

Mitsubishi Electric Group CSR Report 2019

Highlights Edition



Contents

Corporate Strategy	2
Global Operations/Corporate Data/ Financial Results	3
Mitsubishi Electric's Business Segments	5
President's Message	7
Initiatives to Create Value	9
CSR Management	11
Management	11
CSR Materiality and SDGs Management	13
Initiatives Related to the 17 SDGs	15
Initiatives that Contribute to Addressing Social Issues	16
Management of the CSR Materiality	17
CSR Materiality	19
Realize a Sustainable Society	19
Provide Safety, Security, and Comfort	21
Respect Human Rights and Promote the Active Participation of Diverse Human Resources ...	23
Strengthen Corporate Governance and Compliance on a Continuous Basis	25
Philanthropic Activities	27
List of Information Included in Website/Highlights Edition	30

Editorial Policy

This "Highlights Edition" was created with the aim of communicating with stakeholders regarding the Mitsubishi Electric Group's CSR efforts to realize a sustainable society. In addition to communicating the overall picture of CSR at the Mitsubishi Electric Group, we introduce our basic aspects of CSR materiality we identified in FY 2015. We endeavor to fulfill our responsibility of presenting information to the public in order to broaden our range of communication with stakeholders. We appreciate any and all frank and honest feedback intended to further improve the report.

Period Covered by the Report

April 1, 2018 – March 31, 2019
(next planned publication : September 2020)

* Also includes some information on policies, targets, and plans for fiscal 2020 and thereafter.

Reporting Medium

Non-financial information about the Mitsubishi Electric Group is disclosed in the section of the CSR website and "CSR Report", and environmental information is introduced in detail in the environment section of the website and "Environmental Performance Review." The "CSR Report" is available on our website together with the "CSR Report Highlights Edition" aimed at communicating with stakeholders.

CSR

<https://www.MitsubishiElectric.com/en/sustainability/csr/index.html>



Website



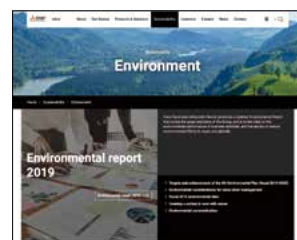
CSR Report



Highlights Edition

Environment

<https://www.MitsubishiElectric.com/en/sustainability/environment/index.html>



Website



Environmental Performance Review

For more information, please read P.30

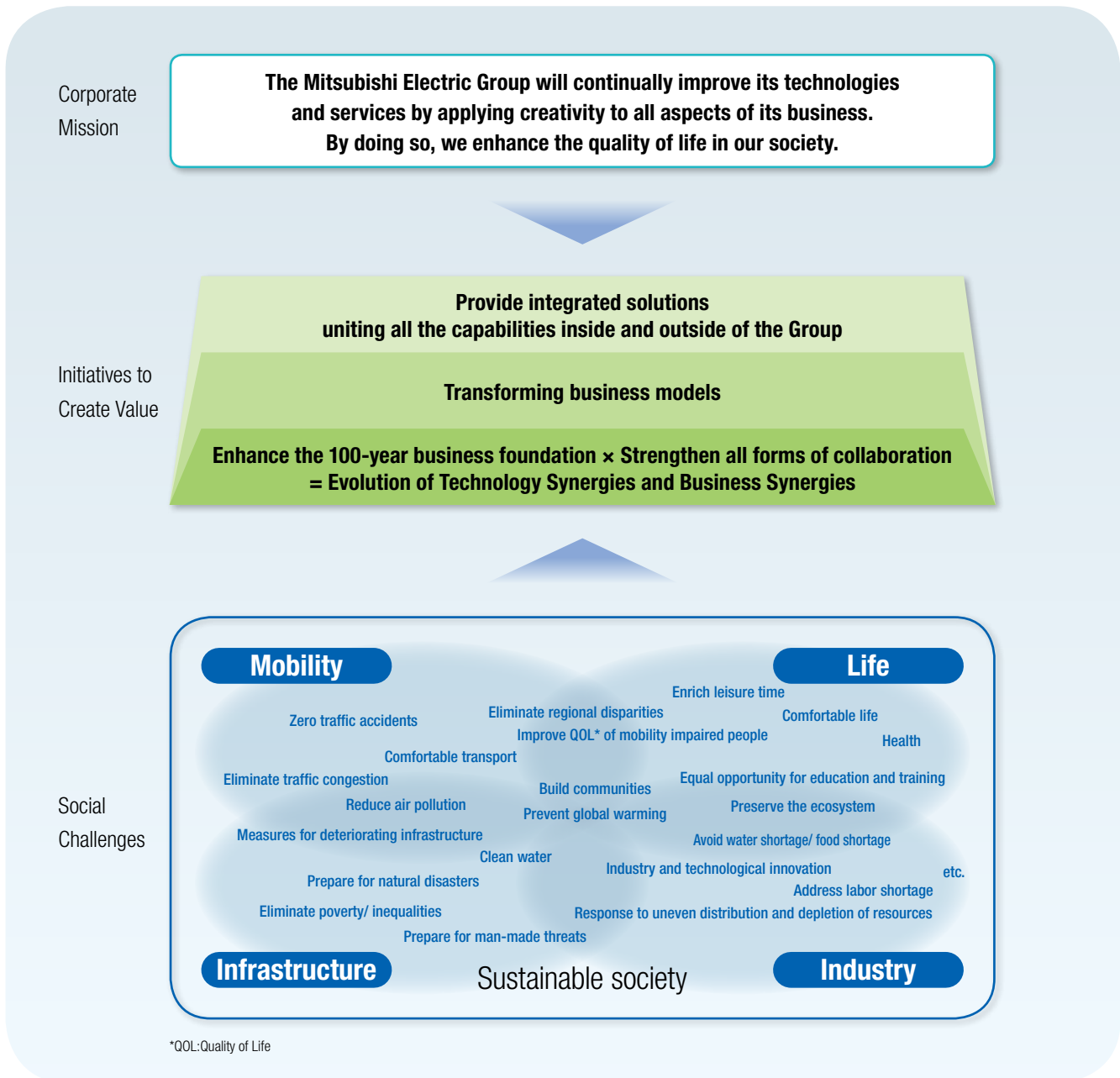
Corporate Strategy

The Mitsubishi Electric Group has positioned corporate social responsibility (CSR) as a pillar of its corporate management, based on its Corporate Mission and Seven Guiding Principles. Accordingly, the Group has made committed efforts to become a corporation whose actions are rated highly through its initiatives toward solving social challenges. In other words, we aim to become a corporation that is trusted by its stakeholders, including society, customers, shareholders, and employees, and that earns their satisfaction through its business practices.

