Corporate Strategy

The Mitsubishi Electric Group will provide integrated solutions to address diversifying social challenges, in the four fields of Life, Industry, Infrastructure and Mobility, uniting all the capabilities inside and outside of the Group. For this purpose, we will enhance our business foundation fostered over the past 100 years* and further transform business models.

*Business foundation fostered over the past 100 years: connection with customers, technologies, personnel, products, corporate culture, etc.

Based on its strategy, Mitsubishi Electric Group will pursue value creation for addressing social challenges, and contribute to achieving the 17 goals of the SDGs*, through all corporate activities.

*SDGs: “Sustainable Development Goals” adopted by the United Nations as goals to achieve towards 2030

Further promote initiatives to create value, such as simultaneous achievement of “sustainable society,” and “safety, security, and comfort.”
Global Operations

Corporate Data  (As of March 31, 2020)

Mitsubishi Electric Corporation

Tokyo Building, 2-7-3, Marunouchi, Chiyoda-ku, Tokyo 100-8310, Japan

President & CEO : Takeshi Sugiyama

Phone : +81 (3) 3218-2111

Established : January 15, 1921

Paid-in Capital : ¥175,820 million

Shares Issued : 2,147,201,551 shares

Consolidated Revenue : ¥4,462,509 million

Consolidated Total Assets : ¥4,409,771 million

Employees : 146,518
Mitsubishi Electric Response to Novel Coronavirus (COVID-19)

1. Work arrangements

For business tasks that can be performed from home without a problem, staff are working from home. For work that is best performed in the office, Mitsubishi Electric is implementing thorough infection prevention measures to support staff who come into the office.

We will continue to promote the use of telework and online meetings as flexible and efficient work methods.

2. Infection prevention measures

Given concerns about the spread of COVID-19, the company is placing its highest priority on employees’ safety and health. In each workplace, we are working to maintain and strengthen infection prevention measures such as cleaning and disinfection, promotion of staggered work hours, and measures to ensure physical distancing.

3. Information sharing


4. New lifestyles and business styles

The attitudes of people worldwide are expected to change significantly due to the measures taken to prevent the spread of COVID-19. While incorporating these evolving values into our work styles and business methods, we will do our best to respond to changing public expectations and help solve social issues.

Financial Results

Performance for the Year Ended March 31, 2020

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>2020 (¥ million)</th>
<th>2019 (¥ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy and Electric Systems</td>
<td>1307389</td>
<td>1307389</td>
</tr>
<tr>
<td>Home Appliances</td>
<td>1090248</td>
<td>1090248</td>
</tr>
<tr>
<td>Industrial Automation Systems</td>
<td>1349429</td>
<td>1349429</td>
</tr>
<tr>
<td>Electronic Devices</td>
<td>208750</td>
<td>208750</td>
</tr>
<tr>
<td>Information and Communication Systems</td>
<td>455596</td>
<td>455596</td>
</tr>
<tr>
<td>Others</td>
<td>130438</td>
<td>130438</td>
</tr>
</tbody>
</table>

Revenue Breakdown by Business Segment

Note: Inter-segment sales are included in the amounts of the diagram above.
Mitsubishi Electric's Business Segments

Providing safe and smooth vertical movement and building systems solutions that are environmentally friendly, secure, comfortable, and efficient

Over a million Mitsubishi Electric elevators and escalators are in operation in over 90 countries around the world, contributing to the safe and comfortable vertical movement of many people. What is more, by providing efficient control and management of building systems such as air conditioning and lighting, as well as the linking of security systems and various business systems, we offer building systems solutions that are environmentally friendly, secure, comfortable, and efficient.

Main products
- Elevators
- Escalators
- Building management systems
- Building security systems

Underpinning global manufacturing by providing value-added products, solutions and services

We are a major FA supplier whose wide range of automation technologies from PLCs to laser processing machines underpin manufacturing. Our e-Factory concept also offers solutions to Digital Manufacturing challenges by utilizing FA and IT technologies to reduce the total cost of development, production and maintenance.

Main products
- Edge and Programmable Logic Controllers (PLCs)
- Servo systems
- Industrial and collaborative robots
- Circuit breakers
- Energy-saving support systems
- NC controllers
- Laser processing machines
- 3D (Metal) printers

Supporting a better tomorrow with cutting edge technologies at work in our everyday life

Our solutions cover a number of fields that underpin our everyday life, including advanced social infrastructure and public facilities and services. We enhance quality of living by creating solutions that are truly needed by society — everything from water environment systems, to solutions for making society safer and more secure, to providing video entertainment.

Main products
- Water treatment technologies
- Aircraft management systems
- Large screen video systems
- Disaster information systems

Building power infrastructure across the entire energy value chain as one of Japan’s foremost power system suppliers

Energy systems represent a core business that Mitsubishi Electric has been engaged in since our founding. We have played a major role in the development of power infrastructure around the world in all phases, from power generation to transmission and distribution. With the growing demand for clean energy, Mitsubishi Electric is also actively developing new energy businesses, including smart grid-related products & solutions.

