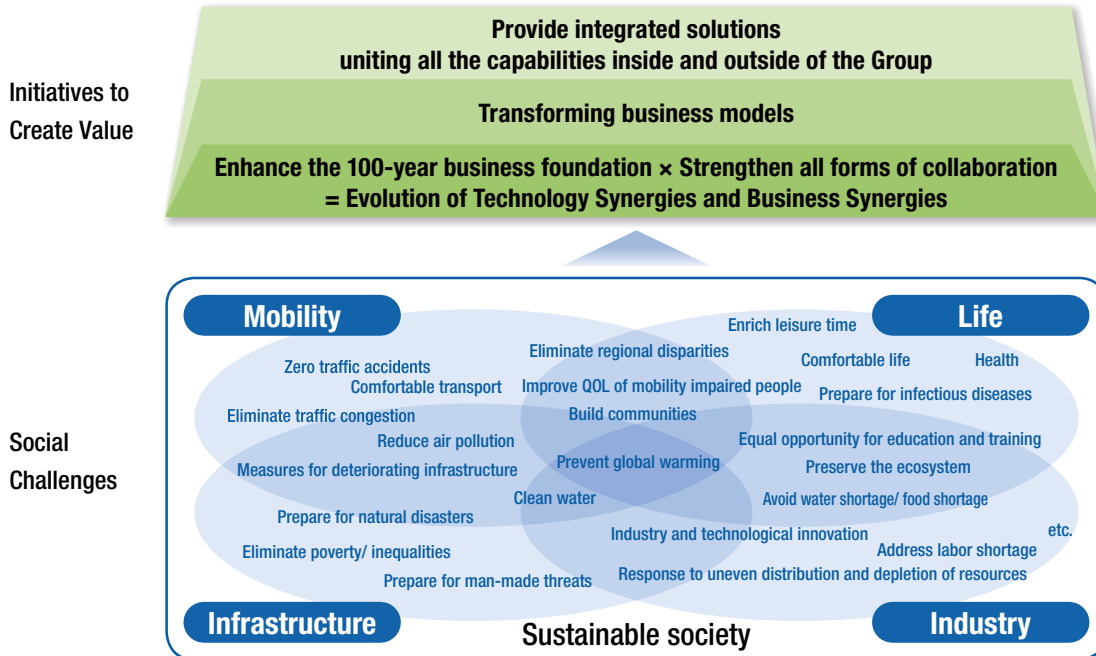


# Corporate Strategy

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.