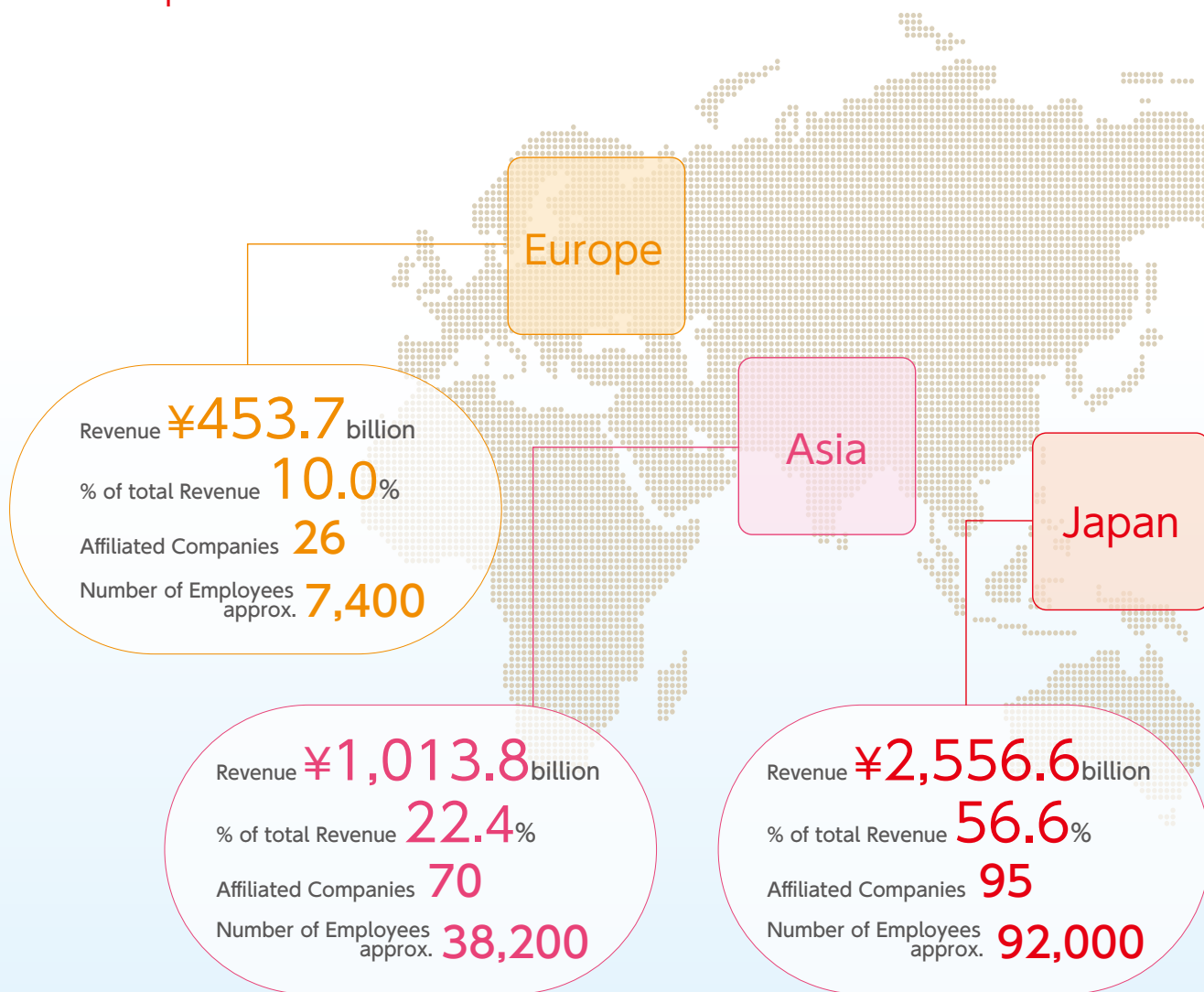
The Group has taken on the challenge of resolving diversifying social challenges including environmental issues and resource and energy issues through its products, systems and services. In doing so, it promotes initiatives to create values, such as simultaneous achievement of “sustainability,” and “safety, security, and comfort.” In these ways, the Mitsubishi Electric Group pursues the sustainable growth of the entire Group.

《Strategy》
 Mitsubishi Electric will provide integrated solutions to address diversifying social challenges, in the four fields of Life, Industry, Infrastructure and Mobility, uniting all the capabilities inside and outside of the Group. For this purpose, we will enhance our business foundation fostered over the past 100 years and further transform business models.

*Business foundation fostered over the past 100 years: connection with customers, technologies, personnel, products, corporate culture, etc.



Global Operations



Corporate Data (As of March 31, 2019)

