1. Digital Platform "Serendie" ................................................................. P3
2. Serendie Solutions ........................................................................ P7
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4. Serendie-related Businesses ............................................................ P16
Digital Platform “Serendie”
Digital Platform “Serendie”

Serendie*1 comprises a data analysis system and a Web API integration system. Provide new solutions using Serendie and demonstrating technological strengths and creativity.

Components, Systems, Services

- Electric power equipment
- Elevators
- Buildings management
- Air conditioners
- Home products, housing equipment
- Train electric equipment
- Factory automation equipment

Collect data from components and systems

Provide services across business fields

Improved performance and functions

Co-creation

Partners

New Solutions

- Buildings × Air conditioning
  - Electric power
  - Smart building solutions
  - (Comfortable spaces, safety/security, robot delivery)

- Transportation × Electric Power
  - Rail solutions
  - (Train operations, power optimization)

- Factory automation × Electric power
  - Factory solutions
  - (Carbon neutral, SCM*2 optimization)

*1: Pending Trademark, *2: SCM: Supply Chain Management
The Technology Infrastructure to realize “Serendie”

DX Innovation Center, established in April 2023, is implementing four standard systems to promote Circular Digital-Engineering. These systems enable the integration of internal and external technologies and know-how so that creation of new digital services can be accelerated.

1. Digital Platform ”Serendie”

- Data Analysis System
- Co-creation
- Customer
- Value proposition
- Digital Services
- Web API Integration System
- CRM system
- Subscription Management System
Transformation of our Technology Mindset

We are promoting activities to significantly change our mindset toward accelerating business transformation aimed at “Circular Digital-Engineering.”
2 Serendie Solutions
Serendie Street: DX Innovation Hub

The DX Innovation Hub fosters new ideas through the fusion of diverse cultures. We have dedicated to build co-creation spaces for experimentation and inspiration globally, where unexpected encounters between people, data, and technology spark passion and untapped value, and name these spaces as “Serendie Street.”

The Serendie Streets accelerate our mindset transformation into a circular digital-engineering company and will promote co-creation with globally diverse talents, both within and outside the company.
Scrum activities by multiple business units within the company
(Railway LMS* Data Analysis)

150 people gathered for the Serendie Street YDB Opening Event (April 2024)

* LMS: Lifecycle Management Solution
Strengthening DX Human Capital

Expand DX human capital for the Mitsubishi Electric Group to 20,000 workers through reskilling, M&As, etc. Define DX skillsets from customer interaction to development, and secure the appropriate human resources.

Initiatives to expand DX human capital

- Reskilling of IT technicians involved in embedded software development and major systems development
- Expand talent via hiring and M&As
- Provide DX education to all employees

<table>
<thead>
<tr>
<th>FY2024 Actual</th>
<th>FY2031 Target</th>
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<tbody>
<tr>
<td>6,500 workers</td>
<td>20,000 workers</td>
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DX skill set

Understand the skill set of each employee and promote a human resource strategy for recruitment, education, and career development.

- Customer interaction
  - Customer relation
  - Development
  - DX marketing
  - Solution creation
  - Data engineering
  - UI/UX design*1
  - DX architecture design
  - DX engineering
  - DX quality assurance

*1 UI: User Interface, UX: User eXperience
Scrum activities to create Serendie solutions

To accelerate business creation through collaboration with our customers and partner companies, we will promote scrum activities utilizing our technology infrastructure.

The Double Diamond Model

Needs Discovery Phase
Finding the right needs

1. Starting with an analysis of market needs
2. Issue identification
   - Co-creation planning
3. Issue refinement

Value Definition Phase
Finding the right solution

1. Starting with available technologies/products
2. Solution identification
3. Solution refinement

Web API Integration System

MVP Definition and Decision

Scrum activities by the DX Innovation Center and Business Units

Agile Style Development Guidelines

Development
Develop solutions with optimal methods

Business
Commercialization Service Launch

Supported by DX Innovation Center Business Units
3

Scrum Project Examples
Scrum Project Case Study (Utilizing Data Analysis System)

Using the results from the analysis of Railway LMS* Data, we have initiated co-creation of integrated solutions including railway rollingstock maintenance, train operation, and power optimization with transportation operators.

