Initiatives to Create Value

The Mitsubishi Electric Group has taken on the challenge of resolving diversifying social challenges including environmental issues and resource and energy issues through its products, systems and services. In doing so, it promotes initiatives to create values, such as simultaneous achievement of “sustainable society,” and “safety, security, and comfort.” In these ways, the Mitsubishi
Electric Group pursues the sustainable growth of the entire Group. Meanwhile, by pursuing sustainable growth of the Group through all its corporate activities including initiatives to create value, the Group will also contribute to achieving the SDGs, common global goals.
CSR Materiality

The Mitsubishi Electric Group regards its corporate social responsibility (CSR) initiatives as the foundation of its corporate management. The Mitsubishi Electric Group identified CSR materiality in order to realize the further integration of CSR with management and the long-term advancement of CSR initiatives. The Group will continue to pursue its initiatives for addressing the four material issues in cooperation with business partners along the supply chain.

Realize a Sustainable Society

Under its Environmental Vision 2021 formulated as a goal for fiscal 2021, the Mitsubishi Electric Group has been carrying out initiatives to realize a low-carbon, recycling-based society that functions in harmony with nature.

The Group has formulated its Environmental Sustainability Vision 2050 to clarify the Group’s stance on addressing long-term environmental issues and creating new value for a sustainable future toward 2050.

Reasons why it is important

Environmental issues including climate change and resource and energy issues are global issues. The Mitsubishi Electric Group will contribute to solving these issues with the aim of realizing a sustainable society.

Main FY2021 targets

- Provide products and services that contribute to Goal 7, “Affordable and clean energy,” and Goal 13, “Climate action,” of the SDGs
- Reduce CO₂ emissions from product usage
  - More than 35% reduction compared to FY2001 by FY2021
- Reduce CO₂ emissions from production
  - Less than 1.47 million tons by FY2021 (CO₂ equivalent)

Financial information based on recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

The Mitsubishi Electric Group has expressed its support for the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures). In line with these recommendations, the Group discloses relevant information on climate change.

Strategy for Climate Change

Overview of risk and opportunity assessment through scenario analysis

Through scenario analysis, we assess the corporate activities of the Group in terms of risks and opportunities.

The assessment is made based on two scenarios: a scenario to keep the increase in the global average temperature to below 2°C above pre-industrial levels (2°C scenario*) and a scenario in case the temperature rises nearly 4°C as a result of continuing the conventional global warming countermeasures (4°C scenario†).

The period covered by the scenario analysis is up to 2050, and the periods are classified as shown below.

Overview of risk and opportunity assessment through scenario analysis

For more information, see Environment.
Since our inception, the Mitsubishi Electric Group has been contributing to society primarily by offering products and services. We constantly strive to increase customer satisfaction and contribute to social prosperity in all aspects of our business, from the production of high-quality, easy-to-use products to after-purchase support and response to major issues.

**Reasons why it is important**

Various issues are becoming evident due to urbanization and other reasons. The Mitsubishi Electric Group will provide safety, security, and comfort while contributing to solving issues with a focus on city development.

### Main FY2021 targets

**Provide products and services that contribute to Goal 11, “Sustainable cities and communities,” of the SDGs**

**Make Group-wide efforts to investigate the cause of serious malfunctions, and implement recurrence prevention measures**

**Ensure safety through risk assessment**

- Maintain 100%
- Implementation of risk assessments of target home electronic products

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1. **The results of re-examination of the quality assurance system of Mitsubishi Electric and its subsidiaries**

Mitsubishi Electric and its subsidiaries, etc., have been found to have committed misconduct with regard to quality control for certain products and have submitted inadequate applications to the relevant authority regarding product certification. In addition to thoroughly reviewing and reinforcing the creation of a quality culture in the organization and strengthening the quality control system, we will strive to ensure compliance once again and strengthen internal control.

- **Aug 2, 2019** The Results of the Re-examination of the Quality Assurance System of Mitsubishi Electric and its Subsidiaries (In Japanese text)

2. **About the failure in shipping inspection for certain power semiconductor products of Mitsubishi Electric**

During November 2014 to June 2019, Mitsubishi Electric’s Power Device Works shipped certain power semiconductor products it manufactured without carrying out shipping inspections in accordance with the specification agreed with the customer. This incident was found in the course of the ongoing strengthening of quality control following the efforts described in 1 above made across the entire Group. In addition to thoroughly reviewing and reinforcing the creation of a quality climate in the organization and further strengthening the quality control system, we will strive for quick information sharing.

- **Feb 10, 2020** About the Failure in the Shipping Inspection of Certain Power Semiconductor Products of Mitsubishi Electric (In Japanese text)
Respect Human Rights and Promote the Active Participation of Diverse Human Resources

The Mitsubishi Electric Group respects the human rights of all peoples in countries and regions where it engages in business, based on a conscious awareness of its widespread interaction with people and society. It is also promoting Work Style Reforms so that a diverse range of human resources can play an active role.

Reasons why it is important

Human rights and diversity are global issues. As a global company, the Mitsubishi Electric Group will grapple with these issues. Diversity is also crucial for creating innovation, which is the source of the Group’s strength.

Main FY2021 targets

- Provide anti-harassment education for all employees
  - Attendance rate of 100%

- Enhancement of a reporting system with respect to human rights violations

- Increase the ratio of women among new recruits in engineering fields
  - FY2022 target of 20% or higher

Initiatives to prevent recurrence of work-related issues

The Mitsubishi Electric Group has experienced work-related issues that affected employees’ lives or mental and physical health. Although the Group implemented prevention measures on each occasion, another work-related issue occurred in fiscal 2020. We took this seriously, deeply regretted that our past initiatives had not been sufficient, and determined preventive measures including new initiatives.

The Group considers the prevention of recurrence of work-related issues as its top management priority, and as a whole, makes every effort to create a work environment where all the employees can maintain mental and physical health and work actively with a sense of security. Specifically, the Group will work together to deploy a variety of measures to innovate the workplace culture, including measures to respond to power harassment and mental health issues, to prevent long working hours and to properly manage working hours.

<table>
<thead>
<tr>
<th>Item</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| **Workplace culture innovation** (measures to respond to power harassment) (measures to respond to mental health issues) | - Deployment of the Mitsubishi Electric Workplace Culture Innovation Program  
- Enhance anti-harassment education and strengthening of evaluation when assigning leaders, including managers  
- Quantitative workplace culture analysis through attitude survey and continuous improvement based on analysis results  
- Enhance measures to identify and address the workload and mental conditions of individuals at an early stage  
- Engage in thorough and appropriate care of employees with mental health issues (Inspect operations and thoroughly reimplementation Mitsubishi Electric Return to Work Support Guidelines)  
- Enhance consultation channels (establishment of multiple channels), etc. |
| **Measures against long working hours** | - Reduce long working hours and continue proper tracking of working hours  
- Implement appropriate health measures such as consultation by company medical advisors |

Jan 10, 2020 Initiatives to Prevent Recurrence of Work-Related Issues (In Japanese text)
Strengthen Corporate Governance and Compliance on a Continuous Basis

To realize sustained growth and increase corporate value, the Mitsubishi Electric Group 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 its stakeholders. Additionally, the Mitsubishi Electric Group recognizes that not only ethics and legal compliance, but also compliance in the wider sense of the term that includes the perspective of corporate ethics, are the foundation of the Group’s continued existence.

Reasons why it is important
Corporate governance and compliance are fundamental preconditions for a company’s continued existence. The Mitsubishi Electric Group will continue to strengthen these areas.

Main FY2021 targets

- Maintain a 100% attendance in e-learning programs on compliance
- Maintain rate of 100%
- Provide proper information to directors at the proper time, conduct a review of the board of directors, and analyze and evaluate the review
- Enhancement comprehensive cybersecurity measures
  1. Technical measures,
  2. Thorough document management,
  3. Framework upgrading

Potential for leaks of personal data and confidential corporate information due to unauthorized system access

We sincerely apologize for any inconvenience and/or concern experienced by our customers and society as a result of the potential data leak incident caused by unauthorized system access, as reported in January 2020. On June 28, 2019, after detecting and investigating suspicious activity involving computer terminals at Mitsubishi Electric, it was determined that data had been taken through unauthorized system access by a third party. The investigation took some time because it was a sophisticated attack that bypassed monitoring and detection measures, and the logs that would have identified the affected files were deleted by the hacker on some terminals. The finding was that personal data and confidential corporate information may have been leaked externally.

The Mitsubishi Electric Group deeply regrets not being able to prevent such a situation, and reaffirms that cybersecurity is an important management issue as stated in the Cyber Security Management Guidelines of the Ministry of Economy, Trade and Industry of Japan. Going forward, we will deploy stronger and more nimble information security measures globally. The Group has established the Corporate Information Security Division, which is a unified organization under the direct control of the president, in order to continually ascertain and manage risks and prevention measures within the Group. We continue to work on information security measures to prevent any such incident from reoccurring. The Group also shares its knowledge to help society as a whole counter today’s increasingly sophisticated and diversified cyber-attacks.

- Feb 12, 2020 Potential for leaks of personal data and confidential corporate information due to unauthorized system access <third report> (In Japanese text)
- Feb 10, 2020 Potential for leaks of personal data and confidential corporate information due to unauthorized system access <second report> (In Japanese text)
- Jan 20, 2020 Potential for leaks of personal data and confidential corporate information due to unauthorized system access <first report> (In Japanese text)
Initiatives Related to the Value Chain

The Mitsubishi Electric Group is engaged in a wide range of businesses, ranging from familiar home appliances to satellites and projects on a national scale. Our operations of these businesses affect society and our value chain is also expanding.

Recognizing these circumstances, the Mitsubishi Electric Group promotes CSR initiatives across the entire value chain with a focus on CSR materiality.

Sharing its way of thinking about procurement, the Group promotes CSR initiatives along the supply chain.

In addition to thoroughly strengthening businesses and promoting development for innovation, the Group is striving to create greater value and engage in the development of future technologies.

The Group is engaging in manufacturing that lowers environmental burden and that takes into consideration safety and quality.

The Group is striving to reduce the amount of packaging materials used and to emit less CO2 in transporting products.

Through products and services, the Group contributes to the realization of a sustainable society and provision of safety, security and comfort.

Initiatives on CSR Materiality across The Value Chain

- **Realize a Sustainable Society**
- **Provide Safety, Security, and Comfort**
- **Strengthen Corporate Governance and Compliance on a Continuous Basis**

- **Procurement**
  - Ensure obtaining a consent form for the CSR procurement guidelines
  - Make Group-wide efforts to investigate the cause of serious malfunctions, and implement recurrence prevention measures
  - Recycle
    - Contributing to realizing a low-carbon society
    - Contributing to creating a recycling society
    - Contributing to realizing a symbiotic society

- **Development**
  - Ensure safety through risk assessment
  - Reduce CO2 emissions from production
  - Product development that places top priority on safety
  - Provision of products and services that contribute to Goal 7, "Affordable and clean energy," and Goal 13, "Climate action," of the SDGs
  - Provision of products and services that contribute to Goal 11, "Sustainable cities and communities," of the SDGs

- **Governance**
  - Active dialogue with stakeholders
  - Corporate management with a sound foundation
  - Thorough compliance
Sharing its way of thinking about procurement, the Group promotes CSR initiatives along the supply chain.

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The Group is engaging in manufacturing that lowers environmental burden and that takes into consideration safety and quality.

The Group is striving to reduce the amount of packaging materials used and to emit less CO₂ in transporting products.

Through products and services, the Group contributes to the realization of a sustainable society and provision of safety, security and comfort.