Mitsubishi Electric Corporation

Tokyo Building, 2-7-3, Marunouchi, Chiyoda-ku, Tokyo 100-8310, Japan

President & CEO : Takeshi Sugiyama

Phone : +81 (3) 3218-2111

Established : January 15, 1921

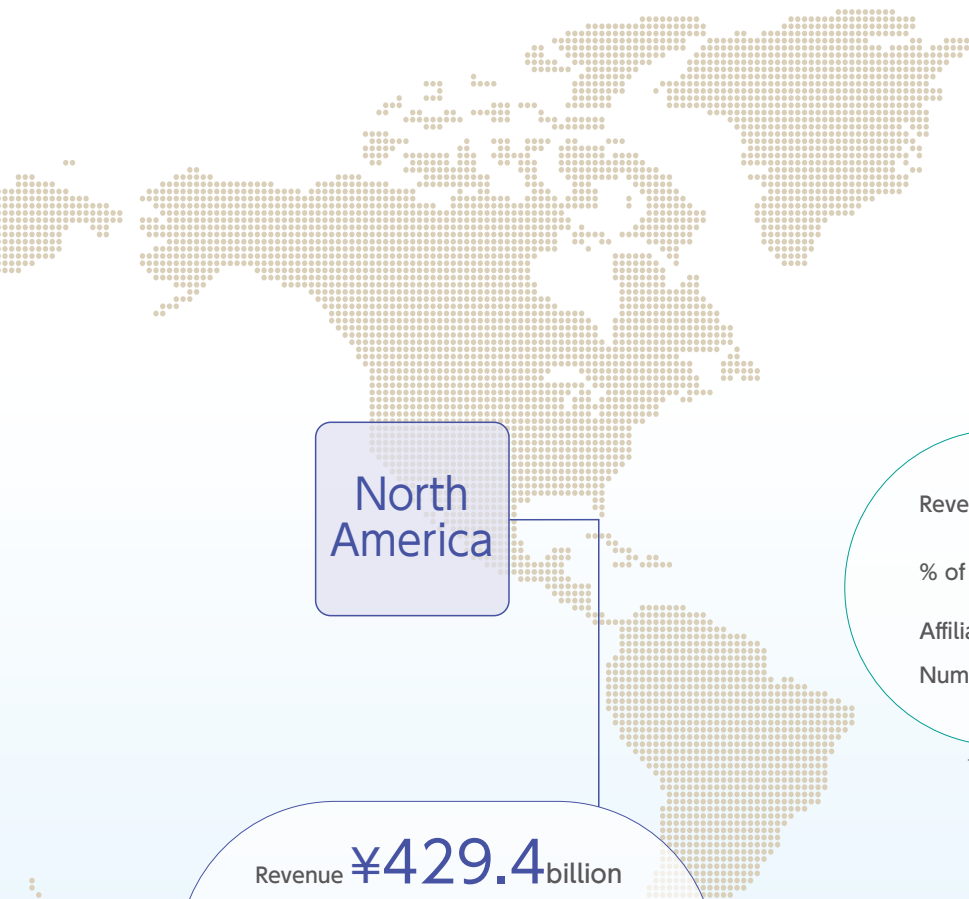
Paid-in Capital : ¥175,820 million

Shares Issued : 2,147,201,551 shares

Consolidated Revenue : ¥4,519,921 million

Consolidated Total Assets : ¥4,356,211 million

Employees : 145,817



North America

Revenue **¥429.4** billion
 % of total Revenue **9.5%**
 Affiliated Companies **13**
 Number of Employees approx. **6,700**

Other*

Revenue **¥66.1** billion
 % of total Revenue **1.5%**
 Affiliated Companies **2**
 Number of Employees approx. **1,500**

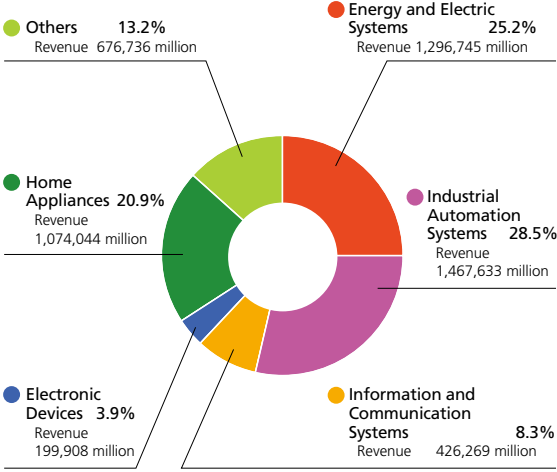
* Oceania, Central and South America, and Africa

Financial Results

Performance for the Year Ended March 31, 2019

Years ended March 31	Yen (millions)		U.S. dollars (thousands)
	2018	2019	2019
Revenue	¥4,444,424	¥4,519,921	\$40,720,009
Operating profit	327,444	290,477	2,616,910
Net profit attributable to Mitsubishi Electric Corp. stockholders	255,755	226,648	2,041,874
Total assets	4,305,580	4,356,211	39,245,144
Bonds and borrowings	311,950	298,438	2,688,631
Mitsubishi Electric Corp. stockholders' equity	2,294,174	2,399,946	21,621,135
Capital expenditure (Based on the recognized value of property, plant and equipment)	181,513	198,442	1,787,766
R&D expenditures	210,308	212,794	1,917,063
Per Share Amounts			
Earnings per share attributable to Mitsubishi Electric Corp. stockholders			
Basic	¥119.19	¥105.65	\$0.952
Diluted	119.19	105.65	0.952
Cash dividends declared	40	40	0.360
Statistical Information			
Operating profit ratio	7.4%	6.4%	—
Return on equity (ROE)	11.7	9.7	—
Bonds and borrowings to total assets	7.2	6.9	—

Revenue Breakdown by Business Segment



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

1 The consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) from the year ended March 31, 2019 and also for the fiscal year ended March 31, 2018 as comparative information.
 2 R&D expenditures include elements spent on quality improvements which constitute manufacturing costs.
 3 Diluted earnings per share attributable to Mitsubishi Electric Corp. stockholders is equal to Basic earnings per share attributable to Mitsubishi Electric Corp. stockholders, as no dilutive securities existed.
 4 U.S. dollar amounts are translated from yen at the rate of ¥111= U.S.\$1, the approximate rate on the Tokyo Foreign Exchange Market on March 31, 2019.

Mitsubishi Electric's Business Segments

Building Systems



Providing safe and smooth vertical movement and building systems solutions that are environmentally friendly, secure, comfortable, and efficient

Over a million Mitsubishi Electric elevators and escalators are in operation in over 90 countries around the world, contributing to the safe and comfortable vertical movement of many people. What is more, by providing efficient control and management of building systems such as air conditioning and lighting, as well as the linking of security systems and various business systems, we offer building systems solutions that are environmentally friendly, secure, comfortable, and efficient.

Main products ■ Elevators ■ Escalators ■ Building management systems
■ Building security systems

Factory Automation Systems



Underpinning manufacturing in the world as a leading FA supplier

We are one of the major FA suppliers in the world underpinning manufacturing by developing and providing a wide range of FA products including PLCs and laser processing machines. We propose "e-F@ctory" which offer solutions to reduce total cost of development, production, and maintenance and to support advanced manufacturing by utilizing FA technologies and IT technologies.

Main products ■ Programmable Logic Controllers(PLCs) ■ Circuit breakers ■ Servo systems
■ Industrial robots ■ Laser processing machines ■ Energy-saving support systems

Public Systems



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

Our solutions cover a number of fields that underpin our everyday life, including advanced social infrastructure and public facilities and services. We enhance quality of living by creating solutions that are truly needed by society — everything from water environment systems, to solutions for making society safer and more secure, to providing video entertainment.

Main products ■ Water treatment technologies ■ Aircraft management systems
■ Large screen video systems ■ Disaster information systems

Energy Systems



Building power infrastructure across the entire energy value chain as one of Japan's foremost suppliers

Energy systems represent a core strength that we have engaged in since our founding. We have contributed greatly to the development of power infrastructure around the world in all phases of the energy value chain, from generation and transmission to distribution. As demand grows for clean energy, we are actively developing new energy businesses related to smart grids and other fields.

Main products ■ Turbine generators ■ Protection and control systems ■ Vacuum breakers
■ Transformers ■ Substation systems ■ Grid stabilization systems ■ Switchgears
■ Photovoltaic systems ■ Power conversion systems ■ Superconductor-applied products

Transportation Systems



A leader in railway solutions providing a full range of equipment and systems for rolling stock

We developed an unrivaled level of technical prowess from our involvement in the development of rolling stock and on ground systems for all of Japan's Shinkansen since it began service back in 1964. We are also utilizing our expertise in power and communications across various fields to improve energy efficiency. Our products have already been adopted by more than 30 countries around the world. Our goal is to support comfortable rail services in Japan and abroad that are both safe and energy efficient.

Main products ■ Propulsion systems ■ Air conditioning systems for rolling stock
■ Rolling stock information management systems ■ Electricity control systems
■ Train vision ■ Transportation planning and control systems

Automotive Equipment



Contributing to the advancements in motorization with a broad lineup of products

We were the first in the world to produce an electric power steering system and today many of our products hold a leading market share globally, enabling us to support the creation of safer, more secure, and more comfortable cars. We are helping make safer, more secure cars, by reflecting the various needs of the automobile society to automotive equipments, such as electric vehicles, hybrid electric vehicles, or automated cars.

