Initiatives to Create Value

The Mitsubishi Electric Group places more focus than ever on sustainability initiatives at the management level to realize “a vibrant and sustainable society” that we have committed to in our Purpose. We have identified five areas as materiality (important challenges) to “provide solutions to social challenges through our businesses” and as part of our “strengthen our business foundation to enable sustainable growth.” Through these materiality initiatives, we will create economic and social value and will contribute to solving social challenges.

Purpose
We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity.

Our Values
Trust, Quality, Technology, Ethics and Compliance, Humanity, Environment, Society

Commitment
Changes for the Better
“Changes for the Better” represents the Mitsubishi Electric Group’s attitude to “always strive to achieve something better,” as we continue to change and grow. Each one of us shares a strong will and passion to continuously aim for change, reinforcing our commitment to creating “an even better tomorrow.”

Management Policy
In addition to realizing well-balanced corporate management from the three perspectives of growth, profitability/efficiency, and soundness, we will return to our fundamental principle of “addressing social challenges through our businesses” and position the realization of sustainability as the cornerstone of our management. From this approach, we will pursue a sustained enhancement of our corporate value and fulfill our responsibility to society, to our customers, shareholders and employees, and to all other stakeholders.

Corporate Strategy
Through co-creation and by integrating knowledge within and outside the Group, we will transform into a “Circular Digital-Engineering” company that provides evolved integrated solutions thereby contributing to solving various social issues.

Circular Digital-Engineering Company

Materiality
- Realize a sustainable global environment
- Realize a safe, secure, and comfortable society
- Respect for all people
- Strengthen corporate governance and compliance on a sustainable basis
- Create a sustainability-oriented corporate culture

Integrated Solutions
- Consulting, Marketing and Sales
- Installation, Maintenance & Servicing and Customer service

Solve social challenges
- Carbon neutral
- Circular economy
- Safety/Security
- Inclusion
- Well-being

Data
- R & D, Design
- Manufacturing, Quality assurance
- Back office

Three Reform Areas
- Organizational culture reform
- Quality assurance reform
- Governance reform

Value Creation

Economic value
- 2025 Financial Targets
  - Revenue: ¥5 trillion
  - Operating Profit Margin: 10%
  - ROE: 10%
  - Cash Generation: ¥3.4 trillion / 5 year

Social value
- Social and Environmental Targets
  - 2050: Net zero greenhouse gas emissions in the entire value chain
  - 2030: Reduce greenhouse gas emissions from factories and offices by 50% or more (compared to 2013)

Priority SDGs initiatives
- 3 Goals
- 7 Themes
- 11 Actions
- 13 Initiatives
Materiality

Mitsubishi Electric Group’s Materiality

The Mitsubishi Electric Group places more focus than ever on sustainability initiatives at the management level to realize the “vibrant and sustainable society” that we have committed to in our Purpose. We have identified five areas as materiality to “Provide solutions to social challenges through our businesses” and as part of our “Strengthen our business foundation to enable sustainable growth.” Through these materiality initiatives, we will create economic and social value and will contribute to solving social challenges starting with contributing to achieving the SDGs. In our materiality initiatives, we promote continuous activities for improvement by implementing the PDCA cycle for mid-to-long-term initiatives and goals as well as for key performance indicators (KPIs).

Materiality and 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 Purpose that “We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity” 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.
Priority SDG initiatives

In line with the materiality identified for fiscal 2022, we reviewed the SDGs to address on a priority basis that we determined in fiscal 2019. In the course of reviewing our goals, we conducted an internal and external survey. As a result of it, we found that Mitsubishi Electric is expected to contribute to resolving social challenges through its business activities.

Based on a study within the company, we set SDGs 3, 7, 9, 11, and 13 as the Priority SDG initiatives, which correspond to “realize a sustainable global environment” and “realize a safe, secure, and comfortable society,” the areas that the Group will focus on going forward. 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.

- Goal 3: Good Health and Well-being
- Goal 7: Affordable and Clean Energy
- Goal 9: Industry, Innovation, and Infrastructure
- Goal 11: Sustainable Cities and Communities
- Goal 13: Climate Action

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 our materiality initiatives.

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).
Realize a sustainable global environment

The Group has formulated its Environmental Sustainability Vision 2050 to clarify the Group’s stance on addressing long-term environmental issues. Based on this, we have engaged in activities since fiscal 2022 in line with our medium-term Environmental Plan 2023, and we aim to achieve carbon neutrality and a circular economy by promoting innovation in products and services, and by providing integrated solutions.

Reasons why it is important
Environmental challenges such as climate change and resource/energy issues are hurdles at a global scale. The Mitsubishi Electric Group will contribute to solving these issues with the aim of realizing a sustainable global environment.

Mid-to-long-term initiatives and FY2023 targets

<table>
<thead>
<tr>
<th>Mid-to-long-term initiatives</th>
<th>FY2023 targets/Key performance indicators (%)(quantitative targets are shown in brackets)</th>
<th>Scope*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realize carbon neutrality through innovation and Integrated Solutions</td>
<td>Reduce CO₂ emissions related to the usage of new products (improvement of more than 1% by the end of FY2024)</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td></td>
<td>Reduce CO₂ emissions from production (Reduction of more than 30% compared to FY2014 by the end of FY2024)</td>
<td></td>
</tr>
<tr>
<td>Contribute to achieving a circular economy</td>
<td>Use recycled plastics (Rate of more than 10% in terms of the volume of molding and packaging materials by the end of FY2024)</td>
<td>Japan</td>
</tr>
<tr>
<td></td>
<td>Make effective use of waste plastics (Rate of more than 90% by the end of FY2024)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduce water usage per unit of sales at high-risk offices (More than 4% compared to FY2020 by the end of FY2024)</td>
<td>Japan, overseas</td>
</tr>
</tbody>
</table>

* Mitsubishi Electric, Mitsubishi Electric Group companies (Japan), All Mitsubishi Electric Group companies (Japan, overseas)

Initiatives for carbon neutrality

In fiscal 2022, we examined how we respond to risks related to climate change and to opportunities for realizing carbon neutrality, and we clarified our policy for initiatives. The Mitsubishi Electric Group will adopt a dual-pronged approach to carbon-neutrality based on responsibility and contribution.

Adopted dual approaches to carbon neutral: Responsibility and Contribution.

Responsibility
Make the entire value chain carbon neutral

Develop internal initiatives into businesses

Achieve carbon neutral

Contribution
Create/expand carbon neutral businesses

Responsibility Carbon neutral initiatives in the entire value chain

Target
FY2051 Net zero greenhouse gas emissions in the entire value chain
FY2031 Reduce greenhouse gas emissions from factories and offices by 50% or more (compared to FY2014)

Contribution Create/expand businesses that contribute to carbon-neutral

We will accelerate R&D in three innovation areas: Green by Electronics, Green by Digital, and Green by Circular to create and expand businesses that make society as a whole carbon neutral.

Green by Circular
Promote R&D to realize circular carbon use.

Main R&D Themes
CCUS / Carbon recycling
CO₂ recovery from atmosphere and renewable energy
Heat and steam utilization
Full use of waste plastics

Green by Digital
Contribute to the improvement of energy efficiency and the expansion of renewable energy by using advanced digital technology.

Main R&D Themes
Artificial intelligence
Floating-type HVDC
EMS integrating electricity, heat, and cooling
Multi-region EMS

Green by Electronics
Promote energy conservation and electrification of equipment by promoting the development of core components with higher efficiency and smaller size, etc.

Main R&D Themes
DC failsafe micro pulse semiconductor devices
ZEBS energy conservation / energysaving solutions
Inverters/motor system for eCV
Conversion to low-GWP refrigerants
Realize a safe, secure, and comfortable society

Since our inception, the Mitsubishi Electric Group has been contributing to society primarily by offering products and services.

We aim to solve diversifying social challenges through our businesses to realize the "vibrant and sustainable society" outlined in our Purpose.

Reasons why it is important
The Mitsubishi Electric Group will supply Integrated Solutions that combine the strengths of the Group and other parties in the areas of infrastructure, industry, mobility, life, and business platform to solve diversifying social challenges and to contribute to the realization of a safe, secure, and comfortable society.

Mid-to-long-term initiatives and FY2023 targets

<table>
<thead>
<tr>
<th>Contribution through business activities in the areas of safety/security, inclusion, and well-being</th>
<th>Safety/Security</th>
<th>Inclusion</th>
<th>Well-being</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution through business activities in the areas of safety/security, inclusion, and well-being</td>
<td>• Promotion of products, services, and solutions that contribute to minimizing damage due to natural threats, including prevention of natural disasters</td>
<td>• Promotion of products, services, and solutions that contribute to improving adaptability to urban and social challenges, including labor shortages, declining population, and depopulation</td>
<td>• Promotion of products, services, and solutions that contribute to realizing more comfortable and healthy living</td>
</tr>
<tr>
<td>Safety/Security</td>
<td>• Promotion of products, services, and solutions that contribute to minimizing damage due to natural threats, including prevention of natural disasters</td>
<td>• Promotion of products, services, and solutions that contribute to avoidance, damage mitigation, and quick solutions regarding human-caused threats, including crime and accident suppression</td>
<td>• Promotion of products, services, and solutions that contribute to minimizing damage due to natural threats, including prevention of natural disasters</td>
</tr>
<tr>
<td>Inclusion</td>
<td>• Promotion of products, services, and solutions that contribute to avoiding, damage mitigation, and quick solutions regarding human-caused threats, including crime and accident suppression</td>
<td>• Promotion of products, services, and solutions that reduce the impact of physical limitations (age, disability, etc.) and environmental limitations such as residential areas</td>
<td>• Promotion of products, services, and solutions that contribute to realizing more comfortable and healthy living</td>
</tr>
<tr>
<td>Well-being</td>
<td>• Promotion of products, services, and solutions that contribute to avoiding, damage mitigation, and quick solutions regarding human-caused threats, including crime and accident suppression</td>
<td>• Promotion of products, services, and solutions that reduce the impact of physical limitations (age, disability, etc.) and environmental limitations such as residential areas</td>
<td>• Promotion of products, services, and solutions that contribute to realizing more comfortable and healthy living</td>
</tr>
</tbody>
</table>

Scope*

Japan, overseas

Opened "XCenter," an exhibition site based on the themes of digital transformation and smart cities

Mitsubishi Electric opened XCenter at its head office in December 2021 as a place for visitors to experience its cutting-edge technologies and products. XCenter will contribute to realizing smart cities featuring a balance between sustainable society and affluent life-styles by co-creating new solutions with customers and partners.
Respect for all people

We recognize that we enjoy a wide range of relationships with the people and societies in the countries and regions where we operate, and we respect the human rights of all people. We promote diversity so that diverse people can do their best work, and we promote the Workplace Culture Reform Program as a Group to realize a work environment in which all employees can thrive.