- Reduce CO₂ emissions from production
- Reduce resource inputs
- Contributing to creating a recycling society
- Contributing to realizing a symbiotic society
- Recycling
- Provide products and services that contribute to Goal 7, “Affordable and clean energy,” and Goal 13, “Climate action,” of the SDGs
- Maintain the reduction of CO₂ during product usage

Through customers' needs
- Reflect customers' needs
- Prioritize on quality principles that place top priority on customers
- Develop key persons who are capable of incorporating customers’ needs into quality
- Provide products and services that contribute to Goal 11, “Sustainable cities and communities,” of the SDGs

Respect Human Rights and Promote the Active Participation of Diverse Human Resources

- Promote human rights initiatives that are based on international norms
- Realization of workplace environments conducive to work-life balance
- Promotion of diversity through the employment and utilization of diverse human resources
- Promotion of occupational health and mental and physical health

※This figure is based on CSR Materiality Initiatives of Mitsubishi Electric Group in fiscal 2021
## Initiatives that Contribute to Addressing Social Issues

<table>
<thead>
<tr>
<th>Business Group Headquarters</th>
<th>Social Issues for Which Risks and Opportunities Have Been Recognized and Evaluated</th>
<th>Focusing on the SDGs</th>
</tr>
</thead>
</table>
| Public Utility Systems Group | • Appropriate use of water  
• Optimal use of energy  
• Addressing climate change  
• Measures against air, water, and soil pollution  
• Waste reduction/management  
• Sustainable use and development of resources | ![SDGs Icons] (Click to view) |
| Energy & Industrial Systems Group | • Optimal use of energy  
• Introduction of clean energy  
• Sustainable use and development of resources  
• Proper management of chemical substances  
• Addressing climate change  
• Air, water, and soil pollution countermeasures  
• Strengthening of global partnerships | ![SDGs Icons] (Click to view) |
| Building Systems Group | • Optimal use of energy  
• Development and dissemination of innovative infrastructure  
• Development of safe, secure, comfortable and sustainable cities  
• Waste reduction | ![SDGs Icons] (Click to view) |
| Electronic Systems Group | • Creating secure, safe and comfortable sustainable cities  
• Addressing climate change  
• Prevention of deforestation | ![SDGs Icons] (Click to view) |
| Living Environment & Digital Media Equipment Group | • Optimal use of energy  
• Introduction of clean energy  
• Development of safe, secure, comfortable and sustainable cities  
• Sustainable use and development of resources  
• Proper management of chemical substances  
• Addressing climate change | ![SDGs Icons] (Click to view) |
| Factory Automation Systems Group | • Sustainable use and development of resources  
• Proper management of chemical substances  
• Addressing climate change  
• Measures against air, water, and soil pollution  
• Addressing the declining labor force population | ![SDGs Icons] (Click to view) |
| Automotive Equipment Group | • Improvement in health and welfare  
• Development and dissemination of innovative infrastructure  
• Development of safe, secure, comfortable and sustainable cities  
• Proper management of chemical substances  
• Addressing climate change | ![SDGs Icons] (Click to view) |
| Semiconductor & Device Group | • Appropriate use of water  
• Proper management of chemical substances  
• Addressing climate change  
• Preservation of biodiversity | ![SDGs Icons] (Click to view) |
| Information Systems & Network Service Group | • Optimal use of energy  
• Introduction of clean energy  
• Waste reduction and management  
• Sustainable use and development of resources  
• Addressing climate change | ![SDGs Icons] (Click to view) |
## Initiatives that Contribute to Addressing Social Issues

- Providing Inverters Equipped with All-SiC Power Modules for Use in Rolling Stock
- Smaller, Lighter Railcar Air Conditioner Units
- Supporting Effective Utilization of the Regenerative Electricity by Station Energy-Saving Inverter (S-EIV)
- Understanding Disaster Situations Properly through Helicopter Satellite Communication System and Supporting Swift Rescue Activities
- Highly Efficient, More Compact Ozone Generator
- Development of Water Treatment Technology that Uses a Membrane Bioreactor
- Promotion of More Energy-Efficient and Compact Optical Access Systems
- Promoting the Development of Safe and Secure Cities through Network Cameras

- Providing Smart Office Solutions That Also Contribute to Work Style Reforms
- Using Internet Data Centers to Help Customers Reduce Environmental Impact
- Transflective Series TFT-LCD Modules that Reduce Power Consumption

## Initiatives focusing on Sustainability

- Technical Innovation of Automotive Equipment Products for Autonomous Driving
- SIC Power Semiconductor Devices that Achieve Low-Power Consumption of Customers’ Devices
- Optical Communication Device that Contributes to Low Power Consumption of Network Equipment for 5G Mobile Communications Base Stations
- Transflective Series TFT-LCD Modules that Reduce Power Consumption

- Using Internet Data Centers to Help Customers Reduce Environmental Impact
- Providing Smart Office Solutions That Also Contribute to Work Style Reforms

## Initiatives focusing on Social Issues

- Developing Power Equipment and Systems Supporting Power Generation, Grid Transmission & Distribution to Help Bring about a Safer, More Secure and More Comfortable World
- Contributing to Customer Management via Solutions that Create New Value for Power Systems

- Pursuing Comfort, Universal Design, and Eco-Consciousness in Elevators
- Supporting Safe and Comfortable Use of Elevators and Escalators with Maintenance Services
- Further Improving Safety, Comfort, and Functionality Through Elevator and Escalator Renewal
- Responding to Diversifying Needs of Building Owners by Offering One-Stop ZEB Solutions
- Contributing to the Achievement of a Smart Building where People and Robots Co-exist Safely Inside the Building
- Supporting Seamless Travel Within the Facility by the Guide System Using Animation Lighting

- Contributing to World-Leading Global Environment Observation
- Contributing to Conserving Global Environment and Ensuring Secure and Safe Living by Using Satellite Observation Data
- Contributing to Secure, Safe, and Comfortable Living through High Precision Positioning Solution

- The Energy Conservation Center, Japan Chairman’s Fiscal 2020 Energy Conservation Grand Prize Presented for Room Air Conditioners and High-Ceiling Lighting Equipment at the Same Time
- MILIE LED Lighting – Realizing Reduced Power Consumption and Comfort
- EcoCute that Can Be Used in Conjunction with Photovoltaic Systems
- Recycling of Home Electrical Appliances

- Developing FA Equipment, Industrial Robots, and Mechatronics Products that Achieve Automation of Customer Production Facilities and Improve Productivity and Product Quality
- Providing e-F@ctory Solutions that Help Streamline Manufacturing and Reduce Energy Consumption
- Developing Instruments that Measure Energy and Control Power Distribution to Help Promote Energy Savings

- Technological Innovation of Automotive Equipment Products for Autonomous Driving
Public Utility Systems Group

Message from the Group President

Contributing to Creation of a Sustainable, Safe, Secure, Comfortable and Affluent Society by Providing Safe and Stable Rail Transportation, as well as Products, Systems and Services that Contribute to Safety, Security, the Prevention and Mitigation of Disasters, and the Development of an IoT Society

The Public Utility Systems Group manufactures a host of products, systems and services used in social infrastructure to support people’s lives. We contribute to sustainable progress in society by developing and supplying energy-saving products, products that help prevent/reduce damage from disasters and treat drinking water and sewage, as well as network cameras and communication system products.

In terms of efficient use of energy, we are the first company in the world to successfully produce inverters equipped with all-SiC power modules*1 for use in rolling stock. The power modules are helping to increase energy savings in railway operations, both in Japan and overseas. Additionally, we contribute to advancements in energy-efficient societies by manufacturing equipment and systems that promote the construction of ZEBs.

Mitsubishi Electric develops and manufactures products and systems that help to prevent and mitigate natural disasters, which have been on the increase around the world in recent years. For example, by providing meteorological radar technologies and river information systems, we help municipalities supply their residents with information regarding localized heavy rainfall and flooding. Should a disaster occur, our Helicopter Satellite Communication system ensures that information about the affected areas is collected, thus supporting the formulation of precise disaster measures.

Under current global circumstances, in which water shortage is an imminent problem in various regions, we are helping to purify water—a limited resource—by developing membrane treatment system (EcoMBR®)*2 that aims to reduce energy consumption by 25% and half the installation area by using ozonated water.

In addition to providing communication systems that support the recent growth in Internet capacity and the development of an IoT society, we contribute to creating safe, secure and comfortable cities in response to the growing need for crime prevention through the detection of suspicious objects, etc. by offering network cameras and solutions that take full advantage of technologies such as image analysis and other such technology.

Throughout the production of our products, we continue to look for ways to further increase energy conservation in all processes of design, manufacturing and testing, as well as reduce the use of chemical substances.

Going forward, we will contribute to the realization of a sustainable, safe, secure, comfortable and affluent society by making full use of the wide-ranging technologies that we have developed over the years and continuing our ongoing technological development.

*1 As part of the project to develop this power module, research activities were outsourced to the New Energy and Industrial Development Organization (NEDO).

*2 Membrane Bioreactor cleans membrane filter with ozonated water that recycles municipal and industrial wastewater

Major social issues for which risks and opportunities have been recognized and evaluated

- Appropriate use of water
- Optimal use of energy
- Addressing climate change
- Measures against air, water, and soil pollution
- Waste reduction and management
- Sustainable use and development of resources

Focusing on the SDGs

Initiatives that Contribute to Addressing Social Issues

- Providing Inverters Equipped with All-SiC Power Modules for Use in Rolling Stock
- Smaller, Lighter Railcar Air Conditioner Units
- Supporting Effective Utilization of the Regenerative Electricity by Station Energy-Saving Inverter (S-EIV)
- Understanding Disaster Situations Properly through Helicopter Satellite Communication System and Supporting Swift Rescue Activities
- Highly Efficient, More Compact Ozone Generator
- Development of Water Treatment Technology that Uses a Membrane Bioreactor
- Promotion of More Energy-Efficient and Compact Optical Access Systems
- Promoting the Development of Safe and Secure Cities through Network Cameras
Energy & Industrial Systems Group

Message from the Group President

By developing high-performance equipment and next-generation power systems that are not only environmentally friendly but can also cope with disasters, man-made threats and changes in the electricity market, we’re helping to bring about a safer, more secure and more comfortable world.

Due to the spread of renewable energy resources such as solar and wind power, as well as the advancement of digital technologies such as information & communication technology (ICT) and the Internet of Things (IoT), the environment and market needs surrounding the electric power industry are rapidly shifting from high capacity, high voltage hardware to small-medium capacity and voltage based hardware such as renewable energy-related equipment and networked systems and software. Moreover, the electric power industry is at a major turning point as deregulation of the electric power industry and industrial reorganization are occurring at a rapid pace.

In the midst of this situation, the Energy & Industrial Systems Group works to continuously improve the efficiency of the power generators, switchgear and transformers that make up our core businesses, while at the same time developing environmentally friendly equipment to eliminate or reduce the use of SF6 gas, known for its high global-warming potential. We are also pushing forward with development of monitoring and control systems, smart meter systems and battery energy storage systems that allow for economical and reliable high-quality power distribution systems, optimized energy use via ICT for interconnectivity and resilient energy infrastructure that operates seamlessly, even during emergencies.

At the same time, we are also driving business forward with grid stabilization equipment, devices and solutions capable of responding to new demand. This includes supply and demand management with the growing use of renewable energy resources, integrated management of distributed energy sources including demand control, and wide area supply and demand of electricity through interconnection of electric power utilities. Through these and other ongoing initiatives, we’re helping to bring about a safer, more secure and more comfortable world.

