executive officer responsible for legal affairs and holds regular meetings twice annually and extraordinary meetings as required.

Details of discussions held by the Corporate Compliance Committee are disseminated to each company and business division through channels including the Compliance Liaison Committee, which is responsible for assisting the management of each company and division.

Compliance Managers are appointed for specific companies, divisions, or levels, and their particular roles and the details of their activities are explicated in in-house regulations.

Overseas, in addition to the systems of assistance discussed above, we have also established systems to provide assistance operating across entire regions. Regional Compliance Officers ("RCOs") responsible for assisting affiliates in their specific region are assigned in the United States, Europe, Asia, China (including Hong Kong), Taiwan and Korea, and work to improve the level of compliance by means of Regional Compliance Committees ("RCCs"). We are also working to gradually establish similar systems in other regions, depending on the specific circumstances of the region in question.



Global Legal Meeting ("GLM") with Regional Compliance Officers and compliance managers from the United States, Europe, Asia, China and Taiwan.



China Regional Compliance Committee (working level)

## **Compliance Audits**

Throughout the Mitsubishi Electric Group, each company and division conducts self-audits of compliance in a variety of forms several times a year based on multiple check sheets covering specific laws and areas of corporate ethics, in order to determine the status of compliance and make corrections as necessary.

We also conduct internal audits of compliance in which the Auditing Division takes a central role. Companies and divisions determined to be in need of corrective action as a result of these audits are directed to make improvements.

# Establishment of Internal and External Ethics and Legal Compliance Hotlines

We have established an "Ethics and Legal Compliance Hotline" to enable us to identify instances of improper or unethical conduct and infringements of the law, and to correct such cases by our own efforts. Any information provided to the hotline is investigated by the Legal Division's Legal Compliance Office, and if any violations of the law or other examples of improper conduct are discovered, the individual responsible is subject to punishment or the relevant division is directed to make improvements. Internal rules clearly set out protections for the whistleblower, including prevention of discriminatory treatment and protection of anonymity.

In April 2006, in line with the launch of the Whistleblower Protection Act, we established external hotlines to legal offices. These hotlines are also open to our business partners and affiliates in Japan.

The Ethics and Legal Compliance Hotline system is explained in the booklet containing the Mitsubishi Electric Group Corporate Ethics and Compliance Code of Conduct, which is distributed to all employees. We also work to make employees aware of the hotlines through posters, the Group's intranet, and other means.

## **Compliance Education by Diverse Means**

The Mitsubishi Electric Group works to ensure that employees are aware of the Group's concept of compliance and of the laws that are essential to the conduct of our business activities, using a variety of tools, including workshops, e-learning programs, the distribution of manuals, and screen displays when employees log in. In using these tools, we carefully consider and provide the optimum content for different businesses, job levels, job categories, and regions (overseas).

In addition to educational activities conducted independently by each of the Group's affiliated companies and business divisions, we also carry out Group-wide educational initiatives. For example, Mitsubishi Electric Group employees in all of the countries in which we operate are required to take part in an education program concerning the major relevant laws and the Group's concept of compliance, either through e-learning programs, group lessons, or distance learning. Compliance Managers also distribute materials concerning improper conduct to supervisors at Mitsubishi Electric and our affiliates in Japan in order to help us prevent such conduct from occurring.

We also conduct workshops at our various bases (branch offices and production sites) for personnel responsible for compliance at affiliates located in those regions. These workshops seek to foster a thorough awareness of compliance and a deeper understanding of key legislation at our affiliates, in addition to promoting closer cooperation with Mitsubishi Electric.

In fiscal 2012, the Legal Division conducted approximately 280 compliance-related workshops throughout the Group, participated in by a total of 13,000 people.

## **Risk Management System**

Mitsubishi Electric maintains a multi-dimensional risk management system in which all executive officers participate. Under this system, executive officers are responsible for risk management in their assigned areas of operation. In addition, executive officers exchange information and participate in important management initiatives and decisions through regularly scheduled executive officers' meetings.

Strictly adhering to this management structure and system, the Mitsubishi Electric Group is implementing measures that are intended to detect potential risks at an early stage. In its efforts to minimize business risk and eliminate risks that may have significant social impact, such as those related to corporate ethics and compliance, the environment and product quality, the Group is fulfilling its responsibilities to stakeholders.

## Responding to Environmental Risk

The Mitsubishi Electric Group works to quickly discover latent risks in business activities that can impact or potentially impact the environment in a substantial way.

In order to prepare for the event of an accident or emergency, head office divisions, which are responsible for manufacturing facilities, R&D centers, branch offices and affiliates, as well as branch offices, which handle sales operations, have developed detailed risk descriptions and procedure manuals that specify departmental responsibilities. Mitsubishi Electric also anticipates the possibility of accidents, claims, or violations of the law occurring by construction subcontractors or companies working under outsourcing agreements, and informs these outside parties of our risk response procedures, as well as request that they ensure to implement the proper procedures in their respective organizations.

Each of our business sites run tests once a year to determine if the managers in charge are capable of appropriately responding to an emergency. The tests simulate an emergency that has the potential of occurring to determine whether communication channels, the chain of command, movement methods at the site, and reporting procedures function properly. When problems are uncovered, the procedures are revised and the new version is publicized throughout the organization. The tests also serve as drills to help employees become proficient in the proper response procedures.