Reasons why it is important

The protection of human rights is a global issue. Everyone’s rights as individuals must be respected. The Mitsubishi Electric Group will respect human rights in all of our activities and realize a workplace environment that helps all employees work actively.

Mid-to-long-term initiatives and FY2023 targets

<table>
<thead>
<tr>
<th>Mid-to-long-term initiatives</th>
<th>FY2023 targets Key performance indicators (KPIs)</th>
<th>Scope*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote human rights initiatives that are based on international norms</td>
<td>Identify and improve priority initiative items based on the results of the FY2022 Human Rights Impact Assessment (No insufficient initiative items)</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td></td>
<td>Grasp the improvement statuses of human rights initiatives based on the FY2023 Human Rights Impact Assessment (Implementation rate of 100%)</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td></td>
<td>Enhance response for grievances on human rights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide education on human rights and e-learning sessions (Attendance rate of 100%)</td>
<td>Mitsubishi Electric</td>
</tr>
<tr>
<td></td>
<td>Continue activities to grasp major human rights infringement risks on the supply chain and to correct them</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td>Realize a workplace environment that helps all employees work actively</td>
<td>Carry out a transformation starting with the renewal of the personnel system based on the “Robust Policies” from the company-wide reform project “Team Sousei (Creation)”</td>
<td>Japan</td>
</tr>
<tr>
<td></td>
<td>Continue to promote the Mitsubishi Electric Workplace Reform Program. In particular, accelerate initiatives for improving employee engagement (Quantitative targets for Mitsubishi Electric only)</td>
<td>Japan</td>
</tr>
<tr>
<td></td>
<td>Employee engagement score* of more than 70% by FY2023 (Work-life balance score* of more than 70% by FY2023)</td>
<td></td>
</tr>
<tr>
<td>Promote diversity</td>
<td>Increase the ratio of women among new recruits (1.2 times the average of the past five years (FY2017 to FY2021) by FY2026)</td>
<td>Mitsubishi Electric</td>
</tr>
<tr>
<td></td>
<td>Increase the ratio of women in managerial positions (2 times the ratio in FY2021 by FY2026)</td>
<td>Mitsubishi Electric</td>
</tr>
<tr>
<td></td>
<td>Encourage more employees to take child-care leave* (70% by FY2026)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overseas Activity appoint local national staff as executives for overseas bases</td>
<td>overseas</td>
</tr>
<tr>
<td>Promotion of occupational health and mental and physical health</td>
<td>Make improvements regarding the rate of lost worktime injuries* (Less than 0.25/year)</td>
<td>Mitsubishi Electric</td>
</tr>
<tr>
<td></td>
<td>Realization of a workplace environment where people can work while maintaining their mental and physical health through the establishment of a health-conscious management by implementing Mitsubishi Electric Group Health Plan 21 activities and other initiatives. (Less than 9.0% highly stressed persons as identified in a stress check; 0.6% improvement from FY2022)</td>
<td>Japan</td>
</tr>
</tbody>
</table>

* Mitsubishi Electric; Mitsubishi Electric Group companies (Japan); All Mitsubishi Electric Group companies (Japan, overseas)
Strengthen corporate governance and compliance on a sustainable basis

To realize sustainable growth and improve 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 reinforce these areas.

Mid-to-long-term initiatives and FY2023 targets

<table>
<thead>
<tr>
<th>Mid-long-term initiatives</th>
<th>FY2023 targets/Key performance indicators (KPIs)</th>
<th>Scope*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the board of directors’ effectiveness</td>
<td>Continue to strengthen the function of the board of directors and the three statutory committees based on the effectiveness assessment. (Over 50% independent outside directors)</td>
<td>Mitsubishi Electric</td>
</tr>
<tr>
<td>Thorough compliance</td>
<td>Compliance training on a continuous basis. • Provide compliance education that utilizes diverse methods on a continuous basis. • Improve the information security maturity level. (Zero violations)</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td>Procurement that contributes to sustainability</td>
<td>Establish a plan for sustainability procurement policy guidelines (Integrate the Green Procurement Standards Guide and the CSR Procurement Guidelines)</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td>Information security activities to protect important information</td>
<td>Eradication of major information leakage incidents (Zero incidents)</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td>Complete reform in the area of quality assurance with an aim for zero quality-related fraud</td>
<td>Reconduct functions for checks and balances. • Conduct quality audits and promote improvements once a year at all manufacturing facilities and plants (implementation rate of 100%)</td>
<td>Mitsubishi Electric</td>
</tr>
</tbody>
</table>

*  Mitsubishi Electric; Mitsubishi Electric Group companies (Japan); All Mitsubishi Electric Group companies (Japan, overseas)
Create a sustainability-oriented corporate culture

To contribute to realizing sustainability, the Mitsubishi Electric Group must instill a corporate culture that includes: a commitment to solving social challenges from a long-term perspective, having sensitivity and adaptability to changes in society, and proactive disclosure of information to stakeholders. Corporate culture cannot be changed overnight. We will work to build this culture over a long period as a foundation to support sustainable management.

Reasons why it is important

The Mitsubishi Electric Group will contribute to realizing sustainability through all of our activities. To this end, we will proactively communicate with stakeholders and foster a corporate culture that encourages employees to pursue initiatives from a mid-to-long-term perspective.

Mid-to-long-term initiatives and FY2023 targets

<table>
<thead>
<tr>
<th>Mid-to-long-term initiatives</th>
<th>FY2023 targets/Key performance indicators (KPIs)</th>
<th>Scope*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote mid-to-long-term initiatives for solving social challenges</td>
<td>Strengthen the management system to realize sustainability management that integrates the promotion of sustainability (Report to the Executive Officers’ Meeting and the Board of Directors at least three times) (Business divisions participating in the Sustainability Committee) Improve understanding on the relationship between business operation and sustainability (More than 80% understanding on the new management policy and more than 75% understanding on the operation of business in line with the management policy, according to the results of an employee awareness survey) Promote activities aimed at realizing an inclusive society - Coexistence with the global environment: As an activity related to the Mitsubishi Electric Outdoor Classroom, contribute to biodiversity preservation activities by using BIOME, a living things collection application developed by Kyoto University’s environmental venture company, Biome Inc. (1,000 participants) - Coexistence with the local community: Support organizations that contribute to solving social challenges including support for people with disabilities, based on the SOCIO-ROOTS Fund - Coexistence with all people: Promote the development of people in the next generation through support for science, technology, culture, art, and sports Promote organizational culture reform with focus on the Robust Policies Plan from “Team Sousei”</td>
<td>Japan, overseas</td>
</tr>
<tr>
<td>Increase sensitivity and adaptability to changes in values among society and individuals</td>
<td>Discuss social trends in Sustainability Committee meetings and respond to these trends</td>
<td></td>
</tr>
<tr>
<td>Promote active communication with stakeholders based on highly transparent information disclosure</td>
<td>Issue the Sustainability Report and the Integrated Report, hold dialogues with experts, and conduct sustainability report questionnaires</td>
<td></td>
</tr>
</tbody>
</table>

* Mitsubishi Electric, Mitsubishi Electric Group companies (Japan), All Mitsubishi Electric Group companies (Japan, overseas)

Organizational culture reform through the company-wide reform project

"Team Sousei (Creation)"

We launched a company-wide reform project “Team Sousei (Creation)” led by the CEO. The team consists of 45 young and middle-level employees selected through internal recruitment to raise awareness on a culture where employees feel that they can consult with their superiors, where failures are tolerated, and where problems are solved together in October 2021. The Team Sousei (Creation) has developed “Robust Policies” in April through three steps of discussions and considerations for the realization of the organizational culture that Mitsubishi Electric is pursuing.

Information on the status of activities of Team Sousei (Creation) is shared on the internal website as needed for all employees to check the current status and to make comments.

[Steps]

- **Step 1**: Search for problems and true causes (Oct.-Dec. 2021)
- **Step 2**: Consider measures (Dec. 2021-Feb. 2022)
- **Step 3**: Develop “Robust Policies” (developed in March 2022, and released on April 8, 2022)

Briefing session in Step 2 of the company-wide reform project (Feb. 8, 2022)
## Initiatives that Contribute to Addressing Social Challenges