Main products ■ Charging & Starting products ■ Electric power steering system products
■ Engine management products ■ Car multimedia products ■ Electrification components
■ ADAS products

Space Systems



Cutting edge technologies at work across the vast business fields in the space industry

We have participated in the development of more than 500 satellites in various countries around the world. We are able to conduct all aspects of satellite development in-house, including design, production, and testing using our test facilities that can reproduce the environment in space. We are also a world leader in large telescopes, too, having been involved with the Subaru Telescope in Hawaii and the ALMA Telescope in Chile.

Main products ■ Satellites ■ Large telescopes ■ Onboard satellite equipment

Information & Communication Systems



Making communications easier and more convenient with technologies that "send" information

We supply products for optical communication systems that enable high-speed transfers of content-rich data, such as HD videos, over the Internet using existing communications infrastructure. Through this business line, we are helping to make society a better place with an assortment of solutions, including video surveillance systems that make society safer and more secure as well as wireless communication systems for smart meters that optimize energy usage.

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

Semiconductors & Devices



Providing key devices underpinning a more affluent society, harnessing cutting edge technologies

We supply semiconductors and devices that make our lives more affluent as key devices in equipment used in a wide range of fields, from home electronics to space. In particular, power semiconductor devices are used in a truly wide range of fields, including home products, industrial equipment, electric vehicles, power control systems for traction, motor control systems, wind turbines, and photovoltaic systems. The performance of our products helps to lower energy usage in each of these fields, too.

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

Air Conditioning Systems



Providing comfortable and energy-efficient air conditioning for industry and in our everyday life

We provide not only in Japan but around the world with a broad range of highly energy-efficient air conditioning systems created with comfortable indoor environments in mind, from the Kirigamine brand of room air conditioners to air conditioner systems for stores, offices and other buildings. At the same time, we also supply a number of low-temperature products and systems for use in areas from distribution to industry, including cool warehouses and cold storage, as well as ice makers, dehumidifiers and other equipment for warehouses, food processing plants and ice skating rinks.

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

Home Products



Making the lives of our customers more comfortable

We supply an assortment of home electronics for the kitchen, living room, bedroom, and other locations. We will continue to make the lives of customers more comfortable by supplying products that meet and exceed customer expectations.

Main products ■ LCD TVs ■ Refrigerators and freezers ■ Vacuum cleaners ■ Jar rice cookers

IT Solutions



Providing IT solutions to make all aspects of our life more convenient, comfortable, and advanced

We deliver security technologies including encryption, IoT technologies, and cloud computing platforms to financial institutions, manufacturing plants, social infrastructure (transportation providers, airlines, airports, the power industry), developers, and others. In the process, our IT solutions underpin a more affluent life and society for all.

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

President's Message



We will Contribute to Enhancing Quality of Life in our Society and Achieving Sustainable Growth

Enhancing quality of life in our society through corporate activities

Since our inception, we, the Mitsubishi Electric Group, have been contributing to society primarily by offering products and services. Today's society is different; the pace of change continues to accelerate and social issues such as labor, human rights, and environmental issues including climate change and marine plastics, are coming to the fore. We must draw strength from parties inside and outside our group to help resolve these issues through the various products, technologies, and services we produce. This gives us a reason to exist and defines our role in achieving the Corporate Mission, "Enhance the quality of life in our society."

People's focus on values has shifted to sustainability and the environment, leading to formulation of the globally standardized goals called the Sustainable Development Goals (SDGs)*. From this we feel heightened expectations for companies to help resolve social issues, and to maintain the trust of various stakeholders, the Mitsubishi Electric Group too must satisfy the expectations of society.

This determination led us to sign the UN Global Compact in May 2018 to promote CSR activities that align with the international standard. Also, as our long-term approach to environmental issues, we have developed Environmental Sustainability Vision 2050 and announced our commitment "Protect the air, land, and water with our hearts and technologies to sustain a better future for all." The Group will also follow recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

We will do so because we support the underlying concept behind the SDGs: "leave no-one behind." To realize a society that is simultaneously "sustainable" and "safe, secure, and comfortable," we are committed to delivering satisfaction to all parties related to us,

including society, customers, shareholders, and employees, while at the same time nurturing sound growth.

* The Sustainable Development Goals (SDGs) comprise a set of targets adopted by the U.N. General Assembly in 2015 as part of an action plan to be accomplished by 2030 that would end poverty, protect the planet and ensure prosperity for all.

Initiatives to address the SDGs

The Mitsubishi Electric Group will contribute to meeting the 17 SDGs through all corporate activities. In particular, we will focus on Goal 7: Affordable and clean energy; Goal 11: Sustainable cities and communities; and Goal 13: Climate action. These are the goals that most closely align with the strengths of an integrated electronics and electrical manufacturer, and we will address them by generating value through technological and business synergies. Note that these three goals relate to the first two of our CSR materialities: "realize a sustainable society" and "provide safety, security, and comfort."

In the area of energy, it is necessary to make the most of electricity from solar or wind power generation and use it as a basic local electric power source. In this light, we will supply devices to stabilize power grid capabilities and allow flexible energy use. We will also enhance AI-enabled data analysis techniques to improve generation efficiency. Meanwhile, reduction of CO2 emissions will be promoted so that when people use our products, they are contributing to our anti-climate change strategies.

In terms of city development, our contributions center on the Group's social infrastructure business. For example, our Doppler Lidar that measures wind velocity and direction around an airport is sold globally, helping aircraft to take off and land safely. As for disaster preparation, we are working toward practical products that help to prevent or reduce coastal disasters. Examples include an

image-based water level measurement system that monitors river levels using cameras to detect floods caused by rainfall, and Tsunami radar monitoring support technologies. Although it is impossible to completely prevent disasters from happening, we believe we can use products and technologies to predict them and minimize damage.

Consistently promoting CSR materiality

The third CSR materiality of "Respect human rights and promote active participation of diverse human resources" is also crucial. In 2017, we formulated the Mitsubishi Electric Group Human Rights Policy and have been enforcing it strictly. Going forward, not only within the Group but also the entire supply chain, it is necessary to check for any human rights violations in our manufacturing process.

We will continue to actively hire women and non-Japanese natives, embracing "active participation of diverse human resources" in the real sense instead of simply compensating for human resource shortages. As we expand our business globally, it is particularly important to give local hires an opportunity to play active and leading roles. Therefore, we have training programs and upgrade paths in place so that our human resources, regardless of where they are hired, will learn the corporate culture of the Mitsubishi Electric Group and play an active role.