By developing high-performance equipment and next-generation power systems that are not only environmentally friendly but can also cope with disasters, man-made threats and changes in the electricity market, we’re helping to bring about a safer, more secure and more comfortable world.

Major social issues for which risks and opportunities have been recognized and evaluated

- Optimal use of energy
- Introduction of clean energy
- Sustainable use and development of resources
- Proper management of chemical substances
- Addressing climate change
- Measures against air, water, and soil pollution
- Strengthening of global partnerships

Focusing on the SDGs

- Sustainable Development Goals (SDGs)
  - SDG 7: Affordable and Clean Energy
  - SDG 9: Industry, Innovation, and Infrastructure
  - SDG 11: Sustainable Cities and Communities
  - SDG 12: Responsible Consumption and Production
  - SDG 13: Climate Action
  - SDG 17: Partnership for the Goals

Initiatives that Contribute to Addressing Social Issues

- Developing power equipment and systems supporting power generation, grid transmission & distribution to help bring about a safer, more secure and more comfortable world.
  - Indirect Hydrogen-Cooled VP-X Series Turbine Generators
  - Reduced Environmental Impact Switchgear
  - Reduced Environmental Impact Transformers (vegetable oil-based, natural-air cooling type)
  - Monitoring and Control Systems
  - Module Type Automatic Voltage Regulator (AVR)

- Contributing to Customer Management via Solutions that Create New Value for Power Systems
  - BLEnDerm Series Software Package for the Electric Power Market
  - Distributed Power Supply Operation & Virtual Power Plant (VPP) Systems
  - Smart Meter System
  - Large-Capacity Energy Storage Control Systems
  - D-SWiree Smart Medium-Low Voltage DC Distribution Network System
Building Systems Group

Message from the Group President

Making the Most of the Mitsubishi Electric Group’s Advanced and Environmental Technologies to Provide Solutions that Satisfy Customers in All Aspects of Safety, Comfort, Efficiency and the Environment

The Building Systems Group manufactures building management systems and elevators and escalators that provide vertical transportation within buildings. As part of our mission to deliver products and systems and the subsequent maintenance thereof, we believe it is important to give priority to the safety and security of our customers throughout the product lifecycle. In doing so, we help to create a comfortable, environment-friendly society through our products and services. Maintaining this promise, the Building Systems Group is focused on the following initiatives:

1. Pursuing user-friendly, eco-conscious products
   (1) Promoting the development of high-efficiency, energy-saving products and technologies, and saving resources by designing products and systems that are safe and easy to use for everybody.
   (2) Promoting the renewal of existing equipment and facilities in order to reduce power consumption and improve safety and convenience, and minimizing waste emissions by reusing parts whenever possible.
   (3) Working to reduce the energy consumed during production and testing processes, and regulating the management of chemical substances on a consistent basis at manufacturing bases in Japan and overseas.

2. Offering one-stop ZEB** solutions
   As a ZEB planner** registered ahead of other comprehensive electrical machinery manufacturers, Mitsubishi Electric offers one-stop solutions, from support for the design of ZEBs to services that contribute to customers’ energy-saving efforts after the start of operations. We also support initiatives to improve the added value of buildings beyond a higher level of energy efficiency.

Major social issues for which risks and opportunities have been recognized and evaluated

<table>
<thead>
<tr>
<th>Optimal use of energy</th>
<th>Focusing on the SDGs</th>
</tr>
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<tbody>
<tr>
<td>Development and dissemination of innovative infrastructure</td>
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<tr>
<td>Development of safe, secure, comfortable and sustainable cities</td>
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<tr>
<td>Waste reduction</td>
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</tbody>
</table>

Initiatives that Contribute to Addressing Social Issues

- Pursuing Comfort, Universal Design, and Eco-Consciousness in Elevators
  - AXIEZ Series - Standardized Elevators for the Japanese Market
  - Standardized Elevators for International Markets
  - Disaster Prevention Functions
  - ELE NAVI Security-linked Elevator Destination Forecast System
- Supporting Safe and Comfortable Use of Elevators and Escalators with Maintenance Services
  - ELE FIRST-i plus Remote Maintenance Service
  - M’s BRIDGE™ Global Remote Maintenance Service for Elevators
- Further Improving Safety, Comfort, and Functionality Through Elevator and Escalator Renewal
  - Elemotion+ Elevator Renewal Menu
  - Esmotion+ Escalator Renewal Menu
  - MELSAFETY Integrated Building Security System

  - BuilUnity Building Total Solution
  - Facima Building Automation System – Building Facilities Planning and Operations System
- Responding to Diversifying Needs of Building Owners by Offering One-Stop ZEB Solutions
- Contributing to Dissemination of ZEB as a ZEB Planner
- Contributing to the Achievement of a Smart Building where People and Robots Co-exist Safely Inside the Building
  - Demonstration of the Service Supporting Robots in Traveling within a Building
- Supporting Seamless Travel within the Facility by the Guide System Using Animation Lighting
  - Animation Lighting Guide System TERASU GUIDE

Yasuyuki Ito
Representative Executive Officer, Senior Vice President, Group President, Building Systems

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*1 ZEB (net Zero Energy Building): A building where the net consumption of fossil fuel energy is zero or roughly zero, offset by energy savings and the utilization of renewable energy resources.
*2 ZEB planner: A registration system introduced by the Ministry of Economy, Trade and Industry in 2017 for the dissemination of ZEB.
Electronic Systems Group

Message from the Group President

Contributing to Solving Environmental Problems and Create Sustainable Cities by Providing Artificial Satellites and Other High Added-Value Products and Services

The Electronic Systems Group is contributing to the realization of an affluent society by providing artificial satellites, various sensor systems, and other ranges of products and services. By further enhancing our strength in the satellite system, sensor, high-precision positioning, and other technologies and advancing the following initiatives by leveraging these strengths, we will continue to solve social issues:

1. Providing products and services that contribute to solving environmental problems
   With our observation satellites, represented by the greenhouse gases observing satellites (the "IBUKI" (GOSAT) series), advanced land observing satellites (DAICHI (ALOS) series), and meteorological satellites (the Himawari series), we contribute to solving global-scale environmental problems by continuously providing data on the global environment, such as greenhouse gas density distribution, disaster situations, and the marine environment.

2. Providing solutions that contribute to solving various social issues by using satellite data
   By using our technology to analyze satellite observation data, we provide new solutions such as infrastructure monitoring. With a centimeter-level high-precision positioning solution that combines our three core technologies (the MICHIBIKI quasi-zenith satellite system, high-precision positioning device, high-accuracy 3D mapping), we will bring various innovations to the areas of automotive, railroad, agriculture and civil engineering. We will work on these initiatives to contribute to creating secure, safe, and comfortable sustainable cities.

<table>
<thead>
<tr>
<th>Major social issues for which risks and opportunities have been recognized and evaluated</th>
<th>Focusing on the SDGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Creating secure, safe and comfortable sustainable cities</td>
<td>11</td>
</tr>
<tr>
<td>• Addressing climate change</td>
<td>SDG 11</td>
</tr>
<tr>
<td>• Prevention of deforestation</td>
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</tbody>
</table>

Initiatives that Contribute to Addressing Social Issues

- Contributing to World-Leading Global Environment Observation
- Contributing to Conserving Global Environment and Ensuring Secure and Safe Living by Using Satellite Observation Data
- Contributing to Secure, Safe, and Comfortable Living through High Precision Positioning Solution
Living Environment & Digital Media Equipment Group

Message from the Group President

Providing Products that are Helpful for Society and the Environment in Wide Areas through Creating Comfortable Living Spaces and Reducing Environmental Impact during Production

The Living Environment & Digital Media Equipment Group focuses on the air-conditioning and refrigeration systems business, one of the growth-driving sectors at Mitsubishi Electric. In addition to expanding operations, we are pressing forward with proposals of total solutions using IoT and AI technologies as well as products within and outside the Mitsubishi Electric Group and striving for growth by taking advantage of a wide range of synergies in technologies and business operations as a general electric-appliance manufacturer.

As we expand business, we believe it is important to provide products and services that contribute simultaneously to achieving sustainability, safety, security, and comfort as well as to resolving social issues. Part of this includes supplying a broad range of environment-friendly systems and services for the home, office, and industry. These include air conditioners that produce less CO₂ during use and our energy-saving EcoCute product lineup. Additionally, Mitsubishi Electric proposes solutions that aim to achieve energy savings by building systems as a whole in support of programs such as ZEH and ZEB, promoted by the Japanese government.

Meanwhile, as activities to reduce CO₂ from production, the Living Environment & Digital Media Equipment Group is proactively introducing energy-saving products at production sites; namely, high-efficiency air-conditioners, heat-pump hot-water supply systems and LED lighting. We are also promoting energy-saving activities by improving productivity linked to just-in-time improvement activities based on e-F@ctory concepts.

<table>
<thead>
<tr>
<th>Major social issues for which risks and opportunities have been recognized and evaluated</th>
<th>Focusing on the SDGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Optimal use of energy</td>
<td>7 Climate Action</td>
</tr>
<tr>
<td>● Introduction of clean energy</td>
<td>11 Sustainable Cities</td>
</tr>
<tr>
<td>● Development of safe, secure, comfortable and sustainable cities</td>
<td>12 Responsible Business</td>
</tr>
<tr>
<td>● Sustainable use and development of resources</td>
<td>13 Life on Land</td>
</tr>
<tr>
<td>● Proper management of chemical substances</td>
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<tr>
<td>● Addressing climate change</td>
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</tbody>
</table>

Initiatives that Contribute to Addressing Social Issues

- The Energy Conservation Center, Japan Chairman’s Fiscal 2020 Energy Conservation Grand Prize Presented for Room Air Conditioners and High-Ceiling Lighting Equipment at the Same Time
- MILIE LED Lighting – Realizing Reduced Power Consumption and Comfort
- EcoCute that Can Be Used in Conjunction with Photovoltaic Systems
- Recycling of Home Electrical Appliances
Factory Automation Systems Group

Message from the Group President

Delivering Devices, Equipment, and Solutions that Help Reduce Energy Usage in Our Customers Manufacturing Processes Around the World

Devices and equipment used in industrial mechatronics by customers from the manufacturing industry are essential to adding value and enhancing the competitiveness of business through quality and productivity improvements. Mitsubishi Electric’s Factory Automation Systems Group provides devices and systems possessing high energy-saving capabilities that are ideal for production facilities in factories, where the bulk of energy is consumed.

By optimizing the utilization of FA technologies cultivated by Mitsubishi Electric and cooperative technologies that connect FA and IT, we help customers reduce the total cost of development, production and maintenance, and continuously support their improvement activities. We are committed to proposing manufacturing solutions that keep our customers one step ahead of the competition, and strongly support manufacturing and management optimization.

In addition, we verify productivity and facility utilization ratios through the operation of an “e-F@ctory model plant” at our Nagoya Works. In the factory, a large number of activities have indicated the benefits of reducing CO₂ from production, including improved productivity, shorter lead times, and less product quality loss.

We will continue to contribute to improving the efficiency of our customers’ manufacturing activities and reducing energy consumption by providing highly energy efficient FA products and cutting-edge e-F@ctory solutions that integrate them.