### List of initiatives that contribute to addressing social challenges

<table>
<thead>
<tr>
<th>Business Group headquarters</th>
<th>Social challenges for which risks and opportunities have been recognized and evaluated</th>
<th>Priority SDG initiatives</th>
<th>Examples of initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Utility Systems Group</td>
<td>g. Appropriate use of water&lt;br&gt;g. Optimal use of energy&lt;br&gt;g. Addressing climate change&lt;br&gt;g. Development of safe, secure, comfortable, and sustainable cities</td>
<td></td>
<td>g. Reducing Environmental Burden and Realizing a Society with Rich Water Cycle by Advancing Water and Sewage Systems Using IoT Technology&lt;br&gt;g. Developing High Efficiency Electrical Components for Rolling Stock and Providing Maintenance Services that Contribute to the Development of Railways, Which Are an Energy Efficient and Environmentally Friendly Transportation Network&lt;br&gt;g. Providing Disaster Prevention and Mitigation Services and Other Services that Enhance Infrastructure Maintenance and Management that Contribute to the Development of Safe, Secure, and Comfortable Cities</td>
</tr>
<tr>
<td>Energy &amp; Industrial Systems Group</td>
<td>g. Optimal use of energy&lt;br&gt;g. Introduction of clean energy&lt;br&gt;g. Sustainable use and development of resources&lt;br&gt;g. Addressing climate change</td>
<td></td>
<td>g. Contributing Toward Economical and Reliable High-Quality Power Distribution Systems, Optimized Energy Use via ICT for Interconnectivity and Reliable Energy Infrastructure that Operates Seamlessly, Even During Emergencies&lt;br&gt;g. Improving the Efficiency of Power Generators, Switchgear and Transformers&lt;br&gt;g. Developing Equipment that Caters to Environmental Awareness for Eliminating or Reducing the Use of SF6 Gas, Known for Its High Global-Warming Potential&lt;br&gt;g. Supply and Demand Management with the Growing Use of Renewable Energy Resources, Integrated Management of Distributed Energy Sources Including Demand Control, and Driving Grid Stabilization Solutions&lt;br&gt;g. Driving Distributed Power Supply Operation Solutions Capable of Responding to New Demand, Such As the Wide Area Supply and Demand of Electricity Through Interconnection of Electric Power Utilities</td>
</tr>
<tr>
<td>Electronic Systems Group</td>
<td>g. Securing of a sustainable food production system&lt;br&gt;g. Integrated management of water resources&lt;br&gt;g. Creating secure, safe and comfortable sustainable cities&lt;br&gt;g. Addressing climate change, prevention of marine pollution, and prevention of deforestation</td>
<td></td>
<td>g. Contributing to World-Leading Global Environment Observation&lt;br&gt;g. Contributing to Conserving Global Environment and Ensuring Secure and Safe Living by Using Satellite Observation Data&lt;br&gt;g. Contributing to Secure, Safe, and Comfortable Living Through High-Precision Positioning Solutions</td>
</tr>
<tr>
<td>Living Environment &amp; Digital Media Equipment Group</td>
<td>g. Optimal use of energy&lt;br&gt;g. Introduction of clean energy&lt;br&gt;g. Sustainable use and development of resources&lt;br&gt;g. Addressing climate change</td>
<td></td>
<td>g. Lessons** for Commercial Use. High-performance Ventilation Equipment&lt;br&gt;g. Achieving High Efficiency Operation and CO2 Emissions Reduction for Hot Water and Heating Systems by Switching from the Combustion Type to the Air to Water (ATW) Heat Pump Hot Water System Mainly in Europe, Which Has Strict Environmental Regulations&lt;br&gt;g. MILIE LED Lighting – Realizing Reduced Power Consumption and Comfort&lt;br&gt;g. EcoCute Provides Excellent Energy Savings and Comfort&lt;br&gt;g. Recycling of Home Electrical Appliances</td>
</tr>
<tr>
<td>Factory Automation Systems Group</td>
<td>g. Sustainable use and development of resources&lt;br&gt;g. Measures against air, water, and soil pollution&lt;br&gt;g. Addressing the declining labor force population&lt;br&gt;g. Addressing climate change</td>
<td></td>
<td>g. Achieving Automation of Customer Production Facilities and Improving Productivity and Product Quality Through Development of FA Equipment, Industrial Robots, and Mechatronics Products&lt;br&gt;g. Providing e-F@ctory Solutions that Help Streamline Manufacturing and Reduce Energy Consumption&lt;br&gt;g. Developing Instruments that Measure Energy and Control Power Distribution to Help Promote Energy Savings</td>
</tr>
<tr>
<td>Automotive Equipment Group</td>
<td>g. Reduction of air pollution and climate change countermeasures&lt;br&gt;g. Zero traffic accidents, elimination of traffic congestion, and comfortable travel&lt;br&gt;g. Elimination of regional gaps&lt;br&gt;g. Measures to address aging infrastructure</td>
<td></td>
<td>g. Technological Innovation of Automotive Equipment Products for a Decarbonized, Safe and Secure Society</td>
</tr>
<tr>
<td>Semiconductor &amp; Device Group</td>
<td>g. Appropriate use of water&lt;br&gt;g. Optimal use of energy&lt;br&gt;g. Proper management of chemical substances&lt;br&gt;g. Addressing climate change</td>
<td></td>
<td>g. SiC Power Semiconductor Devices that Achieve Low-Power Consumption of Customers’ Devices&lt;br&gt;g. Optical Communication Device that Contributes to Low Power Consumption of Network Equipment for 5G Mobile Communications Base Stations</td>
</tr>
<tr>
<td>Information Systems &amp; Network Service Group</td>
<td>g. Optimal use of energy&lt;br&gt;g. Introduction of clean energy&lt;br&gt;g. Realization of a safe society&lt;br&gt;g. Addressing labor force shortages</td>
<td></td>
<td>g. Using Internet Data Centers to Help Customers Reduce Environmental Impact&lt;br&gt;g. Providing Smart Office Solutions that Also Contribute to Work Style Reforms</td>
</tr>
<tr>
<td>Business Innovation Group</td>
<td>g. Demographic changes and the deterioration of social infrastructure&lt;br&gt;g. Increase in the severity of disasters as well as environmental and energy problems&lt;br&gt;g. Creation of a society that includes the elderly and those in poor health&lt;br&gt;g. Decrease in the number of construction workers and productivity decline</td>
<td></td>
<td>g. Contributing to Increases in Productivity at Construction Sites with Al Rebar Arrangement Inspection System&lt;br&gt;g. Study and Implementation of Healthtech for the Elderly</td>
</tr>
</tbody>
</table>
Contents / About the Report About Mitsubishi Electric Group Management Message Environment Social Sustainability at Mitsubishi Electric Group Governance

Public Utility Systems Group

Message from the Group President

Contributing to Creation of a Sustainable, Safe, Secure, Comfortable and Affluent Society by Providing Products, Systems and Services for the Social Infrastructure that Underpins Our Lives

The Public Utility Systems Group provides a host of products, systems and services used in social infrastructure in the areas of water environment, rivers, railways, roads, aviation, and communication. Integrating the wide range of technologies we have accumulated over the years, we provide solutions to address various social challenges in order to contribute to a safe, secure, comfortable and affluent society.

1. Realizing a society with rich water cycle
   The world has been facing a number of problems related to water use—the number of water pollution sources has been increasing due to concentration of population and industry; demand for water has been growing due to industrial development and population growth; and distribution of water resources is becoming more uneven due to climate change. With this in mind, we will continue to reduce environmental burdens and realize a society with rich water cycle by advancing water and sewage systems using IoT technology and introducing highly efficient water recycling systems that make use of ozone.

2. Contributing to a decarbonized society
   We are also contributing to the development of railways, which are an energy efficient and environmentally friendly transportation network. We produce highly reliable, energy efficient electrical components for rolling stock and develop information processing systems that provide a variety of services to railway operators and users. We will continue to contribute to the further development of the railway business and a decarbonized society by providing maintenance solutions that improve the efficiency of troubleshooting and maintenance management as well as platforms that promote data utilization.

3. Creating safe, secure and comfortable cities
   Mitsubishi Electric also develops disaster prevention and mitigation systems in response to increasingly severe natural disasters as well as services that enhance maintenance and management of aging social infrastructure such as tunnels to create safe, secure cities. In addition, we also aim to create comfortable cities by providing video analysis solutions for realizing new services, such as analyzing the movement and flow of people to prevent congestion, in addition to high-speed, large-capacity communication systems that support the development of an IoT society.

Initiatives that contribute to addressing social challenges

- Realizing a Society with Rich Water Cycle
  - Ozone Generator
  - Eco Membrane BioReactor (EcoMBR™)

- Contributing to a Decarbonized Society
  - Inverters Equipped with All-SiC Power Modules for Use in Rolling Stock
  - Railway maintenance solution "LMS on INFOPRISM"

- Creating Safe, Secure and Comfortable Cities
  - Helicopter Satellite Communication System (HSA)
  - Mitsubishi Infrastructure Monitoring System MMSD®
  - Mitsubishi Multi-dimensional Data Management for Diagnosis MDMD®
  - Network camera systems
  - Optical access system 10G-EPON

Contributing to Creation of a Sustainable, Safe, Secure, Comfortable and Affluent Society by Providing Products, Systems and Services for the Social Infrastructure that Underpins Our Lives

Hideto Negoro
Executive Officer, Group President, Public Utility Systems Group

Major social challenges 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
- Development of safe, secure, comfortable, and sustainable cities

Priority SDG initiatives

Public Utility Systems Group
Energy & Industrial Systems Group

Message from the Group President

By developing high-performance equipment and next-generation power systems that are capable of responding to natural disasters, human-caused threats including cyberattacks and terrorism, and changes in the electricity market (e.g., the growing use of renewable energy sources), we will realize both carbon neutrality and a stable electricity supply.

Due to the spread of renewable energy resources such as solar and wind power, as well as storage batteries, the environment and market needs surrounding the electric power industry will increasingly expand with an approach toward local production for local consumption in terms of the supply and demand of electricity. Meanwhile, the stable supply of electricity will grow increasingly important in response to fluctuations in the output of renewable energy sources which is affected by weather, and the influx of surplus electricity generated at factories, households, etc. (consumers) into the power grid.

In the midst of this situation, the Energy & Industrial Systems Group has defined the realization of both carbon neutrality and the stable supply of electricity as a social issue to be resolved. While investing resources predominantly in the creation of digital energy (via visualization of electricity) business value within the electricity ICT field and the renewable energy business such as with DC power transmission and micro-grids to contribute to realize carbon neutrality, we will also work to ensure the stable supply of electricity by prioritizing maintenance service when working to maintain and expand our conventional power generation and transformation businesses.

Noriyuki Takazawa
Executive Officer,
Group President,
Energy & Industrial Systems

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

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

Priority SDG initiatives

Initiatives that contribute to addressing social challenges

- 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
  - BLEnder® 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-SMiree Smart Medium-Low Voltage DC Distribution Network System
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.

2. Offering one-stop ZEB*1 solutions
   As a registered ZEB planner*2, 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.

3. Contributing to smart buildings*3 and smart cities*4
   Mitsubishi Electric contributes to the construction of smart buildings and smart cities by providing building operation support services via our IoT platform.

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

- Pursuing Comfortable, Safe and Secure Elevator Transport and Contributing to Smart Buildings
- Supporting Safe and Comfortable Use of Elevators and Escalators with Maintenance Services
- Further Improving Safety, Comfort, and Functionality Through Elevator and Escalator Renewal
- Safety and Security in Building Security focused on Entrance/Exit Management Systems
- Providing Comfortable Buildings with Reduced Energy Use to Contribute to a Carbon Neutral Society
- Contributing to the Achievement of a Smart Building by Supporting Robot Mobility within the Building and Supporting ZEB Operations

*1 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 A registration system introduced by the Ministry of Economy, Trade and Industry in 2017 for the dissemination of ZEB.
*3 Buildings where people feel safe and comfortable and can work efficiently that also solve social issues through energy and labor savings achieved with in-building data collected using IoT technology.
*4 Cities with optimized urban infrastructure and facility management operations as well as increased convenience and comfort for businesses and consumers. AI is used to analyze big data generated from facilities, the environment, and consumer behavior data in order to remotely control facilities and equipment.
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.