Also enjoying emphasis is "Work Style Reforms." In the past, there were occupational injuries caused by working excessive overtime, and we are deeply sorry that these were allowed to occur. That should never happen again. Although we have made progress in reducing working hours, we still have not seemed to improve work efficiency or quality in the real sense. In fiscal 2020, we will further promote a flexible work style by taking advantage of IT tools and the work-from-home system, and accelerate the rollout of best practice. By doing so, we will change the quality of work itself and drive "real" work style reform that encourages everyone to work with spirit.



The fourth CSR materiality of "Strengthen corporate governance and compliance on a continuous basis" is the essence of a company. In the area of corporate governance, venues have been established for supplying information to and exchanging views with Outside Directors, and the Board's performance has been constantly reviewed to further improve the Board of Directors' capacity to supervise management. We discuss with Outside Directors on specific themes that the Mitsubishi Electric Group must focus on, including company-wide issues such as growth strategies and individual business strategies. Outside Directors provide valuable opinions through their diverse knowledge and experience.

In 2018, we discovered that one of our Group companies shipped products that did not meet the specifications required by the agreement signed with its customer. We are taking this matter seriously, recognizing that our strenuous efforts toward instilling ethics and compliance had not penetrated deeply enough. We will continue our endeavors to embed these measures throughout the entire organization, including through top-down messages. There also appears to have been a check function problem resulting in the failure to detect the incident. This requires work to prevent the same problem from recurring.

Aiming for sustainable growth together with our employees

The fundamental management policy of the Mitsubishi Electric Group is Balanced Corporate Management. Trying to find this "balance" in finance alone is, however, insufficient. Assuming our financial figures are the "height and weight" and our corporate social responsibility is the "personality" of our company, we must accept that society judges us on both of these aspects. While profit generation, tax payment, and employment creation are essential parts of a company's operations, it must understand that building corporate value requires both social contribution and corporate financial growth simultaneously. Companies therefore must achieve sustainable growth by addressing social issues as well.

Our efforts to "Enhance the quality of life in our society" as a whole, as laid out in the Corporate Mission, are supported by individual employees. If a company is to address social issues, it is imperative that these employees first understand the social issues. Once they can seriously explore ways to resolve these issues, they are in a far better position to innovate and drive new business. Meanwhile, in addition to tackling social issues at work, I would encourage them to help local communities resolve issues through volunteer activities.

Mitsubishi Electric will celebrate its 100th anniversary in fiscal 2021. I view this fiscal 2020 as a prime year to plan the direction of our company and what kind of company I want it to be for the next year and onward. I will share my ideas with employees as soon as I finalize them. To support our employees in improving themselves and working enthusiastically with a vision, I will foster a corporate culture that respects people, bring together all group capabilities, and walk with employees toward sustainable growth through solving social issues.

T. Sugiyama

Takeshi Sugiyama
President & CEO

Initiatives to Create Value

The Mitsubishi Electric Group has taken on the challenge of resolving diversifying social challenges including environmental issues and resource and energy issues through its products, systems and services. In doing so, it promotes initiatives to create values, such as simultaneous achievement of "sustainability," and "safety, security, and comfort." In these ways, the Mitsubishi Electric

Mission

Corporate Mission

The Mitsubishi Electric Group will continually improve its technologies and services by applying creativity to all aspects of its business. By doing so, enhance the quality of life in our society. To this end, all member of the Group will pursue the following Seven Guiding Principles.

Seven Guiding Principles

1. Trust

Establish relationships with society, customers, shareholders, employees, and business partners based on strong mutual trust and respect.

2. Quality

Provide the best products and services with unsurpassed quality

3. Technology

Pioneer new markets by promoting research and development, and fostering technological innovation.

4. Citizenship

As a global player, contribution to the development of communities and society as a whole.

5. Ethics and compliance

In all endeavors, conduct ourselves in compliance with applicable laws and high ethical standards.

6. Environment

Respect nature, and strive to protect and improve the global environment.

7. Growth

Assure fair earnings to build a foundation for future growth.

Management Policy, Strength

Balanced Corporate Management



Pursue the Satisfaction of the Four Stakeholder Categories

Social Contributions	Excellent Products and Services	Increase Corporate Value	Rewarding Workplace
Society	Customer	Shareholder	Employee

Strive for Continuous Innovation

Always improving. Always delivering new value.

Toward a Higher Level of Growth

Growth Targets for FY2021

- Revenue...5 trillion JPY or more
- OPM...8% or more

Management Targets to be Continuously and Stably Achieved

- ROE...10% or more
- Debt Ratio...15% or less

Strength of the Mitsubishi Electric Group

- A wide range of technological assets such as controls and power electronics
- Activities in diverse businesses with different business features
- "Kaizen" (improvement) culture taking root in every field, including production, quality management, sales, services, etc.

Group pursues the sustainable growth of the entire Group.

Meanwhile, by pursuing sustainable growth of the Group through all its corporate activities including initiatives to create value, the Group will also contribute to achieving the SDGs, common global goals.

Contribute through all corporate activities



Initiatives That Support Business



Environment
 Social Governance

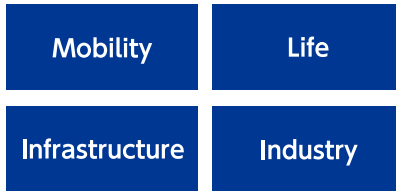


Contribute through value creation

Focusing on the SDGs



The four fields



Initiatives to Create Value

Provide integrated solutions uniting all the capabilities inside and outside of the Group

Transforming business models

Enhance the 100-year business foundation × Strengthen all forms of collaboration = Evolution of Technology Synergies and Business Synergies

Society 5.0
 - COCOMETAR -



Sustainable Growth

CSR Materiality



Respect human rights and promote the active participation of diverse human resources



Realize a sustainable society



Strengthen corporate governance and compliance on a continuous basis



Provide safety, security, and comfort

Diversifying social challenges

CSR Management

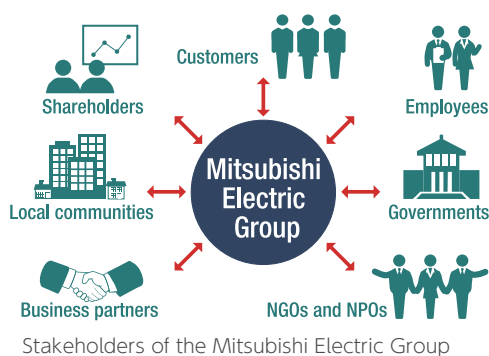
Management

Principles of CSR

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

Mitsubishi Electric Stakeholders

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



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



Communication with stakeholders

Dialogues with Experts



From left to right, Mitsuharu Kiwada, Senior General Manager, Corporate Administration Division, Mitsubishi Electric Corporation, Shinji Harada, Managing Executive Officer, Mitsubishi Electric Corporation, Takeshi Sugiyama, President & CEO, Mitsubishi Electric Corporation, Mariko Kawaguchi, Senior Principal Research Division, Daiwa Institute of Research Ltd., Co-CEO, Japan Sustainable Investment Forum (JSIF), Takeshi Shimotaya, Managing Director, Sustainavision Ltd. (March, 2019)

Interviews with Experts

Opinions about the "Mitsubishi Electric Group CSR Report 2018"

- Founder & Chief, First Penguin
Wong Lai Yong
- InterPraxis Consulting, Director and Consultant
David Simpson

Comments on the Process of Forming an Environmental Vision

- Senior Principal Research Division, Daiwa Institute of Research Ltd., Co-CEO, Japan Sustainable Investment Forum (JSIF)
Mariko Kawaguchi
- Opinions offered by the media, students etc.