Initiatives that Contribute to Addressing Social Issues

- Developing FA Equipment, Industrial Robots, and Mechatronics Products that Achieve Automation of Customer Production Facilities and Improve Productivity and Product Quality
  - MELSEC iQ-R Series Programmable Controllers
  - MELSERVO-J5 Series AC Servo System
  - SF-PR Superline Premium Series Energy-Saving Motors
  - MELFA FR Series Industrial Robots
  - GX-F Series Fiber 2D Laser Processing Machines
- Providing e-F@ctory Solutions that Help Streamline Manufacturing and Reduce Energy Consumption
  - e-F@ctory – Mitsubishi Electric Integrated FA Solution
- Developing Instruments that Measure Energy and Control Power Distribution to Help Promote Energy Savings
  - Eco Monitor Series Energy Measuring Units
  - EX-α Series Transformer Using Super High Efficiency Oil
Automotive Equipment Group

Message from the Group President

Aiming to Achieve the SDGs through Development of Technologies that Contribute to Low Fuel Consumption and Electrification of Vehicles

Energy and environmental issues are borderless social problems for which solutions are essential in order to realize sustainability.

The Automotive Equipment Group is engaged in initiatives to reduce CO₂ emissions both by installing its products in vehicles to achieve better fuel efficiency and electrification, and reducing energy consumption during manufacturing processes.

Engines have to be more efficient and electrified as in HEVs and EVs in order to achieve low fuel consumption. Mitsubishi Electric is helping realize this by improving related products, such as ignition systems for the precise control of combustion in high compression ratio engines, turbo actuators that control the boost pressure of downsized turbo charged engines, and various components for controlling these systems, as well as motors and inverters for electric vehicles which improve fuel efficiency of vehicles.

As an example of saving energy during the manufacturing processes, a new production building has introduced LED lighting and cutting-edge energy-saving technologies such as automatic light adjustment and centralized monitoring and optimized control of air-conditioning and ventilation equipment. In addition, we are managing the use of electricity by rigorously enforcing energy-saving measures such as the introduction of photovoltaic generation. These achievements are being implemented at overseas manufacturing bases as part of our global energy-saving efforts.

Furthermore, traffic accidents caused by elderly drivers have been becoming a social issue in recent years in Japan as the population ages. Solving this problem is an urgent task. The Mitsubishi Electric Group aims to realize a high-precision autonomous driving system by combining “self-sensing” driving technologies and “network-based” driving technologies that the Group owns.

Hiroshi Onishi
Senior Vice President, Group President, Automotive Equipment

<table>
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<tr>
<th>Major social issues for which risks and opportunities have been recognized and evaluated</th>
<th>Focusing on the SDGs</th>
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</thead>
<tbody>
<tr>
<td>Improvement in health and welfare</td>
<td><img src="3" alt="SDG 3: Good Health and Well-being" /></td>
</tr>
<tr>
<td>Development and dissemination of innovative infrastructure</td>
<td><img src="9" alt="SDG 9: Industry, Innovation and Infrastructure" /></td>
</tr>
<tr>
<td>Development of safe, secure, comfortable and sustainable cities</td>
<td><img src="11" alt="SDG 11: Sustainable Cities and Communities" /></td>
</tr>
<tr>
<td>Proper management of chemical substances</td>
<td><img src="12" alt="SDG 12: Responsible Consumption and Production" /></td>
</tr>
<tr>
<td>Addressing climate change</td>
<td><img src="13" alt="SDG 13: Climate Action" /></td>
</tr>
</tbody>
</table>

Initiatives that Contribute to Addressing Social Issues

- Technological Innovation of Automotive Equipment Products for Autonomous Driving
Semiconductor & Device Group

Message from the Group President

Contributing to the Realization of a Low-Carbon Society by Providing Energy-Efficient Products, Key Devices for Customers, in Response to Energy and Environment-related Social Issues

The Semiconductor & Device Group provides semiconductors and devices that play a key role for home to space appliances and enrich our living. We recognize energy and environmental issues as today's social issues and contribute to a low-carbon society by providing low-power products to customers.

In order to achieve sustainable societies, it is imperative to use generated power while minimizing power loss in the process. Power semiconductor devices are incorporated into a number of power electronics, playing a significant role in reducing power loss. In addition, Mitsubishi Electric manufactures state-of-the-art products using silicon carbide (SiC) as a means of helping to create low-carbon societies.

The Semiconductor & Device Group provides high-performance, high-efficiency, compact high-frequency devices and optical devices for wireless communications equipment and optical fiber communications that make full use of multiple semiconductor technologies. Furthermore, by reducing the space required for communications equipment, the cooling function can be simplified, thereby contributing to comprehensive energy savings.

Industrial-use TFT color LCD modules provide a mercury-free, low-power consumption option owing to the white LED backlight used in them. We have an extensive lineup of LCD modules that are used in measuring equipment, construction and agricultural machinery, machine tools, and POS terminals.

Major social issues for which risks and opportunities have been recognized and evaluated

- Appropriate use of water
- Proper management of chemical substances
- Addressing climate change
- Preservation of biodiversity

Focusing on the SDGs

Initiatives that Contribute to Addressing Social Issues

- SiC Power Semiconductor Devices that Achieve Low-Power Consumption of Customers’ Devices
- Optical Communication Device that Contributes to Low Power Consumption of Network Equipment for 5G Mobile Communications Base Stations
- Transflective Series TFT-LCD Modules that Reduce Power Consumption
Information Systems & Network Service Group

Message from the Group President

Contributing to the Realization of a Low-Carbon Society Through the Promotion of Various IT Services

The Information Systems & Network Service Group is committed to enhancing customer satisfaction, helping achieve sustainable societies through solutions tailored to the management strategies and challenges of its customers, and developing solutions that contribute to solving social issues.

In recent years, we have been focusing on environmentally effective businesses, seeking to reduce environmental impact through the use of IT. Specifically, we are supporting workstyle reform and aggressively expanding our products and services that reduce environmental impact, such as those that curb power consumption through server integration and consolidation, reduce the need for business travel with video/web-conferencing systems, and promote paperless work environments through ledger computerization. Efforts for saving energy in data centers also help companies to reduce CO₂ emissions from their business activities.

Going forward, in order to achieve smarter societies, we will leverage the many component technologies and strengths of the Mitsubishi Electric Group to build next-generation information systems using the latest IT solutions, such as IoT,*1 big data processing, and energy management systems, such as HEMS*2 and FEMS.*3

*1 Internet of Things: A system to remotely control, operate, monitor, and collect information from various "things" connected via the Internet.
*2 HEMS: Home Energy Management System
*3 FEMS: Factory Energy Management System

Major social issues for which risks and opportunities have been recognized and evaluated

- Optimal use of energy
- Introduction of clean energy
- Waste reduction and management
- Sustainable use and development of resources
- Addressing climate change

Focusing on the SDGs

Initiatives that Contribute to Addressing Social Issues

- Using Internet Data Centers to Help Customers Reduce Environmental Impact
- Providing Smart Office Solutions that Also Contribute to Work Style Reforms
CSR management

Management

Principles of CSR

The Mitsubishi Electric Group regards its corporate social responsibility (CSR) initiatives as the foundation of its corporate management, and upholds its Corporate Mission and Seven Guiding Principles as the basic policies of its CSR. Particularly with respect to initiatives related to ethics and legal compliance, Group-wide efforts are made to enforce measures such as enhancing training and strengthening internal controls. Active measures are also taken to ensure and improve quality assurance, environmental preservation activities, philanthropic activities, and communication with stakeholders.

Stakeholders of the Mitsubishi Electric Group

To achieve sustainable growth, the Mitsubishi Electric Group must maintain communication with its various stakeholders. We have a corporate social responsibility to incorporate the expectations, requests, and opinions of each stakeholder into our corporate activities, and to increase our positive effect on society while reducing any negative effects.

To help maintain communication with stakeholders, we have taken the ‘Four Satisfactions’ as a management policy, with the aim of providing satisfaction to all of our stakeholders, including society, customers, shareholders, and employees.

Promotional System for CSR

The policies and planning for the CSR activities of the Mitsubishi Electric Group are decided by a CSR Committee appointed by Mitsubishi Electric’s executive officers. The Committee is composed of the heads of Mitsubishi Electric’s management departments (21 members in charge of environmental, social and governance aspects from divisions such as Corporate Strategic Planning and Corporate Human Resources), and discusses the results of activities performed during the previous fiscal year, decisions on future activity plans, and responses to law amendments, from a perspective that spans the entire Mitsubishi Electric Group. The details of CSR Committee meetings are reported to the senior executives through the Executive Officers’ Meeting and the Audit Committee.

Knowing that CSR activities are directly linked to corporate management, each department responsible for ethics and legal compliance, quality assurance and improvement, environmental conservation and philanthropy activities, and communication with stakeholders implements their own initiatives, based on the CSR policy of the Mitsubishi Electric Group.

In addition to the CSR Committee that is generally held once a year, various activities are also promoted and implemented in communication with the CSR Expert Committee and CSR Business Promotion Committee, which are convened as a forum for sharing and executing the policies and plans established by the CSR Committee.
Main agenda of the CSR Committee (held in April 2020)

- Report on achievements made in the previous fiscal year and activities planned in the current fiscal year
- Responses to the sustainable development goals (SDGs)
- Further enhanced information disclosure that takes into account ESG (environment, social, governance) investment
- Human rights initiatives
- Responses to TCFD

CSR Expert Committee

Officers from 21 departments with particular relevance to CSR regularly hold meetings to share information and deepen their understanding of the Mitsubishi Electric Group’s CSR materiality and future initiatives, as well as discuss responses to laws and regulations and international CSR standards. They aim to build communication and consensus through these discussions.

Three such meetings were held in fiscal 2020. Discussions focused on verifying the performance and reviewing the targets of initiatives addressing CSR materiality. The committee also examined responses to global human rights initiatives by establishing working groups for relevant departments.

CSR Business Promotion Committee

Managers from all business groups gather in regular meetings to share information about the Mitsubishi Electric Group’s CSR and discuss social issues that need to be solved, with the theme of “contributing to society through business.”

The committee held three meetings in fiscal 2020, with a focus on discussing how the Group could contribute to addressing the sustainable development goals (SDGs) through business.
CSR Materiality and SDGs Management

CSR Materiality

Considering requests from the Global Reporting Initiative (GRI)*, social trends and the business environment, in fiscal 2016 the Mitsubishi Electric Group identified CSR materiality, initiatives, and targets / Key Performance Indicators (KPI) to fulfill the materiality towards realizing the further integration of CSR with management and the long-term advancement of CSR initiatives.

We will implement activities to continuously improve our performance related to CSR materiality, initiatives, and targets / Key Performance Indicators (KPI) based on the PDCA (Plan-Do-Check-Action) Cycle approach.

* An international body that proposes shared global guidelines for corporate sustainability reporting

<table>
<thead>
<tr>
<th>CSR materiality</th>
<th>Reasons why it is important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realize a sustainable society</td>
<td>Environmental issues including climate change and resource and energy issues are global issues. The Mitsubishi Electric Group will contribute to solving these issues with the aim of realizing a sustainable society.</td>
</tr>
<tr>
<td>Provide safety, security, and comfort</td>
<td>Various issues are becoming evident due to urbanization and other reasons. The Mitsubishi Electric Group will provide safety, security, and comfort while contributing to solving issues with a focus on city development.</td>
</tr>
<tr>
<td>Respect human rights and promote the active participation of diverse human resources</td>
<td>Human rights and diversity are global issues. As a global company, the Mitsubishi Electric Group will grapple with these issues. Diversity is also crucial for creating innovation, which is the source of the Group’s strength.</td>
</tr>
<tr>
<td>Strengthen corporate governance and compliance on a continuous basis</td>
<td>Corporate governance and compliance are fundamental preconditions for a company’s continued existence. The Mitsubishi Electric Group will continue to strengthen these areas.</td>
</tr>
</tbody>
</table>

The Mitsubishi Electric Group and the SDGs

In 2015, the countries of the United Nations General Assembly adopted the Sustainable Development Goals (SDGs). The Mitsubishi Electric Group views these SDGs as an important agenda, the realization of which society seeks.