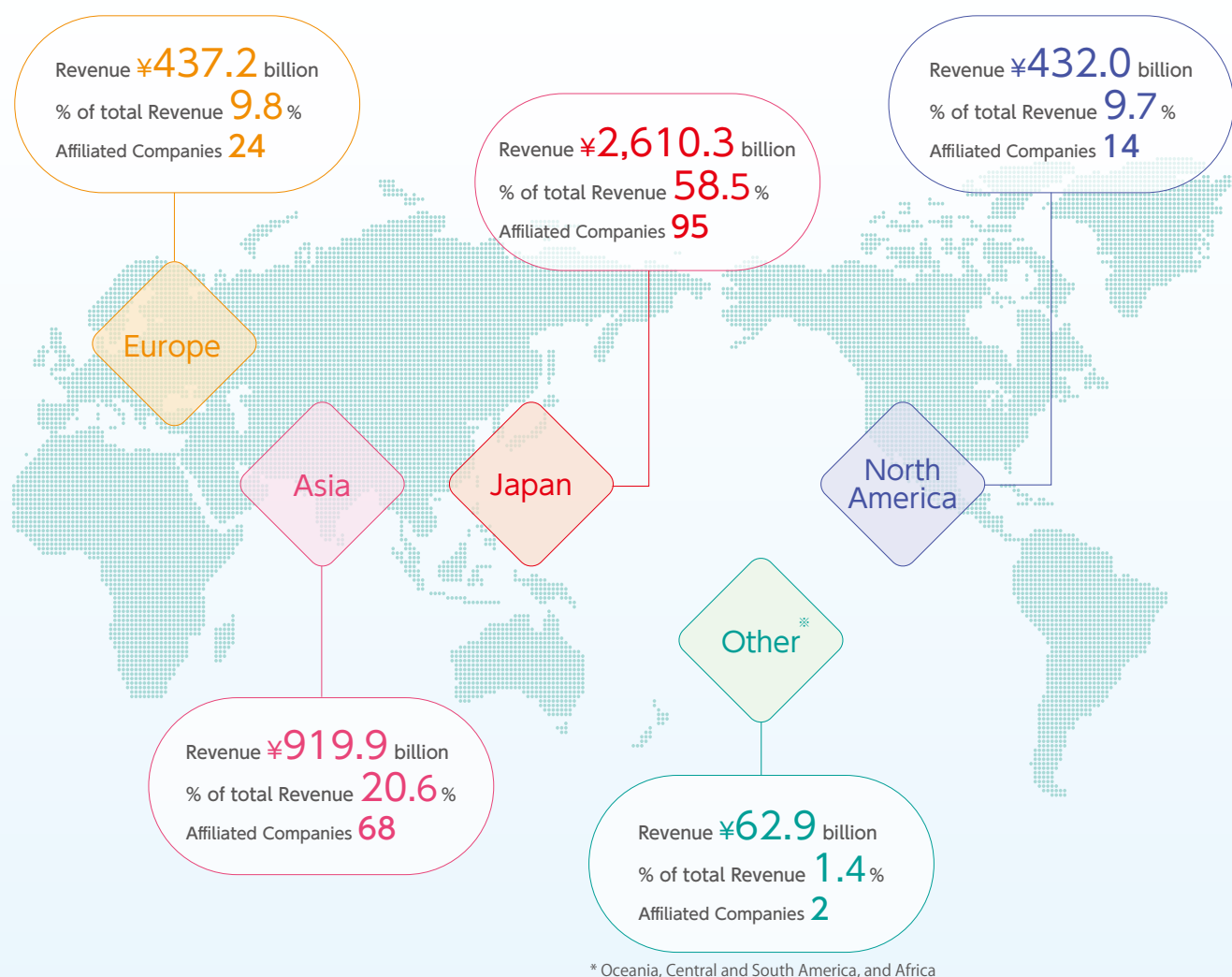


Based on its strategy, Mitsubishi Electric Group will pursue value creation for addressing social challenges, and contribute to achieving the 17 goals of the SDGs\*, through all corporate activities.

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



# 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

The latest news regarding Mitsubishi Electric's response to the COVID-19 pandemic is shared on this website. <https://www.MitsubishiElectric.com/en/notice/covid-19/index.html>

## 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.



Terasu Guide projection signage system using light animation

### 1. Business style Transformation

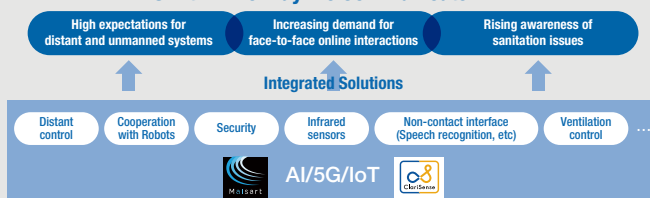
- Promote group wide work style transformation by enforcing remote work and fully leveraging online meeting tools.
- Quickly establish the systems of marketing, commercial transactions, servicing and user trainings in the digital environment to deal with rapidly changing values of humanity.

### 2. Providing Integrated Solutions to Current Social Issues

- Respond to changing demand and address social challenges by uniting all the capabilities inside and outside of the Group.