Yoshihisa Hara
Executive Officer, Group President, Electronic Systems

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

- Securing of a sustainable food production system
- Integrated management of water resources
- Infrastructure development that supports economic growth and disaster prevention
- Creating secure, safe and comfortable sustainable cities
- Reduction and management of waste
- Addressing climate change
- Prevention of marine pollution
- Prevention of deforestation

Priority SDG initiatives

Initiatives that contribute to addressing social challenges

- 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

Electronic Systems Group
**Message from the Group President**

Providing Products that are Helpful for Society and the Environment in Wide Areas 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 key growth 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 to realize life solutions for everyone, from workers to people at home, to live by their own values 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 ZEB, promoted by the Japanese government, in cooperation with the Building Systems Group.

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.

---

**Major social challenges for which risks and opportunities have been recognized and evaluated**

- 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

**Priority SDG initiatives**

1. **Lossnay® for Commercial Use, High-performance Ventilation Equipment**
2. **Achieving High Efficiency Operation and CO₂ Emissions Reduction for Hot Water and Heating Systems by Switching from the Combustion Type to the Air to Water (ATW) Heat Pump Hot Water System Mainly in Europe, Which Has Strict Environmental Regulations**
3. **MILIE LED Lighting – Realizing Reduced Power Consumption and Comfort**
4. **EcoCute Provides Excellent Energy Savings and Comfort**
5. **Recycling of Home Electrical Appliances**

---

**Initiatives that contribute to addressing social challenges**

- Lossnay® for Commercial Use, High-performance Ventilation Equipment
- Achieving High Efficiency Operation and CO₂ Emissions Reduction for Hot Water and Heating Systems by Switching from the Combustion Type to the Air to Water (ATW) Heat Pump Hot Water System Mainly in Europe, Which Has Strict Environmental Regulations
- MILIE LED Lighting – Realizing Reduced Power Consumption and Comfort
- EcoCute Provides Excellent Energy Savings and Comfort
- Recycling of Home Electrical Appliances
Factory Automation Systems Group

Message from the Group President

Contributing to the Realization of a Sustainable Society through the Provision of Energy Saving Equipment and Solutions and the Utilization of Automation Technology at Production Sites

The Factory Automation Systems Division is focused on enriching the lives of people around the world by contributing to co-innovation with industry and infrastructure customers through the use of technology.

Going forward, we will continue to contribute to solving social issues, such as decarbonization and labor shortages, with the aim of realizing a sustainable society by providing production sites with energy-saving equipment and solutions that utilize automation technology.

1. Contributing to decarbonization by providing energy-saving equipment and solutions

   Amid the growing demand for decarbonization related products, such as batteries, electric vehicles, and solar panels, we will contribute to manufacturers of those products by providing equipment, systems, and solutions with high energy saving capabilities for use in production equipment helping to reduce their overall energy consumption.

2. Contributing to measures to reduce the impact of labor shortages by utilizing automation technology

   We will contribute to measures to reduce the impact of labor shortages by supporting customers in improving manufacturing efficiency through the utilization of automation technology.

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

- Sustainable use and development of resources
- Addressing climate change
- Measures against air, water, and soil pollution
- Addressing the declining labor force population

Priority SDG initiatives

Initiatives that contribute to addressing social challenges

- Support Customers to Automate their Production Facilities to Improve their Productivity and Product Quality through the Development of FA Equipment, Industrial Robots, and Mechatronics Products
  - MELSEC iQ-R Series Programmable Controllers
  - MELSERVO-J5 Series AC Servo System
  - AC Servo Motor, HK Series
  - MELFA FR Series Industrial Robots
  - GX-F Series 2D Fiber 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
Aiming to Achieve the SDGs through Development of Technologies that Contribute to the Decarbonization of Automobiles and the Creation of a Safe and Secure Society

The Automotive Equipment Group aims to provide a range of equal opportunities to move safely and freely with low impact on the environment for all people, including the elderly, those with disabilities, and visitors from foreign countries, people who do not understand language, by providing electronic and electric device components. Through these efforts, we will contribute to realizing a sustainable society. Electrification and advanced driving support systems for automobiles have a high affinity with the technologies in which Mitsubishi Electric excels, and we will grow in this field as a key growth business.

More efficient engines and electrification as seen in (P)HEVs*1 and EVs*2 are needed, in order to achieve low fuel consumption. Mitsubishi Electric enables low fuel consumption in vehicles, with various product to achieve high efficiency in engines, motors and inverters for electric vehicles, and more, and ultimately contribute to a decarbonized society.

As an example of efforts for decarbonization in the manufacturing processes of automotive equipment, we are saving the use of electricity with introducing LED lighting, energy-saving technologies such as automatic light adjustment, centralized monitoring, optimized control of air-conditioning and ventilation equipment. Moreover, we are promoting the introduction of our own PV*3 and PPA*4 models to accelerate decarbonization. These activities are being implemented at overseas manufacturing bases to accelerate our global decarbonization efforts.

*1 (Plug-in) Hybrid Electric Vehicle
*2 Electric Vehicle
*3 Photovoltaic
*4 Power Purchase Agreement

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

- Reduction of air pollution and climate change countermeasures
- Zero traffic accidents, elimination of traffic congestion, and comfortable travel
- Elimination of regional gaps
- Enhancement of QOL for vulnerable road users
- City development
- Measures to address aging infrastructure

Priority SDG initiatives

- Technological Innovation of Automotive Equipment Products for Autonomous Driving

Initiatives that contribute to addressing social challenges

Atsuhiro Yabu
Executive Officer, Group President, Automotive Equipment Group
Semiconductor & Device Group

Message from the Group President

Contributing to the Realization of a Decarbonized 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 the realization of a sustainable society by providing low-power products to customers.

In order to achieve carbon neutrality, a requirement for 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 such as EVs and air conditioners, playing a significant role in reducing power loss. In addition, Mitsubishi Electric manufactures state-of-the-art products using silicon carbide (SiC).

The Semiconductor & Device Group provides today’s society, where DX is underway, with high-performance, low-power, compact high-frequency devices and optical devices for wireless communications equipment, optical fiber communications, and data centers that make full use of compound semiconductor technologies to support low power consumption in IT devices as well as energy saving with DX. Furthermore, by reducing the space required for communications equipment, the cooling function can be simplified, thereby contributing to comprehensive energy savings.

As described above, the Semiconductor & Device Group is taking part in the achievement of carbon neutrality and the realization of a sustainable society by providing key devices for overcoming energy and environmental limitations while driving forward the digital revolution in the post-pandemic society.

### Major social challenges for which risks and opportunities have been recognized and evaluated

- Appropriate use of water
- Optimal use of energy
- Addressing climate change

### Priority SDG initiatives

#### 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

Masayoshi Takemi
Senior Executive Officer, Group President, Semiconductor & Device
Message from the Group President

Contributing to the Realization of a Decarbonized 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.

More specifically, we work to reduce the environmental impact by, for example, providing support for workstyle reform including reduction of business travel needs with video/web-conferencing systems and promotion of paperless work environments through ledger computerization while making efforts for saving energy in data centers to help companies reduce CO2 emissions from their business activities. At the same time, we proactively develop products and services that resolve social issues, such as needs for safety in society and decarbonization.

For example, our video solutions can make towns safer and more comfortable for residents by detecting not only wheelchairs, strollers, and visually impaired cane users but also events such as trespassing or walking instability. Our services to collect, calculate, and visualize greenhouse gas emissions from corporate activities can contribute to achieving carbon neutrality in the manufacturing industry and other areas. 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,* big data processing, and AI-related technologies.

* Internet of Things: A system to remotely control, operate, monitor, and collect information from various "things" connected via the Internet.
Business Innovation Group

Message from the Group President

Contribute to Solving Diversifying Social Issues by Creating New Businesses that Transcend Existing Frameworks

The Business Innovation Group contributes to solving diversifying social issues faced by the sustainable society by promoting the integration of Mitsubishi Group technologies and collaboration among the Group, and by taking on themes that cannot be addressed by existing frameworks and incorporating them into our own businesses.

Specifically, we aim to create new customer value by accelerating digital transformation (DX) in our businesses, leveraging open innovation with promising startups in and outside Japan in the fields of digital and green innovation through the “ME Innovation Fund” corporate venture capital, utilizing Mitsubishi Electric AI technology Maisart, and promoting the integrated IoT ClariSense*.

In addition, we will focus on the company’s philosophy of “realizing a vibrant and sustainable society” as we search for new business domains in an era of high uncertainty, as demographics change (with labor force shortages and aging), and as the waves of digitalization accelerate. We are creating businesses in the five domains of “i-Construction,” “Healthtech,” “Smart Mobility,” “Infrastructure,” and “Smart Cities” as well as “Green Innovation.”

* A word coined by Mitsubishi Electric that means clarifying the hidden essence of information sensed from equipment to resolve challenges.
Sustainability management

Management

Basic policy of Sustainability

The Mitsubishi Electric Group regards its sustainability initiatives as the foundation of its corporate management, and implements sustainability-oriented initiatives in all corporate activities in accordance with its “Purpose,” “Our Values,” and “Commitment.”

Our management policy states, ‘we will return to our fundamental principle of ‘addressing social challenges through our businesses’ and position the realization of sustainability as the cornerstone of our management. From this approach, we will pursue a sustained enhancement of our corporate value and fulfill our responsibility to society, to our customers, shareholders and employees, and to all other stakeholders.” It is crucial to maintain communication with various stakeholders to pursue initiatives for achieving a sustainable society, as well as to incorporate the expectations, requests, and opinions from society into activities and to avoid acts that will inconvenience society.

By ensuring transparent disclosure of information on sustainability, the Mitsubishi Electric Group aims to obtain a favorable response from stakeholders, and to realize a vibrant and sustainable society together with its stakeholders.