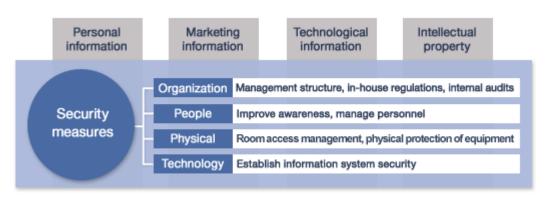
## **Responding to Information Security Needs**

## Protection of Personal Information and Management of Confidential Corporate Information

The Mitsubishi Electric Group has occasions to obtain personal information from customers through questionnaires, registration of purchased products, and after-sales service. At times, we also obtain personal information from people who desire employment in the Mitsubishi Electric Group. To take care in the handling and proper management of this information, we created company rules pertaining to the protection of personal information in October 2001, and strictly require all Mitsubishi Electric personnel and affiliated persons to abide by those rules. After announcing our personal information protection policy in April 2004, we established a management system to strengthen our management of personal information, and obtained Japan's "Privacy Mark" certification in January 2008.

We strengthened security management not only for personal information but also for confidential corporate information, which includes information on sales, technical matters and intellectual property. This information is managed through organizational, human, physical and technological security measures. As a part of this effort, in February 2005 we announced the "Declaration of Confidential Corporate Information Security Management" in order to clearly publicize our stance both internally and externally that the company enforces the proper handling of various types of information. For information that has been entrusted to us by other companies, we uphold confidentiality agreements by all means, and we also work to manage and protect such information using the same security measures we use for our own information.

#### **Confidential Corporate Information and Security Measures**



#### **PDCA Cycle Applied to Information Security Management**

Mitsubishi Electric constantly strives to improve its activities for managing confidential corporate information and to protect personal information through application of a plan-do-check-act, or PDCA, cycle. First of all, we revised internal rules as needed to comply with current laws. In fiscal 2005, we began offering e-learning educational training to all Mitsubishi Electric employees on an ongoing basis, to ensure they are fully aware of the goals of the "Declaration of Confidential Corporate Information Security Management" Furthermore, we have distributed procedures for the management of company secrets and protection of personal information, to firmly establish fundamental conduct in daily business.

In addition, self-audits are conducted at the workplace level along with internal audits by staff from the head office on the status of confidential corporate information and personal information management.

Systems and structures have been established at affiliate companies as well, based on the policies laid out by Mitsubishi Electric and in accordance with the conditions prevailing at each company and location. We intend to improve the quality of management across the entire Mitsubishi Electric Group by building and following PDCA procedures for the protection of Confidential Corporate Information and personal information.

#### Structure of Responsibilities for Ensuring Information Security Implementation Responsibility Units Control and Planning Person responsible for Confidential Corporate Information and Person responsible for controlling Confidential Corporate Information management and personal information protection personal information protection Policies General managers of head office management divisions and Group (Principal) Executive Officer for General Affairs and tant) Executive Officer for Information Systems General managers Guidance Business Group Secreta Confidential Corporate Information Management and Personal Information Protection Secretariat (Corporate Administration Division) Implementation Managers Department managers in charge of administration, site managers, etc. Coordination **Business Office Secretariat** Managers Domestic Committee Members

# Responding to Large-scale Disasters (Accidents, Natural Disasters, Pandemics, etc.)

# Reexamination of Disaster Response Measures after the Great East Japan Earthquake and Other Events

For many years, Mitsubishi Electric has formulated disaster response manuals for each of its specific workplaces, and has implemented preparatory measures (disaster mitigation) and disaster prevention training. However, in 2011 a series of large-scale disasters, including the Great East Japan Earthquake and the Thai floods, overturned conventional thinking regarding safety upon which society and companies had previously relied. For Mitsubishi Electric, this necessitated a reexamination of our disaster measures, and an enhancement of our disaster responses.

Looking ahead, we will continue to examine more effective disaster response measures based on lessons learned from the Great East Japan Earthquake and other disasters, and consideration of the problems that they made manifest. In addition, we feel that it is also essential for us to make use of the Mitsubishi Electric Group's energy-efficient and power-saving technologies to contribute to the recovery and reconstruction of disaster-hit areas through all of our businesses.

#### **Emergency Disaster Prevention System**

In the event that any of our company workplaces suffer serious damage as the result of a large-scale disaster, or concerns exist that this might be the case, we have a system in place to enable us to respond to the emergency situation by establishing a Mitsubishi Electric Disaster Response Center headed by the company's President.

In addition to surveying the status of casualties and property damage, the Mitsubishi Electric Disaster Response Center will rapidly review and implement measures to ensure business continuity, and to enable us to conduct activities that help contribute to society.

#### **Enhancement of Disaster Response Measures**

Up to this point, Mitsubishi Electric's disaster response manuals have mainly focused on earthquakes, but we have now upgraded our manuals to also take into consideration a wide range of large-scale disasters, including floods, typhoons, fires and explosions.

In addition to this, we are also enhancing our disaster responses across the board. For example, we are bolstering measures for employees unable to return to their homes following a disaster by reexamining our criteria for the stockpiling of supplies, and diversifying our systems for the confirmation of safety and our modes of communication.

At the same time, in order to ensure that the disaster prevention measures we have put in place up to this point continue to be valid and up-to-date, we have established a Company-wide Disaster Prevention and Safety Committee, and we are applying the PDCA cycle in periodically reexamining measures related to accidents, natural disasters and the spread of new forms of influenza through conducting training exercises.

### **Responding to New Strains of Influenza**

Throughout the world, outbreaks of new types of influenza are requiring concerted regional initiatives by national governments, regional government bodies, companies and households. In fiscal 2009, we commenced activities to fulfill our responsibilities as a company to ensure people's safety, sustain business operations that serve societal functions and minimize economic impact on the Company.

In fiscal 2011 each business site of Mitsubishi Electric Corporation in Japan began formulating a business continuity plan for new strains of influenza. Looking ahead, we shall continue our ongoing efforts to ensure business continuity from the viewpoint of sustaining the societal functionality of our operations.