Example

#### A Shift In The Way We Communicate



※ As of July 2020

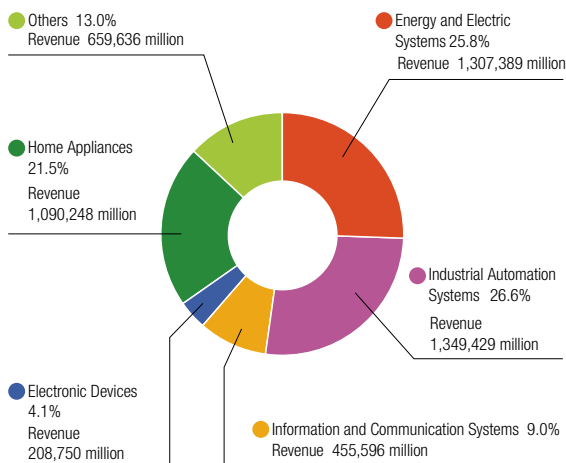
# Financial Results

## Performance for the Year Ended March 31, 2020

	Yen (millions)	
	2019	2020
Revenue	¥4,519,921	¥4,462,509
Operating profit	290,477	259,661
Net profit attributable to Mitsubishi Electric Corp. stockholders	226,648	221,834
Total assets	4,356,211	4,409,771
Bonds and borrowings	298,438	267,008
Mitsubishi Electric Corp. stockholders' equity	2,399,946	2,429,743
Capital expenditure (Based on the recognized value of property, plant and equipment)	198,442	227,450
R&D expenditures	212,794	206,846
Per share Amounts:		
Earnings per share attributable to Mitsubishi Electric Corp. stockholders		
Basic	¥105.65	¥103.41
Diluted	105.65	103.41
Cash dividends declared	40	40
Statistical Information		
Operating profit ratio	6.4%	5.8%
Return on equity (ROE)	9.7	9.2
Bonds and borrowings to total assets	6.9	6.1

1. The consolidated financial statements are prepared in accordance with International Financial Reporting Standards.  
 2. The balance of bonds and borrowings and the ratio of bonds and borrowings to total assets include lease liabilities for the fiscal year ended March 31, 2019.  
 3. R&D expenditures include elements spent on quality improvements which constitute manufacturing costs.  
 4. Diluted earnings per share attributable to Mitsubishi Electric Corp. stockholders is equal to Basic earnings per share attributable to Mitsubishi Electric Corp. stockholders, as no dilutive securities existed.

## Revenue Breakdown by Business Segment



Note: Inter-segment sales are included in the amounts of the diagram above.

# Mitsubishi Electric's Business Segments

## Building Systems



### 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

## Factory Automation 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-F@ctory 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

## Public Systems

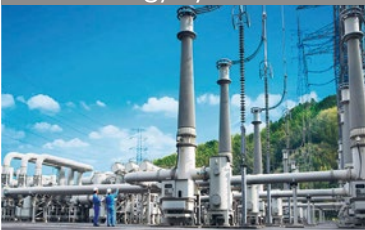


### Supporting a better tomorrow with cutting edge technologies at work in our everyday life

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

## Energy 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

## Transportation Systems



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

We developed an unrivaled 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

## Automotive Equipment



### 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 ■ Electric power steering system products  
■ Engine management products ■ Car multimedia products ■ Electrification components  
■ ADAS products



## Space Systems



### 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.

Main products ■ Satellites ■ Large telescopes ■ Onboard satellite equipment

## Information & Communication Systems



### 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.

Main products ■ Optical communication systems ■ Wireless communication systems ■ Video surveillance systems

## Semiconductors & Devices



### 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 semiconductor 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.

Main products ■ Power semiconductor modules ■ Optical devices ■ High frequency devices ■ TFT-LCD modules

## Air Conditioning Systems



### 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 Kirigamine 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.

Main products ■ Room air conditioners ■ Commercial air conditioners ■ Low-temperature systems, water heaters, and industrial cooling and heating systems

## Home Products



### 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.

Main products ■ LCD TVs ■ Refrigerators and freezers ■ Vacuum cleaners ■ Rice cookers

## IT Solutions



### 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.

Main products ■ Automated radar terminal systems ■ Flight information systems ■ Large-scale network systems ■ Large-scale security systems