Under its corporate mission that “The Mitsubishi Electric Group will continually improve its technologies and services by applying creativity to all aspects of its business. By doing so, we enhance the quality of life in our society” the Group aims to contribute to solving social issues. This policy corresponds to what the globally shared goals of the SDGs aim to achieve.

Through our numerous businesses and the entirety of our corporate activities, including environment, social and governance (ESG)-related activities, the Mitsubishi Electric Group is contributing to meeting the 17 SDGs.

The SDGs (Sustainable Development Goals)

The SDGs are a set of global goals that are to be achieved between 2016 and 2030. They were adopted by the United Nations General Assembly in September 2015 as a successor to the Millennium Development Goals (MDGs) that were formulated in 2001, and are composed of 17 goals and 169 targets for achieving a sustainable world.

Two key principles of the SDGs (Sustainable Development Goals) are that they seek change in developed countries, including Japan, and that they pledge “no one will be left behind” in the implementation of their initiatives.

In Japan, the SDGs Promotion Headquarters has been established, chaired by the Prime Minister and composed of all ministers in the Cabinet Office, to formulate implementation guidelines and promote initiatives for the SDGs.
Focusing on the SDGs

In fiscal 2019, we decided on goals that we would address on a priority basis to further contribute to the SDGs.

As a result of an internal and external survey to confirm SDGs that they have high expectations for contribution by the Mitsubishi Electric Group which was conducted in the course of developing the goals, it was found that they expect us to contribute more through business activities. We decided to address energy, infrastructure and the environment on a priority basis to further contribute to the SDGs as these are the areas where all the businesses of the Group are involved in and the Group will further focus on them.

- Goal 7: Affordable and Clean Energy
- Goal 11: Sustainable Cities and Communities
- Goal 13: Climate Action

By further promoting initiatives to create value for these goals to which we can contribute significantly as a comprehensive electrical and electronics manufacturer, we will make a specific contribution to achieving the SDGs.

In doing this, the Mitsubishi Electric Group will integrate the concept of the SDGs into its management strategy and contribute to the SDGs that we will prioritize through the CSR materiality initiatives of “Realize a Sustainable Society,” and “Provide Safety, Security, and Comfort.”
Initiatives related to the 17 SDGs

The Mitsubishi Electric Group, as a comprehensive electrical and electronic manufacturer, handles a wide range of technologies, products, and services, ranging from familiar home electronics products to satellites and projects on a national scale. As such, we believe that we can also greatly contribute toward meeting the 17 Sustainable Development Goals (SDGs).

No Poverty
We are working to end poverty by creating employment through the global expansion of our business, and launching initiatives including the establishment of social infrastructure and philanthropic activities.

Zero Hunger
We are contributing to solving food-related issues through measures including the provision of IT support for agriculture via ICT and positioning satellites, improving productivity in foodstuffs factories through FA, and supplying refrigeration and freezing technologies for food.

Good Health and Well-being
We contribute to improving health and well-being through transportation safety support systems that help to cut down traffic accidents, as well as through cutting-edge Air conditioning Systems that contribute to the advancement of treatment.

Quality Education
In addition to providing technological assistance to developing nations and supporting remote education through our communication and IT technologies, we are contributing to fostering the next generation and beyond through activities that contribute to society.

Gender Equality
We are supporting the social empowerment of women through providing ICT services and supplying home appliances, and we are promoting the further advancement of women within the Group.

Clean Water and Sanitation
The Group has technology for treating and purifying water, and supplies technologies and systems whose purpose is to deliver safe water.

Affordable and Clean Energy
We are working to develop technologies and systems that will help produce a smart, energy-conserving, and energy-creating society — technologies, products, and services that we are endeavoring to make widely available.

Industry, Innovation and Infrastructure
The Group supports manufacturing through its factory automation business, and nurtures development in the industrial field through technological innovation.

Reduced Inequalities
In cooperation with our stakeholders, we are contributing to realizing discrimination-free societies that respect human rights.

Sustainable Cities and Communities
We provide safety, security, and comfort to people’s lives through our work in the disaster-prevention and infrastructure-development fields.

Responsible Consumption and Production
We are endeavoring to reduce the volume of resources used in manufacturing and to recycle spent products. Additionally, we are also pushing to reduce the volume of final waste disposed and to be environmentally friendly in our resource procurements.

Climate Action
We are working to identify a total valuation of our CO2 and other greenhouse gas emissions in order to set our goals for reductions.

Life below Water/ Life on Land
We develop and supply observation satellites that deliver information about ocean and forest conditions, and furthermore promote initiatives at our offices aimed at harmonizing their activities with the local environment.

Peace, Justice and Strong Institutions
Based on laws and international norms, we are working to improve both our supply chains and areas including human rights, labor, the environment and the prevention of corruption on a global scale.

Partnerships for the Goals
We are contributing to the achievement of the SDGs through partnerships with entities including governments, universities, research institutes, companies, and NGOs, pushing ahead with open innovation and other initiatives.
Progress of Initiatives to Address the SDGs

The Mitsubishi Electric Group is conducting measures in a variety of forms to make our employees aware of the background to the adoption of the Sustainable Development Goals (SDGs) and to entrench the individual goals themselves, in order to deepen understanding of the SDGs among each of them. Considering how the Mitsubishi Electric Group could contribute, the Group’s CSR committee, CSR expert committee and CSR business promotion group commenced reviews by devising potential responses by their own companies. In fiscal 2019, we decided on SDGs that we could implement on a priority basis.

With achievement of the goals we share globally as our objective, we will maintain our efforts to bolster management as we work to make everyone throughout the company fully cognizant of our SDGs and integrate the thinking behind them into our operations.

Main initiatives to the present

- Lecture presentation for executives by Toshio Arima, a board member of Global Compact Network Japan (fiscal 2018)
- Reflecting of SDGs in our business strategy (fiscal 2018, fiscal 2019, fiscal 2020, fiscal 2021)
- Holding lecture presentations regarding the SDGs for research and development divisions (fiscal 2018, fiscal 2020)
- Promoting understanding about the SDGs through internal newsletters (fiscal 2018, fiscal 2019, fiscal 2020, fiscal 2021)
- Education of staff to advance the SDGs during training of CSR personnel (fiscal 2018, fiscal 2019)
- SDGs training (fiscal 2019, fiscal 2020)
Initiatives / External Evaluation

Initiatives

Participation in the UN Global Compact

In May 2018, the Mitsubishi Electric Group signed the UN Global Compact (UNGC) aimed at promoting CSR activities based on international norms.

By signing the UNGC, the Group pledges to make continued efforts toward sustainable growth by complying with the ten principles in the four areas of human rights, labor, environment and anti-corruption to the extent that it can influence society. Efforts will be made to enhance the Group’s activities by maintaining close communication with UN organizations and relevant initiatives.

Expression of approval of the TCFD recommendations

The Mitsubishi Electric Group has expressed approval of the recommendations by TCFD (Task Force on Climate-related Financial Disclosures) and has been promoting initiatives and disclosing information according to its recommendations.

Initiatives as an official partner of the Olympic and Paralympic Games Tokyo 2020

Mitsubishi Electric has been fulfilling its role as an official partner of the Tokyo 2020 in the category of elevators, escalators and moving walkways by contributing to making relevant facilities and surrounding infrastructure barrier-free, and by promoting the success of the Tokyo 2020 through activities that support the Olympic and Paralympic movement and by assisting the Japanese national team. We have been working in close coordination with the Organising Committee and Tokyo, the host city of the Games, as well as with other local governments, the central government and partner companies to leave a new legacy to the next generation after the Tokyo 2020.
Mitsubishi Electric engages in activities to spread the sports culture through corporate sports events such as in basketball, tennis and badminton. Under official contracts signed with the Japanese Para-Sports Association and the Japan Wheelchair Basketball Federation.

We not only contribute to spreading and raising awareness of Para-Sports, but also aim to contribute to creating an “inclusive society” where everyone mutually respects and accepts each other regardless of any disabilities.

For example, the Mitsubishi Electric Going Up Campaign kicked off in October 2016 as a project for spreading familiarity with wheelchair basketball and various other sports among as many people as possible. It will be held in sequence throughout Japan toward 2020. Additionally, Mitsubishi Electric Going Up Seminars have also been launched in November 2017 to promote a better understanding of diversity and actions that respect human rights among all employees. This initiative have been implemented in all offices toward 2020.

Revision of the Charter of Corporate Behavior of the Keidanren

The Japan Business Federation, better known as Keidanren, has revised its Charter of Corporate Behavior*1 in November 2017. The revision is to give primary aim to proactively delivering on the SDGs (sustainable development goals) through the realization of Society 5.0*2, and is thought to emphasize initiatives for realizing a sustainable society and for promoting human rights. As a member of Keidanren, Mitsubishi Electric will voluntarily carry out and observe the spirit of the Charter.

*1 A code of ethics put forward by Keidanren as matters to be carried out and pursued by all member companies.
*2 The fifth and new generation of society in the history of human society following the hunter-gathering, agricultural, industrial and information societies.

Main initiatives in which Mitsubishi Electric is participating

- Japan Business Federation (Keidanren)
- Japan Association of Corporate Executives
- The Japan Chamber of Commerce and Industry
- Japan Electronics and Information Technology Industries Association
- The Japan Electrical Manufacturers’ Association
- Communications and Information Network Association of Japan
- The Japan Machinery Federation
- Council on Competitiveness-Nippon
- Japanese Standards Association
- Japan Intellectual Property Association
- Japan Institute of Invention and Innovation
External Evaluation

CDP

Mitsubishi Electric was selected as the highest rating “A List company” from CDP for “Water Security” for four consecutive years.

Mitsubishi Electric Named to CDP’s Water “A List” for Fourth Consecutive Year

SBT

It is recognized that the Mitsubishi Electric Group’s greenhouse gas reduction targets for 2030 are based on scientific grounds to “Holding the increase in the global average temperature to well below 2°C above pre-industrial levels” as stipulated in the Paris Agreement. We have obtained certification from the SBT (Science Based Targets) initiative.

Mitsubishi Electric Sets Ambitious Greenhouse Gas Reduction Targets Approved by SBTI

EcoVadis

Mitsubishi Electric has been awarded the top-rank Gold Rating in corporate social responsibility (CSR) by EcoVadis, the global CSR assessment agency. Mitsubishi Electric scored especially highly in the categories of environment and sustainable procurement. The Gold Rating places Mitsubishi Electric among the top 5 percent of all companies assessed by EcoVadis.

Mitsubishi Electric Awarded Gold Rating in CSR 2019 by EcoVadis

FTSE Index Series

FTSE Russell (UK) is a company that engages in the development of global investment indexes and the provision of financial data to investors. Mitsubishi Electric was selected as a constituent of the company’s FTSE4Good Index Series. Additionally, Mitsubishi Electric was selected as a constituent of the FTSE Blossom Japan Index. The index has also been adopted as an investment outlet by the Government Pension Investment Fund (GPIF).
MSCI Indexes

MSCI (USA) is a company that calculates and announces various indexes of global constituents. Mitsubishi Electric was selected as a constituent of MSCI ESG Leaders Indexes.