Promotional System for CSR

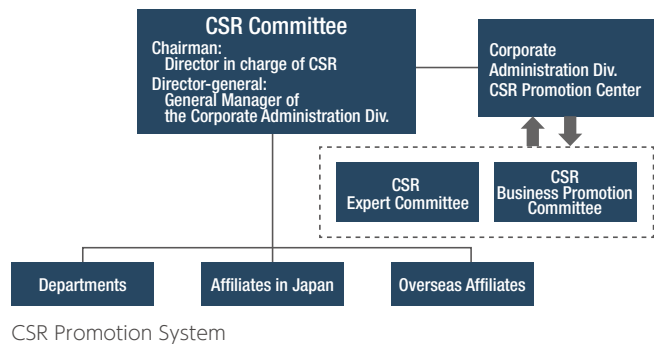
The policies and planning for the CSR activities of the Mitsubishi Electric Group are decided by a CSR Committee appointed by Mitsubishi Electric's executive officers. The Committee is composed of the heads of Mitsubishi Electric's management departments (19 members in charge of environmental, social 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.

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

Main agenda of the CSR Committee (held in April 2019)

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

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



CSR Committee

CSR Expert Committee

Officers from 19 departments with particular relevance to CSR regularly hold meetings to share information and deepen their understanding of the Mitsubishi Electric Group's CSR materiality and future initiatives, as well as discuss responses to laws and regulations and international CSR standards. They aim to build communication and consensus through these discussions.

Four such meetings were held in fiscal 2019. Discussions focused on verifying the performance and reviewing the targets of initiatives addressing CSR materiality, and discussing responses to the sustainable development goals (SDGs). The committee also examined responses to global human rights initiatives by establishing working groups for relevant departments.



CSR Expert Committee

CSR Business Promotion Committee

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

The committee held four meetings in fiscal 2019, with a focus on discussing how the Group could contribute to addressing the sustainable development goals (SDGs) through business.



CSR Business Promotion Committee

CSR Materiality and SDGs Management

CSR Materiality

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

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

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

CSR materiality

Reasons why is it important

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

The Mitsubishi Electric Group and the SDGs

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

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

Through our numerous businesses and the entirety of our corporate activities, including environment, society and

governance (ESG)-related activities, the Mitsubishi Electric Group is contributing to meeting the 17 SDGs.



The SDGs (Sustainable Development Goals)

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

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

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



Focusing on the SDGs

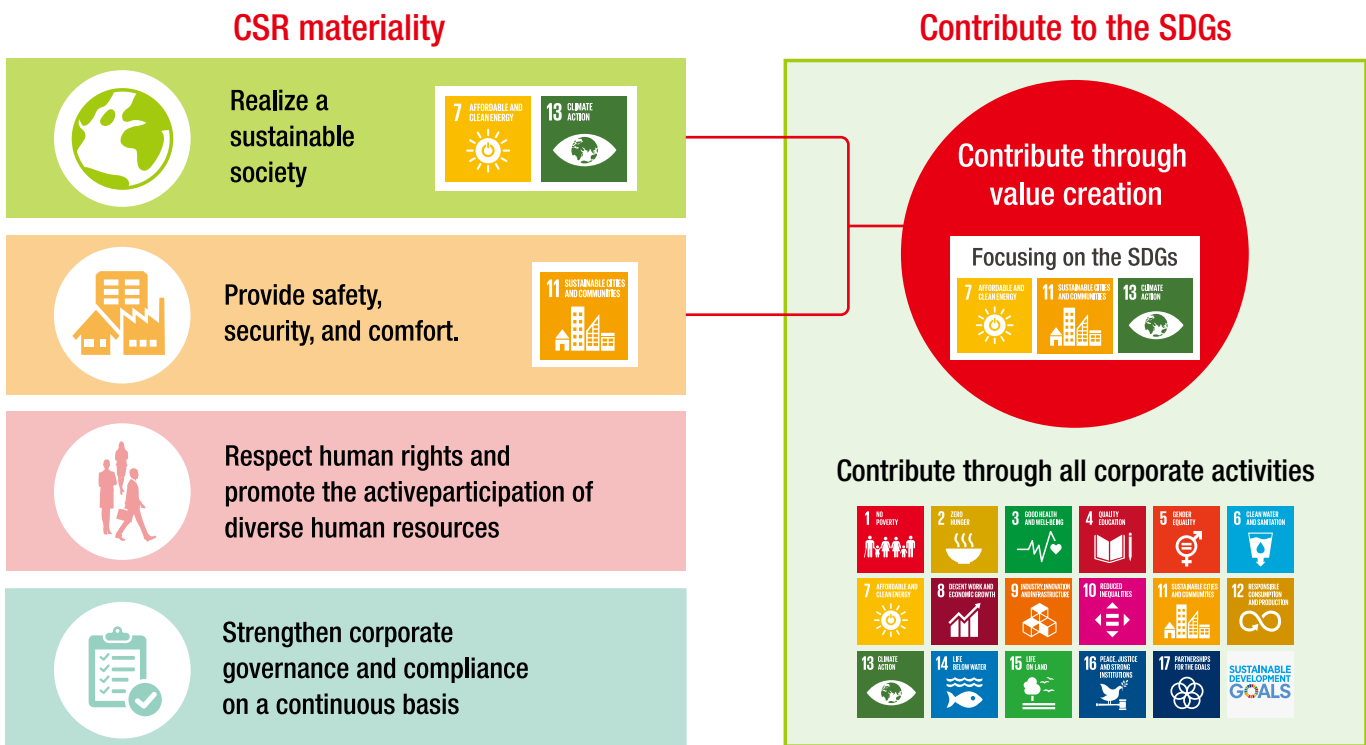
In fiscal 2019, we decided on goals that we would address on a priority basis to further contribute to the SDGs.

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

By further promoting initiatives to create value for these goals to which we can contribute significantly as a comprehensive

electrical and electronics manufacturer, we will make a specific contribution to achieving the SDGs.

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



CSR materiality and SDGs

Progress of Initiatives to Address the SDGs

The Mitsubishi Electric Group is conducting measures in a variety of forms to make our employees aware of the background to the adoption of the Sustainable Development Goals (SDGs) and to entrench the individual goals themselves, in order to deepen understanding of the SDGs among each of them. Considering how the Mitsubishi Electric Group could contribute, the Group's CSR committee, CSR expert commit-

tee and CSR business promotion group commenced reviews by devising potential responses by their own companies. In fiscal 2019, we decided on SDGs that we could implement on a priority basis.