Materiality

Promotional System for Sustainability

The policies and planning for the sustainability activities of the Mitsubishi Electric Group are decided by a Sustainability Committee appointed by Mitsubishi Electric’s executive officers. The Committee is composed of the heads of Mitsubishi Electric’s corporate divisions (26 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 Sustainability Committee generally holds meetings at least three times a year, and the details on the discussion of Sustainability Committee meetings are reported to the senior executives during the Executive Officers’ Meeting. From fiscal 2022, the details on the discussion of Sustainability Committee meetings are also reported to the Board of Directors and are supervised on the basis of many different viewpoints.

Knowing that sustainability activities are directly linked to corporate management, we have defined our materiality and each of our departments responsible for ethics and legal compliance, quality assurance and improvement, environmental conservation and philanthropy activities, and communication with stakeholders implements its own initiatives, based on the sustainability policy of the Mitsubishi Electric Group. In order to deal with sustainability challenges that involve multiple divisions in a cross-sectional manner, we also have established two subcommittees, the “Carbon Neutrality Subcommittee” and the “Human Rights Subcommittee.” In addition, as projects for fiscal 2023, we will establish the “Integrated Report/Legal Disclosure Working Group” and “TCFD Working Group” to consider the clarification of individual categories of activities and the roles of participating divisions, information disclosure in accordance with norms, and other matters. The progress of these subcommittees’ initiatives is confirmed at each Sustainability Committee meeting.

Various activities are also promoted and implemented in communication with the Sustainability Expert Committee and Sustainability Business Promotion Committee, which are convened as a forum for sharing and executing the policies and plans established by the Sustainability Committee.

Starting fiscal 2023, we will establish the “Sustainability Communication Meeting” aimed at collaboration between internal divisions and affiliates in Japan and overseas.
### Main agenda of the Sustainability Committee (Apr., Nov., and Feb., FY2022)

- Sustainability initiatives at the management level
- Review of materiality
- Report on achievements made in the previous fiscal year and activities planned in the current fiscal year, with focus on materiality initiatives
- Responses to sustainability-related legal regulations and to requests from stakeholders
- Responses to the sustainable development goals (SDGs)
- Initiatives to carbon neutrality
- Human rights initiatives
- Establishment of an AI ethics policy
- Promotion of social contribution activities
- Further enhanced information disclosure that takes into account ESG (environment, social, governance) investment

### Main agenda of the Sustainability Committee (April 2022)

- Sustainability initiatives at the management level
- Examination of the sustainability vision
- Reinforcement in the management of the Sustainability Committee (establishment of subcommittees, projects, etc.)
- Report on achievements made in the previous fiscal year and activities planned in the current fiscal year, with focus on materiality initiatives
- Response to sustainability related legal regulations and to requests from stakeholders
- Responses to the sustainable development goals (SDGs)
- Initiatives to carbon neutrality
- Responses to the TCFD
- Human rights initiatives
- Creation policy for the Sustainability Report and Integrated Report
- Further enhanced information disclosure that takes into account ESG (environment, social, governance) investment

### Sustainability Expert Committee and Business Promotion Committee (joint meeting)

Officers from 34 management departments and business divisions regularly hold meetings to share information and deepen their understanding of the Mitsubishi Electric Group’s materiality and future initiatives, as well as discuss responses to laws and regulations and international sustainability standards. They aim to build communication and consensus through these discussions.

Three such meetings were held in fiscal 2022. Discussions focused on the promotion of sustainability. The committee also examined responses to solving social challenges through business activities and to carbon neutrality and global human rights initiatives by establishing working groups for relevant departments.

### Main agenda of the Sustainability Expert Committee and Sustainability Business Promotion Committee for fiscal 2022 (May, Dec., Feb.)

- Examination of the sustainability vision
- Providing solutions to social challenges through our businesses
- Reinforcement in the management of the Sustainability Committee (establishment of subcommittees, projects, etc.)
- Response to the SDGs
- Initiatives to carbon neutrality
- Human rights initiatives
- Promotion of social contribution activities
- Creation policy for the Sustainability Report and Integrated Report
- Further enhancement of information disclosure that takes into account ESG (environment, social, governance) investment

### Materiality

The Mitsubishi Electric Group places more focus than ever on sustainability initiatives at the management level to realize the “vibrant and sustainable society” that we have committed to in our Purpose. We have identified five areas as materiality (important challenges) to “Provide solutions to social challenges through our businesses” and as part of our “Strengthen our business foundation to enable sustainable growth.” Through these materiality initiatives, we will create economic and social value and will contribute to solving social challenges starting with contributing to achieving the SDGs. In our materiality initiatives, we promote continuous activities for improvement by implementing the PDCA cycle for mid-to-long-term initiatives and goals as well as for key performance indicators (KPIs).
Process of Identification and Review of Materiality

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

In fiscal 2021, a full internal review of the materiality, mid-to-long-term initiatives, and targets/key performance indicators (KPIs) was undertaken by the Sustainability Expert Committee and Sustainability Business Promotion Committee, in view of subjective evaluations from inside and outside the company, featuring questionnaires and interviews from a total of 1,551 people, including Mitsubishi Electric Group employees, suppliers, investors, analysts, and general consumers.

We have carried out stakeholder questionnaires targeted at general consumers (600 respondents) since fiscal 2017, and we held a questionnaire in fiscal 2022 as well. We will take evaluation from external parties into account as we review these mid-to-long-term initiatives and targets.

While incorporating opinions from inside and outside the company, these initiatives will continue to be improved, and the materiality, mid-to-long-term initiatives, and targets/key performance indicators (KPIs) will be reviewed by implementing the PDCA cycle.

Step 1  Awareness of social issues (fiscal 2021)
Candidate materiality (357 issues) were identified based on ISO26000*, the GRI Standards**, the SASB standards***, and the Sustainable Development Goals (SDGs).

---

### Derive a short list

<table>
<thead>
<tr>
<th>Tasks to prioritize</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide products and services that help to solve environmental issues.</td>
</tr>
<tr>
<td>2. Provide products and services that help to solve energy problems.</td>
</tr>
<tr>
<td>4. Develop globally competent human resources.</td>
</tr>
<tr>
<td>5. Actively communicate with stakeholders.</td>
</tr>
<tr>
<td>6. Provide products and services that help to solve health and aging issues.</td>
</tr>
<tr>
<td>7. Provide products and services that contribute to peaceful and safe living.</td>
</tr>
<tr>
<td>8. Develop products with a low environmental impact in manufacturing, use, and disposal.</td>
</tr>
</tbody>
</table>

---

### Derive a long list from the items below

**General issues**
- **GRI Standards**
- **ISO26000**
- **SDGs**

**Industry-specific issues**
- **SASB**
- Materiality of competitors

---

### Extraction of candidate materiality from guidelines, etc.

---

### Step 2  Assessment of internal and external views and study of materiality (fiscal 2021)

Using the short list created in step 1, we conducted a questionnaire survey of consumers, suppliers, investors, and Mitsubishi Electric Group employees, who are our stakeholders, regarding what expectations they have for the Mitsubishi Electric Group to contribute to addressing social challenges. In addition, we received opinions from experts regarding the identification of materiality through interviews and dialogues with them in order to assess both internal and external views of the Mitsubishi Electric Group. Based on the results obtained, internal working groups narrowed down the issues that the Mitsubishi Electric Group should address as top priority, and the Sustainability Expert Committee and Sustainability Business Promotion Committee are studying the materiality of such issues.

---

### Step 3  Identification of materiality (fiscal 2021)

**Identification by the Sustainability Committee**

The issues thus extracted and studied through the above-described process and specific mid-to-long-term initiatives and targets/key performance indicators (KPIs) were confirmed by executive officers and identified as the Mitsubishi Electric Group’s materiality by the Sustainability Committee.
Management Related to Materiality

In fiscal 2016, the Mitsubishi Electric Group identified its materiality, mid-to-long-term initiatives to fulfill said materiality, and key performance indicators (KPIs). In fiscal 2022, the Mitsubishi Electric Group revised its materiality. In fiscal 2023, it announced its performance in regard to those initiatives for fiscal 2022 and revised its mid-to-long-term initiatives to fulfill said materiality and key performance indicators (KPIs) for fiscal 2023. For future initiatives and the details of our results to date, please refer to Materiality and our past Sustainability Reports, respectively.

### FY2022 Targets and Results

<table>
<thead>
<tr>
<th>Materiality</th>
<th>Mid-to-long-term initiatives</th>
<th>FY2022 targets/Key performance indicators (KPIs) (quantitative targets are shown in brackets)</th>
<th>Results</th>
<th>Scope*</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realize a sustainable global environment</td>
<td>Realize a decarbonized society through innovation and Integrated Solutions</td>
<td>Reduce CO2 emissions related to the usage of new products and improve the rate of &quot;CO2 emission reduction contribution by product use&quot; compared to the previous model (Improvement of more than 1% on average by the end of FY2024)</td>
<td>1.7%</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CO2 emissions (Scope 1 and Scope 2) (Reduction of more than 30% compared to FY2014 by the end of FY2024)</td>
<td>Reduced by 19%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>*1 CO2 emissions are calculated by using a variable (Japan: The latest value announced by the Electric Power Council for a Low Carbon Society; Overseas: The value based on the latest value announced by the International Energy Agency) as the CO2 emission factor of electric power</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>*2 Increased the number of offices to be investigated for CO2 emissions (Before FY2021: 139 offices -&gt; FY2022: 264 offices)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contribute to achieving a circular economy</td>
<td>Use recycled plastics (Rate of more than 10% in terms of the volume of molding and packaging materials by the end of FY2024)</td>
<td>8.9%</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make effective use of waste plastics (Japan; survey only overseas) (Rate of more than 90% by the end of FY2024)</td>
<td>89.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduce water usage per unit of sales at high-risk offices (More than 4% compared to FY2020 by the end of FY2024)</td>
<td>Reduced by 24%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realize a safe, secure, and comfortable society</td>
<td>Provide Integrated Solutions to address social challenges in the four fields of Life, Industry, Infrastructure, and Mobility</td>
<td>Discuss goals and KPIs that contribute to solving social challenges through our businesses including contribution to SDGs, and promote initiatives to that end</td>
<td>Discussed a sustainability vision and extract five areas of social challenges that should be solved through business</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promotion of ongoing human rights awareness activities</td>
<td>Provided human rights education to persons in charge of sustainability in accordance with the human rights impact assessment (Approx. 400 attendees)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify human rights issues by conducting human rights impact assessments, and grasp the statuses of initiatives at each office (Conduct assessments at 100% of relevant departments)</td>
<td>Conducted assessments at 100% of 415 relevant departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance response in channels for grievances and inquiries on human rights, and act appropriately according</td>
<td>Discussed the creation of rules on grasping the number of grievances concerning human rights and responding to them</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide lectures on human rights awareness and anti-harassment training programs for new employees and those for newly appointed managers (Attendance rate of 100%)</td>
<td>Attendance rate of 100%</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide education on harassment prevention for Group employees (Attendance rate of 100%)</td>
<td>Attendance rate of 100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Mitsubishi Electric; Mitsubishi Electric Group companies (Japan); All Mitsubishi Electric Group companies (Japan, overseas)