Mitsubishi Electric was selected as a constituent for the MSCI Japan ESG Select Leaders Index, which consists of Japanese stock names ranked according to their ESG (environment, social, governance) performance, and also for the MSCI Japan Empowering Women Index (WIN), consisting of select companies in Japan displaying excellent gender diversity. The two indexes have also been adopted as an investment outlet by GPIF.

*THE INCLUSION OF Mitsubishi Electric Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Mitsubishi Electric Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

S&P/JPX Carbon Efficient Index

Mitsubishi Electric was selected as a constituent of the S&P/JPX Carbon Efficient Index designed to measure the performance of companies by focusing on the level of carbon efficiency (carbon emissions per sales). The Index, which is constructed by S&P Dow Jones Indices, is based on carbon emission data by Trucost, which assesses risks relating to climate change, natural resource constraints, and broader environmental, social, and governance factors. The index has also been adopted as an investment outlet by GPIF.

Eruboshi

Mitsubishi Electric has received Eruboshi (Grade 2) from the Ministry of Health, Labour and Welfare as an outstanding enterprise in promoting women’s participation and career advancement.

White500

Mitsubishi Electric has been recognized under the 2020 Health & Productivity Management Outstanding Organizations Recognition Program’s White500 (large-scale corporate category), for excellence in our various activities that contribute to health and productivity management by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

Environmental awards

(Environmental awards)
Process of Identification and Review of the CSR Materiality

In fiscal 2016, the Mitsubishi Electric Group identified CSR materiality and initiatives in response to today’s social trends and business environment, as also required by the fourth edition of the GRI Guidelines.

While continuing to incorporate opinions from inside and outside the company, these initiatives will be further strengthened through ongoing improvement activities based on the PDCA cycle, to expand the scope of information disclosure.

In fiscal 2020, an ongoing internal review of the materiality, initiatives and targets and initiative index (KPI) were undertaken by the CSR Expert Committee and CSR Business Promotion Committee, in view of subjective evaluations from outside the company, including stakeholder questionnaires (600 respondents) that have been also carried out since fiscal 2017.

Process of Identifying and Reviewing the Materiality

**Step 1**  
**Awareness of social issues (fiscal 2016)**

Extraction of candidate materiality from guidelines, etc.

Candidate CSR materiality (29 issues) were identified based on the core issues of ISO26000*, the 46 priority aspects laid out in the fourth edition of the GRI Guidelines**, and the Sustainable Development Goals (SDGs).

*1 Guidelines concerning social responsibility issued by the International Organization for Standardization (ISO)
*2 The fourth edition of the international guidelines for sustainability called Sustainability Reporting Guidelines (GRI Guidelines) issued by the international NGO, Global Reporting Initiative (GRI)

**Step 2**  
**Assessment of internal and external views and identification of materiality (fiscal 2016)**

Extraction of candidate materiality from guidelines, etc.

- Interviews with experts
- Dialogues with directors and experts
- Questionnaire for stakeholders
- Internal working groups

<Questionnaire for stakeholders>

<table>
<thead>
<tr>
<th>No.</th>
<th>Project</th>
<th>Expectation Degree</th>
<th>Reason/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Solving environmental problems through products and services</td>
<td>5</td>
<td>Achieving zero carbon emissions</td>
</tr>
<tr>
<td>2</td>
<td>Contributing to the development of emerging countries through products and services</td>
<td>4</td>
<td>Expanding market share</td>
</tr>
<tr>
<td>3</td>
<td>Contributing to solving health and aging issues through products and services</td>
<td>3</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>4</td>
<td>Contributing to the realization of a secure and safe life through products and services</td>
<td>2</td>
<td>Compliance with regulations</td>
</tr>
<tr>
<td>5</td>
<td>Contributing to solving energy issues through products and services</td>
<td>1</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>6</td>
<td>Contributing to the realization of smart cities through products and services</td>
<td>5</td>
<td>Achieving zero carbon emissions</td>
</tr>
<tr>
<td>7</td>
<td>Promotion of energy saving in operations</td>
<td>4</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>8</td>
<td>Promotion of water usage reduction in operations</td>
<td>3</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>9</td>
<td>Consideration of the environment in operations</td>
<td>2</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>10</td>
<td>Promotion of CO2 reduction in operations</td>
<td>1</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>11</td>
<td>Promotion of resource recycling in operations</td>
<td>5</td>
<td>Achieving zero waste</td>
</tr>
<tr>
<td>12</td>
<td>Proper management of chemicals</td>
<td>4</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>13</td>
<td>Development of products that cause less environmental burden</td>
<td>3</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>14</td>
<td>Actions to promote environmental consciousness among customers</td>
<td>2</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>15</td>
<td>Product quality and safety assurance</td>
<td>1</td>
<td>Fulfilling legal responsibilities</td>
</tr>
<tr>
<td>16</td>
<td>Request for cooperation in CSR activities by suppliers</td>
<td>5</td>
<td>Achieving zero carbon emissions</td>
</tr>
</tbody>
</table>

<Internal working groups>

- Interviews with experts
- Dialogues with directors and experts

**<Note>**

- Expectation degree should be between 1 and 5, with 1 being the lowest and 5 being the highest.
- Please provide reasons and comments in the "Reason/Comment" column.
Step 3  Establishment of materiality (fiscal 2016)

Decision-making by the CSR Committee

The issues thus extracted and identified through the above-described process and specific initiatives and targets/key performance indicators (KPI) were confirmed by an internal working group and adopted as the Mitsubishi Electric Group’s CSR materiality by the CSR Committee.

Step 4  Review of the materiality (since fiscal 2017)

Since fiscal 2017, the CSR materiality, initiatives, and targets/key performance indicators (KPI) have been reviewed regularly, in consideration of opinions from both inside and outside the company.

CSR Committee, CSR Expert Committee, CSR Business Promotion Committee

In fiscal 2020, the committees explored specific ways to address the SDGs and shared an awareness regarding the importance of disclosing information in consideration of growing ESG (environment, social, governance) investments.

The committees will continue to strengthen their initiatives through continuous reviews and ongoing improvement activities based on the PDCA cycle, in response to changes in the external and business environments.

[Social demands that were particularly taken into consideration in fiscal 2020]

- Sustainable Development Goals (SDGs)
- Further promotion of information disclosure in consideration of growing ESG investments
- Paris Agreement
- Global trends in human rights
- Initiatives of the Group as a global company
- Response to TCFD
Management of the CSR Materiality

In fiscal 2016, the Mitsubishi Electric Group identified the CSR materiality, initiatives to fulfill the materiality, and key performance indicators (KPI). In fiscal 2017, it announced its performance in regard to those initiatives and carried out a review of each initiative and KPI.

By upholding the Corporate Mission and Seven Guiding Principles as its basic CSR policy, the Group will continue to pursue its initiatives for addressing the four CSR materiality in cooperation with business partners along the supply chain, with the aim of becoming a global leading green company that contributes to a diverse society.

**CSR Materiality**

**Realize a Sustainable Society**

**FY2020 initiatives and results**

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Key performance indicators (KPI) (quantitative targets are shown in brackets)</th>
<th>Results</th>
<th>Scope</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributing to realizing a low-carbon society</td>
<td>Reduce CO₂ emissions from production (less than 1.47 million tons by FY2021 (CO₂ equivalent))</td>
<td>1.29 million tons (FY2019) → 1.24 million tons (FY2020)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Reduce CO₂ emissions from product usage (more than 35% reduction compared to FY2001 by FY2021)</td>
<td>36% reduction (FY2019) → 37% reduction (FY2020)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td>Contributing to creating a recycling society</td>
<td>Reduce resource inputs (more than 40% reduction compared to FY2001 by FY2021)</td>
<td>42% reduction (FY2019) → 42% reduction (FY2020)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Improve the final disposal rate of waste materials (Mitsubishi Electric and domestic affiliates to maintain a rate of less than 0.1%, and overseas affiliates to halve the rate to less than 0.5% by FY2021)</td>
<td>Less than 0.01% by Mitsubishi Electric and domestic affiliates, 0.5% by overseas affiliates (FY2019) → Less than 0.01% by Mitsubishi Electric and domestic affiliates, 0.4% by overseas affiliates (FY2020)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td>Contributing to realizing a symbiotic society</td>
<td>Reduce water usage per unit of sales (by 1% per annum compared to FY2011 in FY2021)</td>
<td>23% reduction (FY2019) → 21% reduction (FY2020)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Increase the number of participants in outdoor classrooms and satoyama preservation activities (cumulative total of more than 51,000 participants by FY2021)</td>
<td>43,738 participants (FY2019) → 47,808 participants (FY2020)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Boost the level of biodiversity protection activities by offices in line with the Aichi Targets*2</td>
<td>Established new biodiversity guidelines to quantitatively evaluate activities</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td>Contribution through products and services</td>
<td>Provide products and services that contribute to Goal 7, “Affordable and clean energy,” and Goal 13, “Climate action,” of the SDGs</td>
<td>Contribute to Goal 7, “Affordable and clean energy,” and Goal 13, “Climate action,” of the SDGs through products and services and disclose results on the web, etc.</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Maintain the reduction of CO₂ during product usage (more than 70 million tons by FY2001 standards)</td>
<td>77 million tons (FY2019) → 76 million tons (FY2020)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
</tbody>
</table>

*1 Environmental Vision 2021: The long-term environmental management vision of the Mitsubishi Electric Group, aiming 2021 as the target year.
*2 Aichi Targets: 20 targets for stopping biodiversity loss agreed upon at COP10

**FY2021 targets**

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Key performance indicators (KPI) (quantitative targets are shown in brackets)</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributing to realizing a low-carbon society</td>
<td>Reduce CO₂ emissions from production (less than 1.47 million tons by FY2021 (CO₂ equivalent))</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td></td>
<td>Reduce CO₂ emissions from product usage (more than 35% reduction compared to FY2001 by FY2021)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td>Contributing to creating a recycling society</td>
<td>Reduce resource inputs (more than 40% reduction compared to FY2001 by FY2021)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td></td>
<td>Improve the final disposal rate of waste materials (Mitsubishi Electric and domestic affiliates to maintain a rate of less than 0.1%, and overseas affiliates to halve the rate to less than 0.5% by FY2021)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td>Contributing to realizing a symbiotic society</td>
<td>Reduce water usage per unit of sales (by 1% per annum compared to FY2011 in FY2021)</td>
<td>Mitsubishi Electric</td>
</tr>
<tr>
<td></td>
<td>Increase the number of participants in outdoor classrooms and satoyama preservation activities (cumulative total of more than 51,000 participants by FY2021)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td></td>
<td>Boost the level of biodiversity protection activities by offices in line with the Aichi Targets*2</td>
<td>Mitsubishi Electric</td>
</tr>
<tr>
<td>Contribution through products and services</td>
<td>Provide products and services that contribute to Goal 7, “Affordable and clean energy,” and Goal 13, “Climate action,” of the SDGs</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td></td>
<td>Maintain the reduction of CO₂ during product usage (more than 70 million tons by FY2001 standards)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
</tbody>
</table>

*1 Environmental Vision 2021: The long-term environmental management vision of the Mitsubishi Electric Group, aiming 2021 as the target year.
*2 Aichi Targets: 20 targets for stopping biodiversity loss agreed upon at COP10
## Provide Safety, Security, and Comfort