Main products
- Turbine generators
- Protection and control systems
- Vacuum breakers
- Transformers
- Substation systems
- Grid stabilization systems
- Switchgears
- Battery energy storage control systems
- Power conversion systems
- Applied Superconductor products
- Power ICT solutions

Mitsubishi Electric as a leader in railway solutions providing a full range of equipment and systems for rolling stock

We developed an unrivalled level of technical prowess from our involvement in the development of rolling stock and on ground systems for all of Japan’s Shinkansen since it began service back in 1964. We are also utilizing our expertise in power and communications across various fields to improve energy efficiency. Our products have already been adopted by more than 30 countries around the world. Our goal is to support comfortable rail services in Japan and abroad that are both safe and energy efficient.

Main products
- Propulsion systems
- Air conditioning systems for rolling stock
- Rolling stock information management systems
- Electricity control systems
- Train vision
- Transportation planning and control systems

Contributing to the advancements in motorization with a broad lineup of products

We were the first in the world to produce an electric power steering system and today many of our products hold a leading market share globally, enabling us to support the creation of safer, more secure, and more comfortable cars. We are helping make safer, more secure cars, by reflecting the various needs of the automobile society to automotive equipments, such as electric vehicles, hybrid electric vehicles, or automated cars.

Main products
- Charging & Starting products
- Engine management products
- ADAS products
- Electric power steering system products
- Car multimedia products
- Electrification components
Cutting edge technologies at work across the vast business fields in the space industry

We have participated in the development of more than 500 satellites in various countries around the world. We are able to conduct all aspects of satellite development in-house, including design, production, and testing using our test facilities that can reproduce the environment in space. We are also a world leader in large telescopes, too, having been involved with the Subaru Telescope in Hawaii and the ALMA Telescope in Chile.

<table>
<thead>
<tr>
<th>Main products</th>
<th>Satellites</th>
<th>Large telescopes</th>
<th>Onboard satellite equipment</th>
</tr>
</thead>
</table>

Making communications easier and more convenient with technologies that "send" information

We supply products for optical communication systems that enable high-speed transfers of content-rich data, such as HD videos, over the Internet using existing communications infrastructure. Through this business line, we are helping to make society a better place with an assortment of solutions, including video surveillance systems that make society safer and more secure as well as wireless communication systems for smart meters that optimize energy usage.

<table>
<thead>
<tr>
<th>Main products</th>
<th>Optical communication systems</th>
<th>Wireless communication systems</th>
</tr>
</thead>
</table>

Providing key devices underpinning a more affluent society, harnessing cutting edge technologies

We supply semiconductors and devices that make our lives more affluent as key devices in equipment used in a wide range of fields, from home electronics to space. In particular, power semiconductors devices are used in a truly wide range of fields, including home products, industrial equipment, electric vehicles, power control systems for traction, motor control systems, wind turbines, and photovoltaic systems. The performance of our products helps to lower energy usage in each of these fields, too.

<table>
<thead>
<tr>
<th>Main products</th>
<th>Power semiconductors modules</th>
<th>Optical devices</th>
</tr>
</thead>
</table>

Providing comfortable and energy-efficient air conditioning for industry and in our everyday life

We provide not only in Japan but around the world with a broad range of highly energy-efficient air conditioning systems created with comfortable indoor environments in mind, from the Krigamine brand of room air conditioners to air conditioner systems for stores, offices and other buildings. At the same time, we also supply a number of low-temperature products and systems for use in areas from distribution to industry, including cool warehouses and cold storage, as well as ice makers, dehumidifiers and other equipment for warehouses, food processing plants and ice skating rinks.

<table>
<thead>
<tr>
<th>Main products</th>
<th>Room air conditioners</th>
<th>Commercial air conditioners</th>
</tr>
</thead>
</table>

Making the lives of our customers more comfortable

We supply an assortment of home electronics for the kitchen, living room, bedroom, and other locations. We will continue to make the lives of customers more comfortable by supplying products that meet and exceed customer expectations.

<table>
<thead>
<tr>
<th>Main products</th>
<th>LCD TVs</th>
<th>Refrigerators and freezers</th>
<th>Vacuum cleaners</th>
<th>Rice cookers</th>
</tr>
</thead>
</table>

Providing IT solutions to make all aspects of our life more convenient, comfortable, and advanced

We deliver security technologies including encryption, IoT technologies, and cloud computing platforms to financial institutions, manufacturing plants, social infrastructure (transportation providers, airlines, airports, the power industry), developers, and others. In the process, our IT solutions underpin a more affluent life and society for all.

<table>
<thead>
<tr>
<th>Main products</th>
<th>Automated radar terminal systems</th>
<th>Flight information systems</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Main products</th>
<th>Large-scale network systems</th>
<th>Large-scale security systems</th>
</tr>
</thead>
</table>