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

Main initiatives to the present

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



SDGs Training

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).

 <p>1 NO POVERTY</p> <p>No Poverty</p> <p>We are working to end poverty by creating employment through the global expansion of our business, and launching initiatives including the establishment of social infrastructure and philanthropic activities.</p>	 <p>2 ZERO HUNGER</p> <p>Zero Hunger</p> <p>We are contributing to solving food-related issues through measures including the provision of IT support for agriculture via ICT and positioning satellites, improving productivity in foodstuffs factories through FA, and supplying refrigeration and freezing technologies for food.</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Good Health and Well-being</p> <p>We contribute to improving health and well-being through transportation safety support systems that help to cut down traffic accidents, as well as through cutting-edge Air conditioning Systems that contribute to the advancement of treatment.</p>	 <p>4 QUALITY EDUCATION</p> <p>Quality Education</p> <p>In addition to providing technological assistance to developing nations and supporting remote education through our communication and IT technologies, we are contributing to fostering the next generation and beyond through activities that contribute to society.</p>
 <p>5 GENDER EQUALITY</p> <p>Gender Equality</p> <p>We are supporting the social empowerment of women through providing ICT services and supplying home appliances, and we are promoting the further advancement of women within the Group.</p>	 <p>6 CLEAN WATER AND SANITATION</p> <p>Clean Water and Sanitation</p> <p>The Group has technology for treating and purifying water, and supplies technologies and systems whose purpose is to deliver safe water.</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>Affordable and Clean Energy</p> <p>We are working to develop technologies and systems that will help produce a smart, energy-conserving, and energy-creating society — technologies, products, and services that we are endeavoring to make widely available.</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Decent Work and Economic Growth</p> <p>Through our FA and AI technologies, we are working to contribute to increased productivity and the provision of desirable working environments throughout the Group.</p>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>Industry, Innovation and Infrastructure</p> <p>The Group supports manufacturing through its factory automation business, and nurtures development in the industrial field through technological innovation.</p>	 <p>10 REDUCED INEQUALITIES</p> <p>Reduced Inequalities</p> <p>In cooperation with our stakeholders, we are contributing to realizing discrimination-free societies that respect human rights.</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>Sustainable Cities and Communities</p> <p>We provide safety, security, and comfort to people's lives through our work in the disaster-prevention and infrastructure-development fields.</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Responsible Consumption and Production</p> <p>We are endeavoring to reduce the volume of resources used in manufacturing and to recycle spent products. Additionally, we are also pushing to reduce the volume of final waste disposed and to be environmentally friendly in our resource procurements.</p>
 <p>13 CLIMATE ACTION</p> <p>Climate Action</p> <p>We are working to identify a total valuation of our CO2 and other greenhouse gas emissions in order to set our goals for reductions.</p>	 <p>14 LIFE BELOW WATER / 15 LIFE ON LAND</p> <p>Life below Water / Life on Land</p> <p>We develop and supply observation satellites that deliver information about ocean and forest conditions, and furthermore promote initiatives at our offices aimed at harmonizing their activities with the local environment.</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p>Peace, Justice and Strong Institutions</p> <p>Based on laws and international norms, we are working to improve both our supply chains and areas including human rights, labor, the environment and the prevention of corruption on a global scale.</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p> <p>Partnerships for the Goals</p> <p>We are contributing to the achievement of the SDGs through partnerships with entities including governments, universities, research institutes, companies, and NGOs, pushing ahead with open innovation and other initiatives.</p>



Initiatives that Contribute to Addressing Social Issues

Business Group Headquarters	Social Issues for Which Risks and Opportunities Have Been Recognized and Evaluated	Focusing on the SDGs
Public Utility Systems Group	<ul style="list-style-type: none"> • Appropriate use of water • Optimal use of energy • Addressing climate change • Measures against air, water, and soil pollution • Waste reduction/management 	    
Energy & Industrial Systems Group	<ul style="list-style-type: none"> • Optimal use of energy • Introduction of clean energy • Sustainable use and development of resources • Proper management of chemical substances • Addressing climate change • Measures against air, water, and soil pollution 	    
Building Systems Group	<ul style="list-style-type: none"> • Optimal use of energy • Development and dissemination of innovative infrastructure • Development of safe, secure, comfortable and sustainable cities • Waste reduction 	   
Electronic Systems Group	<ul style="list-style-type: none"> • Optimal use of energy • Introduction of clean energy • Creating secure, safe and comfortable sustainable cities • Addressing climate change • Prevention of deforestation 	 
Communication Systems Group	<ul style="list-style-type: none"> • Sustainable use and development of resources • Waste reduction and management • Addressing climate change 	    
Living Environment & Digital Media Equipment Group	<ul style="list-style-type: none"> • 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 	   
Factory Automation Systems Group	<ul style="list-style-type: none"> • Sustainable use and development of resources • Proper management of chemical substances • Addressing climate change • Measures against air, water, and soil pollution • Addressing the declining labor force population 	   
Automotive Equipment Group	<ul style="list-style-type: none"> • Improvement in health and welfare • Development and dissemination of innovative infrastructure • Development of safe, secure, comfortable and sustainable cities • Proper management of chemical substances • Addressing climate change 	    
Semiconductor & Device Group	<ul style="list-style-type: none"> • Appropriate use of water • Proper management of chemical substances • Addressing climate change • Preservation of biodiversity 	   
Information Systems & Network Service Group	<ul style="list-style-type: none"> • Optimal use of energy • Introduction of clean energy • Waste reduction and management • Sustainable use and development of resources • Addressing climate change 	    

Management of the CSR Materiality

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

CSR Materiality	Initiatives
 <p>Realize a Sustainable Society</p>  	<ul style="list-style-type: none"> ➤ Realization of Environmental Vision 2021*1 <ul style="list-style-type: none"> • Contributing to realizing a low-carbon society • Contributing to creating a recycling society • Contributing to realizing a symbiotic society ➤ Contribution through products and services
 <p>Provide Safety, Security, and Comfort</p> 	<ul style="list-style-type: none"> ➤ Product development that places top priority on customer safety ➤ Provision of products and services that reflect customers' needs ➤ Continuous implementation of education on quality principles that place top priority on customers ➤ Contribution through products and services
 <p>Respect Human Rights and Promote the Active Participation of Diverse Human Resources</p>	<ul style="list-style-type: none"> ➤ Promote human rights initiatives that are based on international norms ➤ Realization of workplace environments conducive to work-life balance ➤ Promotion of diversity through the employment and utilization of diverse human resources ➤ Promotion of occupational health and mental and physical health
 <p>Strengthen Corporate Governance and Compliance on a Continuous Basis</p>	<ul style="list-style-type: none"> ➤ Active dialogue with stakeholders ➤ Corporate management with a sound oversight function ➤ Compliance training on a continuous basis ➤ Fair competition (prevention of antimonopoly violations) ➤ Corruption prevention (prevention of bribery) ➤ CSR procurement (environment, quality, human rights, compliance, etc.)