○: Target reached △: Target partially not reached ×: Target not reached
<table>
<thead>
<tr>
<th>Materiality</th>
<th>Mid-to-long-term initiatives</th>
<th>FY2022 targets/Key performance indicators (KPIs) (quantitative targets are shown in brackets)</th>
<th>Results</th>
<th>Scope*</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect for all people</td>
<td>Realize a workplace environment that helps all employees work actively</td>
<td>Strengthen and continue to promote the Mitsubishi Electric Workplace Reform Program and other initiatives to improve the workplace environment as well as actions taken under the policy of activities for Work Style Reforms, &quot;Deepening of communication within the workplace, business transformation by streamlining operations, and improving quality aspects&quot;</td>
<td>• Implemented various measures under the Mitsubishi Electric Workplace Reform Program (360-degree feedback to managers, harassment prevention education, etc.)&lt;br&gt;• Promoted workstyle reform at each group company (Promoted communication in the workplace; streamlining and improving the efficiency of operations, enhancement and management of systems for supporting flexible work style such as working from home, etc.)</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Carry out surveys on the actual status of harassment, including workplace environment surveys using stress checks, and employee attitude surveys (Quantitative targets for Mitsubishi Electric only)&lt;br&gt;(Employee engagement score* of more than 70% by FY2023)&lt;br&gt;(Work-life balance score* of more than 70% by FY2023)&lt;br&gt;*1 The percentage of employees who are proud and motivated to work for the Company&lt;br&gt;*2 The percentage of employees in the employee awareness survey who respond that they have a good work-life balance</td>
<td>Employee engagement score of 54% (in 2nd half of FY2022)&lt;br&gt;Work-life balance score of 65% (in 2nd half of FY2022)</td>
<td>Japan, overseas</td>
<td>△</td>
</tr>
<tr>
<td></td>
<td>Promote diversity</td>
<td>Promote diversity by employing and utilizing diverse human resources in response to regional and operational circumstances</td>
<td>Continued to promote diversity by employing and utilizing diverse human resources</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employ people with disabilities beyond the statutory employment rate (higher than 2.3%)</td>
<td>Consolidated result across three companies*: 2.41%&lt;br&gt;Promoted the achievement of the statutory employment rate by domestic affiliates&lt;br&gt;* Mitsubishi Electric Corporation + Mitsubishi Electric Life Service Corporation + Melco Tender Metals Corporation (special subsidiary)</td>
<td>Japan</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase the ratio of women among new recruits (1.2 times the average for the past five years (FY2017-FY2021) by FY2026)</td>
<td>FY2022 result: 1.2 times</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase the ratio of women in managerial positions (2 times the ratio in FY2021 by FY2026)</td>
<td>FY2022 result: 1.25 times compared to the rate in FY2021</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Systematically dispatch employees to overseas OJT programs and language programs (More than 80 employees/year)</td>
<td>Dispatched 76 employees despite restrictions due to the impact of COVID-19</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Promotion of occupational health and mental and physical health</td>
<td>Promote safety management 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&lt;br&gt;• Provided assistance to affiliated companies (Japan and overseas) from Mitsubishi Electric&lt;br&gt;• Provided assistance to affiliated companies (Japan and overseas) from Mitsubishi Electric</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote safety and health education, and maintain a rate of lost worktime injuries* that falls below the industrial average (below 0.52)&lt;br&gt;* Number of accidents causing lost worktime per 1 million hours</td>
<td>• Offered safety and health education (e-learning programs) to all employees&lt;br&gt;• Rate of lost worktime injuries (absence from work): 0.04</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Actively promote measures for mental health to realize a friendly workplace environment</td>
<td>Distributed the “Guidelines for Supporting Workers (Revised Edition)” to those who return to work after taking a leave due to mental health issues</td>
<td>Mitsubishi Electric</td>
<td>○</td>
</tr>
<tr>
<td></td>
<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 85.0% or higher of employees who get enough rest by sleeping properly)</td>
<td>Rate of employees maintaining proper body weight: 67.7%&lt;br&gt;Rate of employees who exercise regularly: 27.7%&lt;br&gt;Rate of employees who smoke: 20.8%&lt;br&gt;Rate of employees who perform dental care at least three times a day: 26.9%&lt;br&gt;Rate of employees who get enough rest by sleeping properly: 68.7%</td>
<td>Japan</td>
<td>△</td>
</tr>
</tbody>
</table>

* Mitsubishi Electric; Mitsubishi Electric Group companies (Japan); All Mitsubishi Electric Group companies (Japan, overseas)
<table>
<thead>
<tr>
<th>Materiality</th>
<th>Mid-to-long-term initiatives</th>
<th>FY2022 targets/Key performance indicators (KPIs) (quantitative targets are shown in brackets)</th>
<th>Results</th>
<th>Scope*</th>
<th>Evaluation</th>
</tr>
</thead>
</table>
| **Corporate management with a sound oversight function** | Hold dialogues with shareholders and investors through the general meeting of shareholders, corporate strategy presentation meetings, business strategy presentation meetings, financial results presentation meetings, individual meetings, other sessions, and IR activities in Japan and overseas | • Held a general meeting of shareholders  
• Held corporate strategy presentation meetings, financial results presentation meetings, individual meetings, and other sessions for institutional investors and analysts via online conferences, telephone conferences, and online streaming | Japan, overseas | ○ | |
| | Carry out proper reporting and discussions at the appropriate time among the board of directors, and conduct regular analysis and evaluation of the board of directors’ effectiveness | • Provided directors with appropriate information for management oversight at the appropriate time. Increased the time for discussions and enhanced the nature of discussions by increasing the number of board of directors’ meetings (FY2021: 6 regular meetings and 2 extraordinary meetings → FY2022: 10 regular meetings and 10 extraordinary meetings) from fiscal 2022  
• Appointed a third party institution for assessments on the effectiveness of the board of directors. Promoted initiatives based on suggestions received on the improvement of functions, composition, and secretariat of the Board of Directors, as well as the three statutory committees. | Mitsubishi Electric | ○ | |
| | Provide orientation training and other compliance education and training to directors and executive officers as appropriate at the proper time | • Provided prior training about the roles, responsibilities and dealings of directors and executive officers to new appointees  
• Provided compliance education to directors and executive officers after their appointment, and distributed the latest training materials | | | |
| | 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 | Conducted an internal audit and reported the audit results to the Audit Committee | Japan, overseas | ○ | |
| **Thorough compliance** | Compliance training on a continuous basis  
• Provide compliance education that utilizes diverse methods on a continuous basis | Provided compliance education that utilizes diverse methods, including lecture meetings, e-learning, and manual distribution (Conducted face-to-face education including online by Mitsubishi Electric’s Corporate Legal & Compliance Div. 111 times in fiscal 2022 with a total of 10,018 participants) | | Japan, overseas | ○ |
| | Maintain a 100% attendance in e-learning programs on compliance (maintain rate of 100%) | 100% attendance rate | Mitsubishi Electric | ○ | |
| | Fair competition (prevention of antimonopoly violations)  
• Establish and thoroughly implement antimonopoly prevention measures: provide practical training on an ongoing basis, conduct monitoring with an eye toward establishing regulations and rules | Provided education on antimonopoly laws. Face-to-face education, including online 171 times; 9,485 participants (Mitsubishi Electric); e-learning programs 14,999 participants (Mitsubishi Electric) | Japan, overseas | ○ | |
| | Corruption prevention (prevention of bribery)  
• Establish and thoroughly implement bribery prevention measures: provide bribery prevention education, conduct monitoring with an eye toward establishing regulations and guidelines | Provided bribery prevention training; e-learning programs 24,473 participants (Mitsubishi Electric) | | Japan, overseas | ○ |
| **Procurement that contributes to sustainability** | Accomplish obtaining consent forms for the CSR procurement guidelines (Obtain by the end of September 2021) | We planned to obtain consent forms from 3,031 companies by the end of September 2021, but this was accomplished in fiscal 2019. Obtained consent from approximately 6,700 companies by expanding the scale of activities from the initial plan. | | | |
| | Ascertain material human rights violation risks (forced labor, dangerous and injurious work) in the supply chain and continue activities for corrective action | Approximately 87% of approximately 1,200 respondents are certified as CSR companies. The balance of companies that have not been certified were confirmed to have no major risk of human rights violations. | Japan | ○ | |
| | Integrate the Green Procurement Standards Guide and the CSR Procurement Guidelines, and establish sustainability procurement guidelines (by March 31, 2022) | Changed the goal to formulate a sustainability procurement guideline in accordance with the RBA Code of Conduct after joining the RBA | | Japan, overseas | ○ |