### FY2020 initiatives and results

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Key performance indicators (KPI) (quantitative targets are shown in brackets)</th>
<th>Results</th>
<th>Scope</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product development that places top priority on customer safety</td>
<td>Ensure safety through risk assessment (maintain a 100% rate of implementation of risk assessments of target home electronic products)</td>
<td>Maintained a 100% rate of implementation of risk assessments of target home electronic products</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
</tbody>
</table>
| Provision of products and services that reflect customers’ needs | Develop key persons who are capable of incorporating customers’ needs into quality (development of 100% of relevant persons in all departments in Japan by FY2021) | - Development of 96% of key persons (FY2018)  
- Development of 97% of key persons (FY2019)  
- Development of 100% of key persons (FY2020) | - Development of 96% of key persons (FY2018)  
- Development of 97% of key persons (FY2019)  
- Development of 100% of key persons (FY2020) | ○ |
| Continuous implementation of education on quality principles that place top priority on customers | Maintain a 100% rate of participation in e-learning programs on quality (maintain a rate of 100%) | Maintained a 100% rate of participation in e-learning programs by Mitsubishi Electric employees and employees of domestic affiliates  
Overseas affiliates participated in e-learning programs: 27 | All Mitsubishi Electric Group companies (Japan, overseas) | ○ |
| Contribution through products and services | Provide products and services that contribute to Goal 11, “Sustainable cities and communities,” of the SDGs | Contributed to Goal 11, “Sustainable cities and communities,” of the SDGs through products and services, and disclosed results on the web, etc. | All Mitsubishi Electric Group companies (Japan, overseas) | ○ |

### FY2021 targets

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Key performance indicators (KPI) (quantitative targets are shown in brackets)</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product development that places top priority on customer safety</td>
<td>Ensure safety through risk assessment (maintain 100% implementation of risk assessments of target home electronic products)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td></td>
<td>Strengthen the quality control system to confirm that products definitely meet customer specifications</td>
<td></td>
</tr>
<tr>
<td>Provision of products and services that reflect customers’ needs</td>
<td>Develop key persons who are capable of incorporating customer needs into quality (maintain 100% rate of development in all target departments in Japan)</td>
<td>Mitsubishi Electric Group companies (Japan)</td>
</tr>
<tr>
<td></td>
<td>Make Group-wide efforts to investigate the cause of serious malfunctions, and implement recurrence prevention measures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Boost response capabilities by accelerating the company-wide sharing of information on serious malfunctions</td>
<td></td>
</tr>
<tr>
<td>Continuous implementation of education on quality principles that place top priority on customers</td>
<td>Maintain 100% rate of participation in quality e-learning programs (maintain rate of 100%)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
<tr>
<td></td>
<td>Provide level-specific group training and lecture programs regarding quality principles (create quality culture)</td>
<td></td>
</tr>
<tr>
<td>Contribution through products and services</td>
<td>Provide products and services that contribute to Goal 11, “Sustainable cities and communities,” of the SDGs</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
</tr>
</tbody>
</table>
### Respect Human Rights and Promote the Active Participation of Diverse Human Resources

#### FY2020 initiatives and results

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Key performance indicators (KPI) (quantitative targets are shown in brackets)</th>
<th>Results</th>
<th>Scope</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote human rights initiatives that are based on international norms</td>
<td>Promote ongoing human rights training programs</td>
<td>Offered e-learning menus in both Japanese and English languages</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>△</td>
</tr>
<tr>
<td></td>
<td>Enhance whistleblowing system for human rights violations</td>
<td>Human resources and work group considered establishing whistleblowing system for human rights violations</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide lectures on human rights awareness and harassment prevention</td>
<td>Provided lectures on human rights awareness and harassment prevention to all participants attending training programs for 927 new employees and to 584 newly appointed managers</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provided training on harassment prevention to all employees (Feb-Mar 2020)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realization of workplace environments conducive to work-life balance</td>
<td>Continue to promote the Work Style Reforms in order to cultivate an awareness among employees on the goal of the reforms, “realizing a workplace that helps employees work proactively while achieving better work-life balance and maintaining their mental and physical health,” and based on four perspectives (Improving productivity by streamlining operations, Further pursuit of achievements and efficiency, Work-life fulfillment and Promotion of communication in the workplace)</td>
<td>Promoted the Work Style Reforms (including enhancing and managing systems that support operation efficiency and flexible work styles) at Mitsubishi Electric Group companies</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td>Promotion of diversity through the employment and utilization of diverse human resources</td>
<td>Promote diversity by employing and utilizing diverse human resources in response to regional and operational circumstances</td>
<td>Promoted diversity by employing and utilizing diverse human resources across the Mitsubishi Electric Group (Japan and overseas)</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Employ people with disabilities beyond the statutory employment rate</td>
<td>Consolidated result of three companies**: 2.32%</td>
<td>Mitsubishi Electric Group companies (Japan)</td>
<td>△</td>
</tr>
<tr>
<td></td>
<td>Increase the ratio of women among new recruits in engineering fields</td>
<td>13% (FY2021; October 2019 and April 2020 recruits)</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Systematically dispatch employees to overseas OJT programs and language programs</td>
<td>Dispatched 100 employees to overseas OJT programs, 95 employees to overseas language programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion of occupational health and mental and physical health</td>
<td>Promote safety and health enhancement activities</td>
<td>Promoted safety and health management activities in conjunction with affiliated companies that operate in the same areas as Mitsubishi Electric</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Promote safety and health education, and maintain a rate of lost workplace injuries* that falls below the industrial average (below 0.45)</td>
<td>Offered safety and health education (e-learning programs) to all employees</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Improve lifestyle habits and realize a health-conscious company by implementing Mitsubishi Electric Group Health Plan 21 (MHP21) Stage III activities (rate of 73.0% or higher of employees maintaining proper body weight; rate of 99.0% or higher of employees who exercise regularly; rate of 20.0% or lower of employees who smoke; rate of 25.0% or higher of employees who perform dental care at least three times a day; rate of 85% or higher of employees who get enough rest by sleeping properly)</td>
<td>Rate of lost workplace injuries (absence from work): 0.07</td>
<td>Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>△</td>
</tr>
</tbody>
</table>

*1 Mitsubishi Electric Corporation, Mitsubishi Electric Life Service Corporation, Melco Tender Mates Corporation (special subsidiary)

*2 Number of accidents causing lost worktime per 1 million hours

#### FY2021 targets

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Key performance indicators (KPI) (quantitative targets are shown in brackets)</th>
<th>Scope</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote human rights initiatives that are based on international norms</td>
<td>Promotion of ongoing human rights awareness activities</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enhancement of a reporting system with respect to human rights violations</td>
<td>Mitsubishi Electric</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide lectures on human rights awareness and anti-harassment training programs for new employees and those for newly appointed managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide anti-harassment education for all employees (Attendance rate of 100%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realization of workplace environments conducive to work-life balance</td>
<td>Strengthen and continue to promote the Work Style Reforms initiatives on the goal of the reforms, “realizing a workplace that helps all employees work proactively,” and based on the new perspectives for the policy of activities since fiscal 2021 “Deepening of communication in the workplace, Business transformation by streamlining operations and improving quality aspects”</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td></td>
</tr>
<tr>
<td>Promotion of diversity through the employment and utilization of diverse human resources</td>
<td>Promote diversity by employing and utilizing diverse human resources in response to regional and operational circumstances</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employ people with disabilities beyond the statutory employment rate</td>
<td>Mitsubishi Electric</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the ratio of women among new recruits in engineering fields</td>
<td>FY2022 target of 20% or higher</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Systematically dispatch employees to overseas OJT programs and language programs</td>
<td>The programs for FY2021 canceled due to the spread of COVID-19</td>
<td></td>
</tr>
<tr>
<td>Promotion of occupational health and mental and physical health</td>
<td>Promote safety management and health enhancement activities</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote safety and health education, and maintain a rate of lost workplace injuries* that falls below the industrial average (below 0.58)</td>
<td>Mitsubishi Electric</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve lifestyle habits and realize a health-conscious company by implementing Mitsubishi Electric Group Health Plan 21 (MHP21) Stage III activities (rate of 73.0% or higher of employees maintaining proper body weight; rate of 39.0% or higher of employees who exercise regularly; rate of 20.0% or lower of employees who smoke; rate of 25.0% or higher of employees who perform dental care at least three times a day; rate of 85% or higher of employees who get enough rest by sleeping properly)</td>
<td>Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>△</td>
</tr>
</tbody>
</table>

* Number of accidents causing lost worktime per 1 million hours
## Strengthen Corporate Governance and Compliance on a Continuous Basis

### FY2020 initiatives and results

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</tr>
</thead>
<tbody>
<tr>
<td>Active dialogue with stakeholders</td>
<td>Hold a dialogue on CSR with stakeholders more than once a year (more than once/year)</td>
<td>The planned dialogue between experts and management officers on CSR issues was postponed due to the impact of COVID-19</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>△</td>
</tr>
<tr>
<td></td>
<td>Hold dialogues with stakeholders through the general meeting of shareholders, corporate strategy presentation meetings, business strategy presentation meetings, and R activities in Japan and overseas</td>
<td>Held corporate strategy presentation meetings, financial results presentation meetings, and individual meetings with institutional investors and analysts, in addition to inviting them to the &quot;Environmental Sustainability Vision 2050,&quot; a meeting to present a long-term vision, and plants and various exhibitions.</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Provide proper information to directors at the proper time, conduct a review of the board of directors, and analyze and evaluate the review</td>
<td>Conducted a review of the board of directors, with the result being that the board’s ongoing and effective initiatives for improved sharing of appropriate management information with executives in a timely manner based on the results of the annual review of the board of directors and further improvements made each time were deemed valid. In addition, repeated improvements on this leading to more active discussions and exchange of opinions compared to before were deemed valid.</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td>Corporate management with a sound oversight function</td>
<td>Provide orientation training and other compliance education and training to directors and executive officers as appropriate at the proper time</td>
<td>Provided compliance training about the rules, responsibilities and dealings of directors and executive officers to newcomers</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Conduct an internal audit for ensuring the appropriateness of the Mitsubishi Electric Group’s businesses and regularly report the audit result to the Audit Committee via the executive officer in charge of audits</td>
<td>Conducted an internal audit of 126 sites in Japan and overseas, and reported the audit results to the Audit Committee.</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td>Compliance training on a continuous basis</td>
<td>Provide compliance education that utilizes diverse methods on a continuous basis</td>
<td>Provided compliance education that utilizes diverse methods, including lecture meetings, e-learning, and manual distribution (Conducted lecture meetings by Mitsubishi Electric's Corporate Legal &amp; Compliance Div. 180 times in fiscal 2020 with a total of 6,531 participants).</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Maintain a 100% attendance in e-learning programs on compliance (maintenance rate of 100%)</td>
<td>Achieved 100% attendance rate</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td>Fair competition (prevention of antimonopoly violations)</td>
<td>Establish and thoroughly implement antimonopoly prevention measures: provide practical training on an ongoing basis, conduct monitoring with an eye toward establishing regulations and rules</td>
<td>Provided education on antimonopoly laws (face-to-face education &lt; 2,829 times, 64 participants Mitsubishi Electric), e-learning programs (23,310 participants “Mitsubishi Electric”), “Mitsubishi Electric”).</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Conduct internal inspections of suppliers who did not submit guidelines for business group headquarters</td>
<td>Conducted internal inspections of approximately 2,200 responses from approximately 4,000 suppliers in fiscal 2019 and fiscal 2020, and confirmed consent of approximately 90% of them</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>△</td>
</tr>
<tr>
<td>Corruption prevention (prevention of bribery)</td>
<td>Establish and thoroughly implement bribery prevention measures: conduct monitoring with an eye toward establishing regulations and guidelines</td>
<td>Conducted monitoring of the operational status of regulations and guidelines by conducting a questionnaire survey</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Observe a consent form for the CSR procurement guidelines from suppliers who did not submit in the previous fiscal year and other targeted suppliers for this fiscal year (100%)</td>
<td>Obtained a total of approximately 2,200 responses from approximately 4,000 suppliers in fiscal 2019 and fiscal 2020, and confirmed consent of approximately 90% of them</td>
<td>All Mitsubishi Electric Group companies (Japan, overseas)</td>
<td>△</td>
</tr>
<tr>
<td>CSR procurement (environment, quality, human rights, compliance, etc.)</td>
<td>Establish internal regulations and frameworks needed to ensure proper operations of the Mitsubishi Electric Group, conduct internal audits of their operational status, and regularly report audit results to the audit committee via the executive officer in charge of auditing</td>
<td>Conducted questionnaire surveys on foreign technical intern trainees at 289 main subcontract factories, of which, 24 companies required improvements. Requested them to make improvements by visiting suppliers, etc.</td>
<td>Mitsubishi Electric Group companies (Japan)</td>
<td>△</td>
</tr>
</tbody>
</table>