By effectively harnessing the regenerative power generated when a train stops, rather than wasting it, we can help improve energy efficiency.

* LMS: Lifecycle Management Solution
Scrum Project Case Study (Utilizing Web API Integration System)

New development of an in-building service utilizing human location data and autonomous delivery robots: Building x Life x Vehicle (Cartken)

Autonomous delivery robots transport food and beverages from nearby shops directly to the people in buildings. By implementing this service, we will provide enhanced convenience for the people in buildings, increase the value for the tenant shops, and improve the overall value of the building, including its surrounding facilities.
We verified the effectiveness of generative AI technology for air conditioning automation that balances comfort and energy efficiency.

**Prompt Generation**

What is the best temperature setting for each air conditioner if we want to reduce energy consumption as much as possible while maintaining a comfortable room temperature?

**Input:** Environmental data, etc.
- Indoor Temperature
- Outdoor Temperature
- Sunlight Intensity
- Air Conditioning Set Temperature
- Indoor Human Position Information
- Comfort Information
- Power Consumption

**Generative AI (GPT-4/4V)**

Achieved both comfort assurance and 20-25% energy savings.

**Output:** Air Conditioning Equipment Control

{Indoor Unit#1: 22°C, Indoor Unit#2: 23°C, ⋮ Indoor Unit#n: 20°C}

Air conditioning temperature setting instructions
4 Serendie-related Businesses
Establish a new earnings pillar by accelerating initiatives to create new value and expanding profitability for Serendie-related businesses

Serendie-related Businesses

Serendie-related businesses defined as solutions utilizing data and components collecting data

Solutions utilizing data
Integrated solutions, solutions utilizing data from Mitsubishi Electric equipment and systems, remote monitoring/maintenance services
- E&F Solution business*1
- Remote services for processing equipment and numerical control device
- Remote monitoring and maintenance services for elevators etc.

Components collecting data
Components with functions for collecting/transmitting data essential for providing solutions utilizing data
- Sequencers
- CNC*2 etc.

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*1 Solutions service solving energy management and facility management issues together
*2 CNC: Computerized Numerical Controller
Cautionary Statement

While the statements herein, including the forecasts regarding the Mitsubishi Electric Group, are based on assumptions considered to be reasonable under the circumstances on the date of announcement, actual results may differ significantly from forecasts. The main factors materially affecting the expectations expressed herein include but are not limited to the following:

1. Changes in worldwide economic and social conditions, as well as regulations, taxation and other legislation
2. Changes in foreign currency exchange rates
3. Changes in stock markets
4. Changes in the fund-raising environment
5. Changes in the supply and demand of products, as well as the material procurement environment
6. Establishment of important patents, status of significant licenses and disputes related to key patents
7. Litigation and other legal proceedings
8. Issues related to quality and defects in products or services
9. Laws, regulations and issues related to the global environment, especially responses to climate change
10. Laws, regulations and issues related to human rights
11. Radical technological innovation, as well as the development, manufacturing and time-to-market of products using new technology
12. Business restructuring
13. Information security incidents
14. Large-scale disasters, including earthquakes, tsunamis, typhoons, volcanic eruptions and fires
15. Social, economic and political upheaval due to heightened geopolitical risks, war, conflict, terrorism or other factors
16. Social, economic and political upheaval due to pandemics or other factors
17. Important matters related to Mitsubishi Electric Corporation’s directors and executive officers, major shareholders, affiliated companies and other stakeholders

* This document has been translated from Japanese original for reference purpose only. In the event of any discrepancy between this document and the Japanese original, the original shall prevail.