

Management Related to Materiality

FY2023 Targets and Results

For single-year goals ○: Goals achieved △: Partially not achieved or not achieved for reasonable causes (Excluding non-numerical goals) ×: Not achieved
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Materiality	Mid- to long-term initiatives	FY2023 targets/Key performance indicators (KPIs)			FY2023 Result	Scope	Evaluation	
		Target year	Quantitative targets					
Realize a sustainable global environment	Realize a decarbonized society through innovation and Integrated Solutions	Reduce CO ₂ emissions related to the usage of new products and improve the rate of "CO ₂ emission reduction contribution by product use" compared to the previous model	FY2024	1.0% or higher	2.8%	Mitsubishi Electric Group	○	
		Reduce CO ₂ emissions from our company	FY2024	30% or higher vs. FY2014	27%		○*1	
	Contribute to achieving a circular economy	Use recycled plastics (in terms of the volume of molding and packaging materials)	FY2024	10.0% or higher	8.1%	Mitsubishi Electric Group (Japan)	△	
		Make effective use of waste plastics	FY2024	90.0% or higher	92.5%		○	
		Rate of reduction in water usage at high-risk sites (per unit of sales)	FY2024	4% or higher vs. the FY2020 level	16%	Mitsubishi Electric Group (Overseas)	○	
Realize a safe, secure, and comfortable society	Contribution through business activities in the areas of safety/security, inclusion, and well-being	Safety/ security	① Promotion of products, services, and solutions that contribute to minimizing damage due to natural threats, including prevention of natural disasters		<ul style="list-style-type: none"> Next Generation Geostationary Meteorological Satellite (Himawari-10) Water surface condition monitoring service MinaMonitor Ecocute 	Mitsubishi Electric Group	○	
			② Promotion of products, services, and solutions that contribute to avoidance, damage mitigation, and quick solutions regarding human-caused threats, including crime and accident suppression		<ul style="list-style-type: none"> Developed a technology to automatically detect dangerous behaviors with high accuracy from camera images 			
			③ Promotion of products, services, and solutions that contribute to improving adaptability to urban and social challenges, including labor shortages, declining population, and depopulation		<ul style="list-style-type: none"> Launched joint research on a cloud AI-operated road management system to streamline road maintenance and repair operations 			
	Inclusion	Promotion of products, services, and solutions that reduce the impact of physical limitations (age, disability, etc.) and environmental limitations such as residential areas		<ul style="list-style-type: none"> Service for watching over seniors MeAMOR AI × watching over service for seniors kizkia-Knight 		○		
	Well-being	Promotion of products, services, and solutions that contribute to realizing more comfortable and healthy living		<ul style="list-style-type: none"> Mitsubishi Electric and AIST established the Human-Centric system design collaboration laboratory SUSTIE, a ZEB-related technology demonstration building, acquired Platinum WELL certification Released the Emoco Eye Mitsubishi room air conditioner Kirigamine Z Series equipped with emoco eye 		○		
Respect for all people	Promote human rights initiatives that are based on international norms	Identify and improve priority initiative items based on the results of the FY2022 Human Rights Impact Assessment	FY2024	All items addressed	Developed improvement plans for items that had yet to be addressed	Mitsubishi Electric Group	△	
		Grasp the improvement statuses of human rights initiatives based on the FY2023 Human Rights Impact Assessment	FY2023	100%	100%		○	
		Enhance response for grievances on human rights			<ul style="list-style-type: none"> Have established and run JaCER in addition to the contact points for inquiries regarding sustainability and harassment as well as the ethics and compliance hot line Improved accessibility and transparency by improving the "Sustainability Inquiries" section of the official website and joining JaCER 			○
		Provide education on human rights and e-learning sessions	FY2023	100%	100%		Mitsubishi Electric	○

*1 Rated as good because we achieved the target emissions for FY2023, which are equivalent to the quantitative targets for the target year.

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Materiality	Mid- to long-term initiatives	FY2023 targets/Key performance indicators (KPIs)		FY2023 Result	Scope	Evaluation		
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Respect for all people	Procurement that contributes to sustainability	Carry out CSR assessments of major suppliers to build a responsible supply chain, and identify and correct risks related to human rights violations		Conducted CSR Procurement surveys of 300 major business partners; confirmed that there are no serious human rights violations, such as forced labor or child labor	Mitsubishi Electric Group	○		
		Establish a plan for sustainability procurement policy guidelines (Integrate the Green Procurement Standards Guide with the CSR Procurement Guidelines)		Reviewed plans to ensure that the procurement guidelines are developed in a manner that complies with the RBA process				
	Realize a workplace environment that helps all employees work actively	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)"		Facilitated internal human resource mobility by updating the rules for operating the internal recruitment program and internal job search program	Mitsubishi Electric Group (Japan)	○		
		Continue to promote the Mitsubishi Electric Workplace Reform Program. In particular, accelerate initiatives for improving employee engagement (Quantitative targets for Mitsubishi Electric only)		<ul style="list-style-type: none"> Implemented a variety of measures from Mitsubishi Electric's Workplace Culture Reform Program Promoted work style reforms at domestic affiliates 				
		Employee engagement score* (for Mitsubishi Electric only) * Percentage of employees with pride and motivation in their work	FY2023	70% or higher			54%	×
		Work-life balance score* (for Mitsubishi Electric only) *Percentage of employees who respond that they feel that they have a good work-life balance in the employee awareness survey	FY2023	70% or higher			66%	
	Promote diversity	Increase the ratio of women among new recruits (Reference value: the average of the past five years, FY2017 to FY2021) *1		FY2026	1.2 or more times the baseline	Mitsubishi Electric	○	
		Increase the ratio of women in managerial positions		FY2026	2.00 or more times the ratio of FY2021			1.38 times
		Encourage male employees to take child-care leave (including those taking leave when their spouse gives birth)		FY2026	70.0% or higher			
		Overseas actively appoint local national staff as executives for overseas bases				Promoted one local national staff member to Senior Executive Officer, and another to head of an overseas office	Mitsubishi Electric Group (Overseas)	○
		Promote the hiring of people with disabilities at more than the statutory employment rates and promote the development of a workplace environment that is comfortable for them (including special subsidiary companies; Mitsubishi Electric Life Service Corporation and Melco Tender Mates Corporation)		FY2024	2.50% or higher	2.47%	Mitsubishi Electric	△
		Make improvements regarding the rate of lost worktime injuries**2		FY2023	0.25 or less	0.37	Mitsubishi Electric	×
	Promotion of occupational health and mental and physical health	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.				Mitsubishi Electric Group (Japan)	×	
		Percentage of employees who were classified as having high stress levels at stress checks		FY2023	Less than 9.0%			9.8% (Mitsubishi Electric)