### FY2021 targets

| Initiatives | Key performance indicators (KPI) (quantitative targets are shown in brackets) | Scope | |
|-------------|---------------------------------------------------------------------------|-------| |
| Active dialogue with stakeholders | Hold a dialogue on CSR with stakeholders more than once a year (more than once/year) | All Mitsubishi Electric Group companies (Japan, overseas) | |
| | Hold dialogues with stakeholders through the general meeting of shareholders, corporate strategy presentation meetings, individual meetings and other such information meetings, and R activities in Japan and overseas | | |
| | Provide proper information to directors at the proper time, conduct a review of the board of directors, and analyze and evaluate the review | Mitsubishi Electric | |
| Corporate management with a sound oversight function | Conduct internal inspections of suppliers who did not submit guidelines for business group headquarters | All Mitsubishi Electric Group companies (Japan, overseas) | |
| | Establish internal regulations and frameworks needed to ensure proper operations of the Mitsubishi Electric Group, conduct internal audits of their operational status, and regularly report audit results to the audit committee via the executive officer in charge of auditing | | |
| Thorough compliance | Compliance training on a continuous basis | All Mitsubishi Electric Group companies (Japan, overseas) | |
| | - Provide compliance education that utilizes diverse methods on a continuous basis | | |
| | - Maintain a 100% attendance in e-learning programs on compliance (maintenance rate of 100%) | Mitsubishi Electric | |
| | Fair competition (prevention of antimonopoly violations) | All Mitsubishi Electric Group companies (Japan, overseas) | |
| | - Establish and thoroughly implement antimonopoly prevention measures: provide practical training on an ongoing basis, conduct monitoring with an eye toward establishing regulations and rules | | |
| | Corruption prevention (prevention of bribery) | All Mitsubishi Electric Group companies (Japan, overseas) | |
| | - Enhance bribery prevention education, conduct monitoring with an eye toward establishing regulations and guidelines | | |
| | CSR procurement (environment, quality, human rights, compliance, etc.) | All Mitsubishi Electric Group companies (Japan, overseas) | |
| | Ensure obtaining a consent form for the CSR procurement guidelines (Obtain by the end of September 2021) | | |
| | Ascertain material human rights violation risks (forced labor on foreign workers, dangerous and injurious work) mainly at subcontract factories | Mitsubishi Electric Group companies (Japan) | |

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*Note: The content includes various initiatives and key performance indicators (KPI) for strengthening corporate governance and compliance, including dialogue with stakeholders, compliance training, and other measures to ensure proper operations and share appropriate management information.*
## Communication with stakeholders

### Status of Communication

A strong relationship of trust with stakeholders is indispensable for conducting business activities. We provide various opportunities to help stakeholders understand the Mitsubishi Electric Group and ask for their expectations, requests, and opinions.

<table>
<thead>
<tr>
<th>Major stakeholders</th>
<th>Responsibilities and issues</th>
<th>Major contact departments</th>
<th>Major communication opportunities</th>
</tr>
</thead>
</table>
| **Customers**       | - Improvement of customer satisfaction  
                      - Product safety and quality  
                      - Customer response and support | - Sales departments  
                      - Quality departments | Inquiry centers (home appliances: Customer Relations Center; building systems: Information Center, etc.), sales activities, websites, showrooms, events, exhibitions, customer questionnaires, mass media / commercials |
| **Employees**      | - Occupational health and safety  
                      - Respect for human rights  
                      - Human resource development  
                      - Respect for diversity | - Personnel departments  
                      - CSR departments | Hotlines, intranets, in-house bulletins, training programs, meetings between management and employees, employee awareness surveys |
| **Government, local governments, industrial organizations** | - Compliance with laws and regulations  
                      - Compliance with restrictions  
                      - Policy proposals | - External affairs departments | Participation in advisory councils and committees, participation in the activities of industrial and economic organizations |
| **NGOs and NPOs**  | - Grants and partnerships through contributions to regional communities  
                      - Dialogues on social and environmental issues | - Administration departments | Philanthropic activities (funds, foundations, volunteer activities), dialogues on social and environmental issues |
| **Business partners** | - Fair transactions  
                      - CSR promotion through the supply chain | - Materials departments | Information sessions on CSR procurement, BCP seminars, meetings based on the results of fair selection and evaluation of suppliers |
| **Regional communities** | - Contribution to four activity philanthropic areas (social welfare; science and technology; global environmental conservation; culture, art and sports) | - Administration departments | Contributions through business, philanthropic activities (funds, overseas foundations, volunteer activities), grants to universities, plant inspection tours, factory open-house events |
| **Shareholders**   | - Increase in corporate value  
                      - Proper redistribution of profits  
                      - Information disclosure  
                      - Response to ESG investments | - IR departments | Financial results presentation meeting (4 times yearly), general meetings of shareholders (once a year), IR events/individual meetings, websites (IR resource library), responses to interviews, shareholder communications |
| **Others**         | - Cooperation in creating innovation  
                      - Joint studies | - R&D departments | Industry-academia cooperation in research, stakeholder dialogues (once a year) |
| **Future generations** | - Provision of education opportunities | - Administration departments  
                      - Overseas foundations | Inquiry centers, philanthropic programs, factory inspection tours, grants via foundations, events |
Results of Reader Surveys

Questionnaire-based Survey Conducted in Japan and Overseas on CSR Reports

The Mitsubishi Electric Group conducted a survey questionnaire among its stakeholders in Japan regarding the Group’s CSR initiatives and CSR Report 2019, resulting in responses from 600 individuals. A portion of the survey results is presented here. The Group’s initiatives were quite well-thought of overall, with the responders offering many positive options. They also raised certain issues. The Group takes these points seriously and will adjust based on them in future activities, with the Group as a whole seeking to push further forward on its CSR efforts.

Survey summary and partial results

[Period]
December 2019

[Questionnaire responders]
- Japan
- 600 persons
- General population nationwide, men and women aged 15 or older (people with a strong interest in the environment and CSR)

[Main questions]
- Is senior management pursuing CSR initiatives in earnest?
- Does the company have the framework that will allow it to implement CSR efforts as a total organization?
- Are company initiatives truly moving forward?
- Is the company engaging in dialogue with the relevant parties in its orbit?
- Does the company consider ease of comprehension and access to information?
- Please select all those items in the report that made a particular impression on you (e.g. evoked positive feelings, sparked interest, felt you could approve of it, etc.).
- Are the Mitsubishi Electric Group’s initiatives enough when it comes to crucial CSR issues?
- What are the particularly impressive environmental action policies and key initiatives toward achieving the Environmental Vision 2050?

Evaluation of the CSR materialities

<table>
<thead>
<tr>
<th>Materiality</th>
<th>Sufficient</th>
<th>Somewhat sufficient</th>
<th>Somewhat insufficient</th>
<th>Insufficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Realize a sustainable society</td>
<td>63.1</td>
<td>33.2</td>
<td>3.6</td>
<td>0.1</td>
</tr>
<tr>
<td>b. Provide safety, security, and comfort</td>
<td>62.8</td>
<td>33.3</td>
<td>3.9</td>
<td>0.1</td>
</tr>
<tr>
<td>c. Respect human rights and promote the active participation of diverse human resources</td>
<td>62.8</td>
<td>33.3</td>
<td>3.9</td>
<td>0.1</td>
</tr>
<tr>
<td>d. Strengthen corporate governance and compliance on a continuous basis</td>
<td>62.8</td>
<td>33.3</td>
<td>3.9</td>
<td>0.1</td>
</tr>
</tbody>
</table>

Comments on initiatives for CSR materiality

Main comments received
- The company has achieved a self-circulation recycling scheme with a value chain design for a recycling society. (Male, age 67)
- Each target is specifically presented with a numeric value. (Male, age 68)
- For targets that the company failed to achieve in fiscal 2019, it must verify the reason why it failed. (Male, age 29)
- I want the company to more proactively work on global warming and micro plastic issues. (Male, age 41)

Main comments received
- I think the company will contribute to the advancement of future AI and so on. (Female, age 72)
- I want the company to thoroughly explain as to whether the governance is really in place to the extent all employees are aware that it is in place. (Male, age 43)
Measures for Internal Dissemination

The following initiatives have been implemented to ensure CSR has reached every part of our company.

**CSR Lectures for Executives**

Lecture presentations are held by experts who are asked to speak about changes in social perspectives and the latest industrial trends concerning CSR to Mitsubishi Electric executives and members of the CSR Committee. These lectures are a good opportunity to reconfirm the importance of CSR to the executives.

**Sharing of CSR Information in Conferences of Mitsubishi Electric Group Administrative Managers**

Twice a year, general managers of the administrative departments of affiliate companies in Japan gather in a conference to discuss compliance and other related matters. In response to the increasing importance of CSR in recent years, the conferences are now not only a forum for sharing information on Group-wide CSR policies and best practices related to CSR, but are also an opportunity for the managers to think about the significance of CSR to each company. Through these conferences, continued efforts will be made to raise the CSR level of the entire Group.

**CSR Training for New Employees**

Every year, CSR training is held for new employees of Mitsubishi Electric, to deepen their understanding of CSR as a basic foundation of corporate management, to ensure ethics and legal compliance in their daily operations, and to instill the importance of addressing quality and environmental issues. The new employees learn that CSR must be practiced by each employee in their daily duties.
CSR Manager Training

Since fiscal 2017, Mitsubishi Electric has held training for CSR managers from the company’s offices and affiliates in Japan. Through lectures and group discussions on the basic principles of CSR, social demands, and the Mitsubishi Electric Group’s CSR initiatives, participants develop a greater awareness of their specific role as CSR managers in their daily operations.

In addition, we have been distributing e-learning materials so that employees at Mitsubishi Electric and domestic and overseas affiliated companies will be able to learn about CSR.

Promoting Understanding of CSR through In-house Newsletters

The Mitsubishi Electric Group’s initiatives concerning CSR are shared through in-house newsletters that are distributed to Group companies both in Japan and overseas. They are published in Japanese and English so they can be read by as many employees as possible, and they provide a valuable opportunity for each and every employee to think about the corporate social responsibility of the Group as a whole.

CSR Considerations in Overseas Affiliates

Overseas affiliates of the Mitsubishi Electric Group also hold committees for promoting CSR and otherwise implement activities as needed for each region.

In fiscal 2020, efforts were made to disseminate Group-wide CSR policies overseas. For example, CSR was widely introduced in training programs for staff members of affiliates in the Asia region and programs for overseas management executives. Additionally, the company exchanged views on CSR issues and Group-wide CSR policies with managers of individual regions.