* Mitsubishi Electric; Mitsubishi Electric Group companies (Japan); All Mitsubishi Electric Group companies (Japan, overseas)  
○: Target reached  
△: Target partially reached  
×: Target not reached
<table>
<thead>
<tr>
<th>Materiality</th>
<th>Mid-to-long-term initiatives</th>
<th>FY2022 targets/Key performance indicators (KPIs) (quantitative targets are shown in brackets)</th>
<th>Results</th>
<th>Scope*</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen corporate governance and compliance on a sustainable basis</td>
<td>Information security activities to protect important information</td>
<td>Prevent information leaks <strong>(No leaks)</strong></td>
<td>Information on business partners leaked from an affiliate in Japan due to a cyberattack starting at one of our overseas business sites</td>
<td>Japan, overseas</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhancement comprehensive cybersecurity countermeasures companies (Japan, overseas) 1.Technical measures, 2.Thorough document management, 3.Framework upgrading</td>
<td>1. Executed measures including the centralized management of devices, servers, network, and authentication, as well as behavior detection, operation log monitoring, and integrated management.Commenced the formulation of a plan to launch future measures including strengthening the Computer Security Incident Response Team (CSIRT) and zero trust starting in fiscal 2023 2. Strengthened personal data operations and management across the entire Group in April 2022 following the tightening of laws and regulations related to personal data around the world 3. Strengthened the structure of CSIRT by clarifying the roles of corporate divisions, business groups, and business offices in relation to CSIRT</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Boost the quality of development and design by creating a design policy encompassing multiple common element technologies</td>
<td>Updated the design guideline encompassing multiple common element technologies (corrosion, waterproofing, polymer deterioration, vibration, etc.) androlled it out to all manufacturing sites</td>
<td>Japan</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make Group-wide efforts to investigate the cause of serious malfunctions, and implement recurrence prevention measures <strong>(Once a month)</strong></td>
<td>Implemented measures to prevent recurrence during liaison meetings (104 measures have been implemented for serious malfunctions) every month</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Roll out a quality management guidebook on change control to external suppliers</td>
<td>Developed change management guidelines on change control and rolled them out at all facilities for 5,103 suppliers</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Continuously conduct e-learning programs on quality, and provide enhanced learning materials</td>
<td>Added examples of improper quality practices found in an internal investigation and case studies to e-learning programs on engineers’ ethics for managers (Number of attendees: 4,330)</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide training programs on quality, and lecture programs on the concept that quality is our top priority companies (Create a quality culture) <strong>(Four times a year in Japan, and once a year overseas)</strong></td>
<td>Held training programs for quality assurance department managers, etc. in Japan (4 times). Provided lecture programs on improper quality practices and held group discussions for networking. Held liaison meetings (twice: Thailand and China) overseas and provided lectures to local staff on the importance of data utilization and how to use data. A quality culture has yet to be created as improper quality practices have occurred</td>
<td>Japan, overseas</td>
<td>△</td>
</tr>
<tr>
<td>Create a sustainability-oriented corporate culture</td>
<td>Promote mid-to-long-term initiatives for addressing social challenges</td>
<td>Discuss goals and KPIs, and promote initiatives centered around the newly established Sustainability Planning Division</td>
<td>• Enhanced the framework of the Sustainability Committee to promote sustainability initiatives  • Donated approximately 24.67 million yen from the SOCIO-ROOTS Fund as support for nationwide social welfare facilities and children at disaster areas</td>
<td>Japan, overseas</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve sensibility and adaptability to changes in values among society and individuals</td>
<td>• Held discussions and responded to social trends in the Sustainability Committee  • Promoted the understanding of the SDGs through SDGs Card Game Training and the Guide for the Use of SDG Logos and Other Elements  • Held briefings on sustainability to approximately 400 representatives at Mitsubishi Electric and its affiliates in Japan and overseas</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote active communication with stakeholders based on highly transparent information disclosure</td>
<td>• Issued the Sustainability Report and conducted a questionnaire survey with 600 people from the general public  • Held dialogues with experts</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

* Mitsubishi Electric; Mitsubishi Electric Group companies (Japan, overseas)  ○: Target reached  △: Target partially not reached  ×: Target not reached
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 sustainability initiatives across the entire value chain with a focus on materiality.
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 sustainability 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 GX League Basic Concept
Mitsubishi Electric expressed approval of the GX League Basic Concept announced by the Ministry of Economy, Trade and Industry (METI). The GX League will be established by companies which actively work on green transformation (GX) together with players who strive to achieve GX, including governments, academia, public research institutions, and financial institutions, as a forum for discussing the overall economic and social system and creating new markets accordingly. The purpose of the Concept matches the direction of Mitsubishi Electric. Mitsubishi Electric will participate in discussions for the transformation of the overall economic and social system to achieve carbon neutrality.

Joining the RBA
In February 2022, Mitsubishi Electric joined the Responsible Business Alliance (RBA), an alliance that promotes corporate social responsibility in global supply chains. We commit to progressively align our own operations with the provisions of the RBA Code of Conduct, a global standard, to promote continuous improvement of our sustainability efforts.

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.

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 preindustrial levels” as stipulated in the Paris Agreement. We have obtained certification from the SBT (Science Based Targets) initiative.

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.

*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

MSCI Indexes

MSCI (USA) is a company that calculates and announces various indexes of global constituents. 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. MSCl 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.

PRIDE Index 2021

Mitsubishi Electric received the Silver award in the “PRIDE Index 2021,” an index to evaluate initiatives for LGBTQ and other sexual minorities at workplaces in Japan.

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.

Health & Productivity Management Outstanding Organization

Mitsubishi Electric has been recognized under the 2022 Health & Productivity Management Outstanding Organizations Recognition Program (large-scale corporate category), for excellence in various activities that contribute to health and productivity management by the Ministry of Economy, Trade and Industry and Nippon Kenko kaigi.
Communication with stakeholders

Original Policy on Stakeholder Engagement

The Mitsubishi Electric Group understands that requests and opinions from its stakeholders are extremely important—not only to avoid acts that will inconvenience society, but also to pursue initiatives for achieving a sustainable society.

As such, the Group captures every opportunity to communicate with various stakeholders, it shares opinions and other information received from them among director-level personnel and elsewhere within the Group through the Sustainability Committee, and we incorporates these opinions and information within various initiatives.

Going forward, the Mitsubishi Electric Group aims to realize a vibrant and sustainable society while endeavoring to ensure transparent disclosure of information on sustainability and while working to solve social challenges together with its stakeholders.

Dialogues with Experts

In order to gather opinions from various external experts on sustainability initiatives and incorporate them in its future activities, the Mitsubishi Electric Group invited three experts to exchange their views with its four executives, including the president, in March 2022.

During these dialogues, Mitsubishi Electric described its response to the cases of quality-related improper practice found in fiscal 2022, the progress of reforms, the basic policy and structure for sustainability management, its long-term vision, and other details. Based on these details, the experts then provided meaningful opinions and advice and deepened the discussion.

* The dialogues were held online in light of measures to prevent the spread of COVID-19. Please note that the experts' profiles are correct as of the date of the dialogues.

Important Opinions and Recommendations from the Experts

Enhance employee engagement to achieve a company-wide reform with more in-depth initiatives

Past improper quality control practices are deep-rooted issues. These incidents should not simply be considered as quality assurance issues. It is important to take in-depth measures along with reforms in organizational culture and governance so that the initiatives will not become a matter of formality. According to your explanation, the company-wide transformation project “Team Sousei (Creation)” is composed of 45 members chosen from nearly 400 people who sent applications for an in-house recruitment program. However, would it not be possible to involve all applicants in the project? Taking into account the number of your employees, I believe that dealing with these issues requires this degree of scale.

Regarding the initiatives for environmental issues, I think that your messages on biodiversity related initiatives are not being sent out strongly. In current international trends, biodiversity and climate change are considered to be two sides of the same coin. I understand that you are working on the response to the Task Force on Climate-related Financial Disclosures (TCFD), but you should also consider a mechanism with a view to responding to the Taskforce on Nature-related Financial Disclosures (TNFD). You could expand your business opportunities by taking a positive outlook and considering how you can contribute to biodiversity conservation by utilizing digital transformation, AI, and other technologies held by the Mitsubishi Electric Group.

I would like employees of your company, as a manufacturer, to maintain the perspective of a consumer. When manufacturing products, some elements may be perceived as difficult to achieve from the viewpoint of employees at a manufacturer, though these elements may be viewed differently from the standpoint of people who use the products. I hope that you foster a culture where you encourage your employees to let them identify themselves as citizens and consumers and incorporate this approach in conducting business.
Hoping to see initiatives based on a social-point-of view mindset that emphasizes dialogue with stakeholders

Regarding human rights issues defined as one of your priority measures, it is essential to carry out effective due diligence. I hope you will implement initiatives that will prevent human rights violations and that will offer relief to affected people in the event of a violation. There are limits to what a single company can do on its own with respect to human rights in particular. I suggest that you cooperate with various platforms, including industrial organizations, lawyers, and NGOs, and then work to achieve true solutions to human rights issues.

It is also vital to appropriately incorporate external forces in sustainability initiatives as well as in actions related to human rights. To promote diversity, it is indispensable to engage in continued dialogue with stakeholders to incorporate the global trends while listening to the diverse opinions of external parties. It may also be effective to set up regular meetings and other opportunities to allow for the exchange of opinions with stakeholders on an ongoing basis.

It is also crucial to have employees who are responsible for carrying out activities involved in sustainability initiatives in place. To change people’s behavior, you need to go beyond simply relaying knowledge and skills; each and every employee must have shared values and feel happy with the initiatives.

Because of this severe situation due to past improper quality control practices, there is a need to continue carrying out and developing sustainability initiatives at a higher level than before so as to foster a new corporate culture. A company cannot survive if it does not solve social challenges. It is important to set up a future goal to aim for at your company based on a mindset that places society first, and then to think about and enact a method to reach that goal from the present through backcasting. I hope you will aim for a high goal through co-creation with stakeholders.

Mitsubishi Electric needs a unique story that links sustainability with its management strategy

I could sense your company’s resolve and enthusiasm for company-wide reforms through this dialogue and I believe that this is the right time for you to demonstrate your ability to make “Changes for the Better.”

On the other hand, from the standpoint of an investor, your wording is vague regarding the “cultural reform” that you give as one of your reforms following the past incidents of quality-related malpractice. You need to revisit the meaning of this phrase and conduct specific, effective activities so that it will not be interpreted as something leading to no actual, substantive change.

These incidents have hurt your employees and have damaged their trust in the company. But all the employees who are still trying to move ahead despite these circumstances are very important stakeholders. The top-priority issue for management at the moment is to send concrete and meaningful messages and to engage in dialogue with these employees.

Materiality and sustainability should be included in the management strategy. This means that Mitsubishi Electric must describe its story leading into the future based on how it will leverage its strengths, and the goals it will aim for. Japanese companies tend to view sustainability in the context of social contributions, but they cannot build a convincing story unless they clarify how the company’s earnings will grow by solving social challenges.

In response to the dialogues

I understand that there will be a long, tough road for our reforms in response to past incidents of quality-related malpractice. Today, while listening to a wide range of opinions, I gained a renewed appreciation for the importance of focusing on sustainability within the management of the company while working steadily to deal with the incidents. The point on the lack of visibility in the connection between our sustainability and corporate strategy renewed my understanding on the importance of communicating our concept and initiatives for sustainability together with our corporate strategy.