*1 Total number from FY2022

*2 Total number of accidents per 1 million hours Mitsubishi Electric

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Strengthen corporate governance and compliance on a sustainable basis	Improve the board of directors' effectiveness	Continue to strengthen the function of the board of directors and the three statutory committees based on the effectiveness assessment		Had a third-party evaluation of the effectiveness of the Board of Directors carried out in FY2023, and made improvements based on the evaluation results	Mitsubishi Electric	○		
		Realize a highly independent composition in the board of directors	FY2023	Over 50%	58%		○	
	Thorough compliance	Compliance training on a continuous basis		Conducted training by a variety of mean such as workshops, e-learning programs, and handouts	Mitsubishi Electric Group	○		
		Rate of attendance in e-learning programs about the Code of Conduct	FY2023	100%	100%	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		Conducted training on antimonopoly laws (Mitsubishi Electric)			○	
		Major incidents of the violation of the prevention of antimonopoly violations	FY2023	0	0	Mitsubishi Electric Group	○	
		Corruption prevention (prevention of bribery) •Establish and thoroughly implement bribery prevention measures: provide bribery prevention education, and conduct monitoring with an eye toward establishing regulations and guidelines		Conducted anti-bribery training (Mitsubishi Electric)			○	
		Number of major bribery incidents	FY2023	0	0		○	
	Information security activities to protect important information	Number of major information leakage incidents		FY2023	0	0	Mitsubishi Electric Group	○
		Violation of information security related laws and regulations		FY2023	0	0		○
		Improve the information security maturity level*1		FY2026	Level 2 or higher	Made steady progress toward achievement in FY2026	Mitsubishi Electric Group (Japan)	○
	Complete reform in the area of quality assurance with an aim for zero quality-related fraud	Reconstruct functions for checks and balances •Conduct quality audits and promote improvements once a year at all manufacturing facilities and plants		FY2023	Implementation rate: 100%	100%	Mitsubishi Electric	○
		Measures for technology capability and resource issues •Build a system for compliance with quality-related laws, regulations and public standards; develop and implement an investment plan for infrastructure development, etc. related to the quality assurance system		•Developing an environment to confirm the latest standards by utilizing an online standard viewing system (accessed 23,470 times) •Establishing a consultation contact point related to product quality laws and regulations •Reorganizing check items and content for laws and regulations development/modification management			Mitsubishi Electric Group	○
		Renewed efforts to raise awareness on quality compliance •Improve quality compliance awareness and provide e-learning (Attendance rate of 100%) Survey the awareness of employees on quality		FY2023	Attendance rate: 100%	•E-learning attendance rate: 100% •Conducted a biannual employee awareness survey on quality •Comprehension level of the employee awareness survey related to quality philosophy rules and regulations: 86%	Mitsubishi Electric Group (Japan)	○

*1 Framework of the Cyber Security Maturity Model Certification (CMMC) issued by the U.S. Department of Defense.

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Create a sustainability-orientated corporate culture	Promote mid- to long-term initiatives for addressing social challenges	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			•Reported to executive officers and directors at least three times •Business units began participating, starting from the Sustainability Committee meeting in October 2022	Mitsubishi Electric Group	○	
		Improve understanding on the relationship between business operation and sustainability	Rate of employees who understand the new management policy according to the results of an employee engagement survey	FY2023	80% or higher		71%	×
			Rate of employees who understand the operation of business in line with the management policy according to the results of an employee engagement survey	FY2023	75% or higher		67%	
		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					Although the number of BIOME participants did not reach the target, the activities are making steady progress	△
	Promote organizational culture reform with focus on the Robust Policies Plan from "Team Sousei"				Promoted by encouraging employees to greet, express appreciation, and address one another with the "san" honorific, implementing the psychological safety guidelines, etc.	○		
	Improve sensibility and adaptability to changes in values among society and individuals	Discuss social trends in Sustainability Committee meetings and respond to these trends			Conducted a survey of global laws and regulations, and discussed and considered responses at the Sustainability Committee meeting	○		
Promote active communication with stakeholders based on highly transparent information disclosure	•Issue the Sustainability Report and the Integrated Report, •Hold dialogues with experts, and conduct sustainability report questionnaires			•Issued the Sustainability Report and Integrated Report in FY2023 •Held dialogues with experts •Conducted a survey of 600 members of the general public	○			

Please refer to page 22 for mid- to long-term initiatives and goals for FY2024 (17 items), and back issues of our Sustainability Report for results to date.

► Mid- to long-term initiatives and goals for FY2024 (17 items)

 Download reports (Sustainability)