Through our Sustainability Report and other materials, we will boost the communication of our messages to stakeholders and deepen our understanding on the importance of communicating our concept and initiatives for sustainability together with our corporate strategy.
Interviews with Experts

The Mitsubishi Electric Group has spoken with insightful experts, who are active in various industries, in order to hear what they think about our sustainability efforts amid the current trends. More specifically, we asked them to read the Mitsubishi Electric Group Sustainability Report 2021 and requested their opinions mainly regarding our materiality and what they expect from us given the domestic and international trends related to the sustainable development goals (SDGs) as well as environmental, social, and governance (ESG) investment. This section reports some of the opinions that we received.

* The profiles of the experts are current as of the time of the hearings.

Expectations for the Mitsubishi Electric Group

Prof. Atsushi Osanai, Ph.D
Professor at Waseda Business School
Graduate School of Business and Finance
Specialty: Management of technology/innovation, management strategy, diversity management

Comments received:

- I suspect that the incidents regarding quality are a result of your company's confidence in having strictness and a high level of quality; that is to say, a belief that there are no problems will occur as long as your company's high standards are observed. Even if you make the rules stricter, employees will not always observe the rules. You may be able to build integrity by making uniform rules stricter across all products, while also applying different additional rules for each product.

- I have the impression that, despite having a high potential in terms of products and technologies, your company has not been able to gain a strong market share with many of your products, and there are no products that stand out from the rest. Instead of searching for something new, why not think about what you can do to monetize existing technologies and products? "Global" is one key concept. Although today's world is uncertain and unpredictable, a company with diversity in business and personnel structure has more strength in these circumstances. Such a business and personnel structure are associated with waste, but eliminating this waste will weaken the company. It is crucial to maintain a balance.

- Your company supports Japan's infrastructure and security and therefore bears the responsibility to make continued contributions to the country. I hope your company will emphasize sustainability which is gained through gradual improvements and then continually maintained, rather than focusing on making a V-shaped recovery in a short time.

Ms. Emi Sugawara
Professor, Faculty of International Studies,
Osaka University of Economics and Law
Specialty: international law, international human rights law

Comments received:

- Mitsubishi Electric Group Human Rights Policy states that the Mitsubishi Electric Group respects human rights of affected stakeholders in its value chain. In order to identify human rights priorities from among the broad range of human rights issues across the value chain, it is essential to engage in direct dialogue (engagement) with stakeholders. On a global scale, it is also necessary to define its challenges through dialogues with its stakeholders, including customers, employees, and local communities, and then to work on these challenges.

- Human rights represent one category within issues related to management, though I feel few companies in Japan establish a division for business and human rights and work on these topics. It is crucial to have a system that allows the voice of stakeholders to be delivered to various divisions and checked in a cross-divisional way. I suggest that the Mitsubishi Electric Group should consider collecting the voice of affected stakeholders by utilizing existing arrangements such as customer centers, employee satisfaction surveys, and dialogue between offices and local communities. To the wider array of voices from stakeholders, each contact personnel who responds to these voices must have an understanding on how the company's businesses and operations are related to human rights of stakeholders. Otherwise, they will not identify these voices as opinions and grievances on human rights. I hope the Mitsubishi Electric Group will also build and enhance training programs that boost employees' understanding of business and human rights.

Mr. Masao Seki
Senior Advisor on Sustainability at Sompo Japan Insurance Inc.
and Professor, School of Business Administration, Meiji University
Specialty: Sustainability management, Business and society

Comments received:

- To be able to respond to major changes in the future, it is necessary to identify issues with a perspective that starts at society—that is to say, outside-in approach—rather than identifying issues with a perspective that starts with your company's products or technologies (inside-out approach).

- In order to have an outside-in viewpoint, you may wish to increase opportunities for direct dialogue with customers, employees, and other stakeholders as much as possible. Regarding human rights in particular, it is necessary to grasp the whole picture about human rights issues and then think about how these rights should be protected through direct dialogue with NGO/NPOs, relevant organizations, and human rights holders. I also believe that holding continued dialogues with employees may help in creating the sustainability-oriented corporate culture as defined in your materiality.

- I hope a global company like Mitsubishi Electric Group will set up decarbonization goals not only in your own value chain, but also from the viewpoint of how to reduce CO2 across the entire world. I expect that you will demonstrate a future-oriented and proactive attitude to encourage society to act by taking advantage of your strengths.
Results of Reader Surveys

Questionnaire-based Survey Conducted on the Sustainability Report

The Mitsubishi Electric Group conducted a survey questionnaire among its stakeholders in Japan regarding the Group’s sustainability initiatives and Sustainability Report 2021, 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 sustainability efforts.

Survey summary and partial results

[Period]
December 2021

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

[Main questions]
- Is senior management pursuing sustainability initiatives in earnest?
- Does the company have the framework that will allow it to implement sustainability 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.).
- What do you expect regarding the materiality?

Expectations regarding materiality

Main comments received on expectations regarding materiality

- As each company has its unique strengths, I think there are things that only Mitsubishi Electric can do. I hope the company will use its technologies developed through experience to help our society. (Female, age 38)
- I have great expectations for the company to engage in activities for building our future society while considering measures against environmental impact and climate change as a manufacturer that handles electronics. (Male, age 31)
- I hope the company will serve as a model for international rules as it operates globally. (Male, age 57)
- I have expectations for the company to create economic and social value. (Male, age 54)
- Many cases have been pointed out regarding issues at the Mitsubishi Electric Group, and so there is an urgent need to address and ameliorate these issues. Sustainability cannot be realized without such action. (Male, age 55)
- I hope the company will serve as a model for international rules as it operates globally. (Male, age 57)
- Growth of the economy is important, but this can only be achieved when people are mentally and physically healthy. (Male, age 75)
- As there was a series of issues related to misconduct, I hope the company will first commit to restoring trust. (Male, age 54)
- I think the company lags behind the competition in ensuring compliance in actual services. (Female, age 56)
- Since connections with civil society are critical for capturing needs and implementing initiatives that bring real benefits, I believe active communication is necessary. (Male, age 31)
- I have expectations for the Group to continue working on information disclosure. (Male, age 47)
Measures for Internal Dissemination

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

Direct Dialogue between the President and Employees
Mitsubishi Electric holds meetings between the president and employees at each workplace to communicate the president’s thoughts regarding reforms to employees, as well as to exchange views between them. In fiscal 2022, the meeting was carried out at a total of 42 bases. In fiscal 2023, to help bring the conversation deeper, these gatherings are continually held in a town meeting style with small groups. The president listens to diverse opinions from employees and will implement them in various reforms going forward.

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 Sustainability Committee commenced reviews by devising potential responses by their own companies. In fiscal 2019, we decided on “Priority SDG initiatives” and reviewed them in fiscal 2022.

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 contribute to the achievement of the SDGs as part of our operations.
## 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>
<tbody>
<tr>
<td><strong>Customers</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual and corporate customers</td>
<td>- Improvement of customer satisfaction</td>
<td>- Sales departments, Quality departments</td>
<td>Inquiry centers (home appliances: Customer Relations Center; building systems: Information Center, etc.), sales activities, websites, showrooms, events, exhibitions, customer questionnaires, mass media/commercials</td>
</tr>
<tr>
<td></td>
<td>- Product safety and quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Customer response and support</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers related to the Mitsubishi Electric Group in general</td>
<td>- Occupational health and safety</td>
<td>- Personnel departments, Sustainability promotion departments</td>
<td>Hotlines, intranets, in-house bulletins, training programs, meetings between management and employees, employee awareness surveys</td>
</tr>
<tr>
<td></td>
<td>- Respect for human rights</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Human resource development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Respect for diversity</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Government, local governments, industrial organizations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governmental institutions, local governments and industrial organizations relevant to the business activities of the Mitsubishi Electric Group</td>
<td>- Compliance with laws and regulations</td>
<td>- External affairs departments</td>
<td>Participation in advisory councils and committees, participation in the activities of industrial and economic organizations</td>
</tr>
<tr>
<td></td>
<td>- Compliance with restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Policy proposals</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NGOs and NPOs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs/NPOs citizens groups, etc. with relevance to the social and environmental aspects of Mitsubishi Electric Group</td>
<td>- Grants and partnerships through contributions to regional communities</td>
<td>- Sustainability promotion departments</td>
<td>Philanthropic activities (funds, foundations, volunteer activities), dialogues on social and environmental issues</td>
</tr>
<tr>
<td></td>
<td>- Dialogues on social and environmental issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business partners</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business partners that supply raw materials and parts</td>
<td>- Fair transactions</td>
<td>- Materials departments</td>
<td>Information sessions on sustainability procurement, BCP seminars, meetings based on the results of fair selection and evaluation of suppliers</td>
</tr>
<tr>
<td></td>
<td>- Sustainability promotion through the supply chain</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Regional communities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communities near Mitsubishi Electric offices</td>
<td>- Contribution to four activity philanthropic areas (social welfare; science and technology; global environmental conservation; culture, art and sports)</td>
<td>- Sustainability promotion departments</td>
<td>Contributions through business, philanthropic activities, (funds, overseas foundations, volunteer activities), grants to universities, plant inspection tours, factory open-house events</td>
</tr>
<tr>
<td><strong>Shareholders</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders, investment institutions, investors, etc. directly or indirectly possessing Mitsubishi Electric Group shares</td>
<td>- Increase in corporate value</td>
<td>- IR departments</td>
<td>Financial results presentation meeting (4 times yearly), general meetings of shareholders (once a year), IR events/individual meetings, websites (IR library), responses to interviews, shareholder communications</td>
</tr>
<tr>
<td></td>
<td>- Proper redistribution of profits</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Information disclosure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Response to ESG investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic institutions and research institutions</td>
<td>- Cooperation in creating innovation</td>
<td>- R&amp;D departments</td>
<td>Industry-academia cooperation in research, stakeholder dialogues (once a year)</td>
</tr>
<tr>
<td></td>
<td>- Joint studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Future generations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Provision of education opportunities</td>
<td>- Sustainability promotion departments, Overseas foundations</td>
<td>Inquiry centers, philanthropic programs, factory inspection tours, grants via foundations, events</td>
</tr>
</tbody>
</table>