*1 Targets of the 9th environmental plan (fiscal 2019–2021) *2 Aichi Targets: 20 targets for stopping biodiversity loss agreed upon at COP10 *3 Number of accidents causing lost worktime per 1 million hours



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

FY 2020Targets/Key performance indicators (KPI) (quantitative targets are shown in brackets)	Scope
<ul style="list-style-type: none"> •Reduce CO₂ emissions from production (less than 1.47 million tons by FY2021) •Reduce CO₂ emissions from product usage (35% reduction compared to FY2001 by FY2021) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Reduce resource inputs (40% reduction compared to FY2001 by FY2021) •Improve the final disposal rate of waste materials (Mitsubishi Electric and domestic affiliates to maintain a rate of less than 0.1%, and overseas affiliates to halve the rate to less than 0.5% by FY2021) •Reduce water usage per unit of sales (by 1% per annum compared to FY2011 in FY2021) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Increase the number of participants in outdoor classrooms and satoyama preservation activities (cumulative total of more than 51,000 participants by FY2021) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Enhance the level of biodiversity protection activities by offices in line with the Aichi Targets*2 	Mitsubishi Electric
<ul style="list-style-type: none"> •Provide products and services that contribute to Goal 7, "Affordable and clean energy," and Goal 13, "Climate action," of the SDGs •Maintain the reduction of CO₂ during product usage (70 million tons by FY2001 standards) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Ensure safety through risk assessment (maintain 100% implementation of risk assessments of target home electronic products) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Develop key persons who are capable of incorporating customers' needs into quality (development of 100% of relevant persons in all target departments by FY2021) 	Mitsubishi Electric Group companies (Japan)
<ul style="list-style-type: none"> •Make Group-wide efforts to investigate the cause of serious malfunctions that have occurred in the past, and implement countermeasures 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Maintain 100% rate of participation in quality e-learning programs (maintain rate of 100%) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Enhance the content of education on quality principles 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Provide products and services that contribute to Goal 11, "Sustainable cities and communities," of the SDGs 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Ongoing human rights training programs 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Enhancement of a reporting system with respect to human rights violations 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Provide lectures on human rights awareness and harassment prevention in training programs for new employees and those for newly appointed managers 	Mitsubishi Electric
<ul style="list-style-type: none"> •Continue to promote the Work Style Reforms in order to cultivate an awareness among employees on the goal of the reforms, "realizing a workplace that helps employees work proactively while achieving better work-life balance and maintaining their mental and physical health," and based on four perspectives (Improvement of productivity by streamlining operations, Further pursuit of achievements and efficiency, Work-life fulfillment and Promotion of communication in the workplace) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Promote diversity by employing and utilizing diverse human resources in response to regional and operational circumstances 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Employ people with disabilities beyond the statutory employment rate (higher than 2.2%) 	Mitsubishi Electric Group companies (Japan)
<ul style="list-style-type: none"> •Increase the ratio of women among new recruits in technical positions (future target of 20%) 	Mitsubishi Electric
<ul style="list-style-type: none"> •Systematically dispatch employees to overseas OJT programs and language programs (more than 180 employees/year) 	Mitsubishi Electric
<ul style="list-style-type: none"> •Promote safety management and health enhancement activities 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Promote safety and health education, and maintain a rate of lost worktime injuries*3 that falls below the industrial average (below 0.45) 	Mitsubishi Electric
<ul style="list-style-type: none"> •Improve lifestyle habits and realize a health-conscious company by implementing Mitsubishi Electric Group Health Plan 21 (MHP21) Stage III activities (rate of 73.0% or higher of employees maintaining proper body weight; rate of 39.0% or higher of employees who exercise regularly; rate of 20.0% or lower of employees who smoke; rate of 25.0% or higher of employees who perform dental care at least three times a day; rate of 85% or higher of employees who get enough rest by sleeping properly) 	Mitsubishi Electric Group companies (Japan)
<ul style="list-style-type: none"> •Hold a dialogue on CSR with stakeholders more than once a year (more than once/year) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Hold dialogues with stakeholders through the general meeting of shareholders, corporate strategy presentation meetings, financial results presentation meetings, individual meetings and other such information meetings, and IR activities in Japan and overseas 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Provide proper information to directors at the proper time, conduct a review of the board of directors, and analyze and evaluate the review 	Mitsubishi Electric
<ul style="list-style-type: none"> •Provide orientation training and other compliance education and training to directors and executive officers as appropriate at the proper time 	Mitsubishi Electric
<ul style="list-style-type: none"> •Establish internal regulations and frameworks needed to ensure proper operations of the Mitsubishi Electric Group, conduct internal audits of their operational status, and regularly report audit results to the audit committee via the executive officer in charge of auditing 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Provide compliance education that utilizes diverse methods, on a continuous basis 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Maintain a 100% attendance in e-learning programs on compliance (maintain rate of 100%) 	Mitsubishi Electric
<ul style="list-style-type: none"> •Establish and thoroughly implement bribery prevention measures: provide practical training on an ongoing basis, conduct monitoring with an eye toward establishing regulations and rules 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Enhance bribery prevention measures: provide bribery prevention education, conduct monitoring with an eye toward establishing regulations and guidelines 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Obtain a consent form for the CSR procurement guidelines from suppliers who did not submit in the previous fiscal year and other targeted suppliers for this fiscal year (100%) 	All Mitsubishi Electric Group companies (Japan, overseas)
<ul style="list-style-type: none"> •Ascertain material human rights violation risks (forced labor on foreign workers, dangerous and injurious work) mainly at subcontract factories 	Mitsubishi Electric Group companies (Japan)



Realize a Sustainable Society

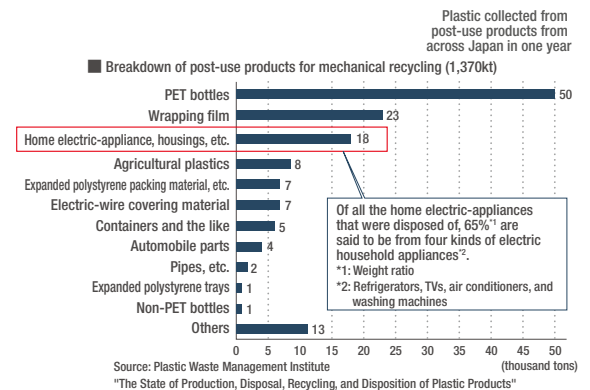
Reusing Plastic in Used Home Appliances for New Home Appliances The Mitsubishi Electric Group's "Closed-loop Recycling" Initiative

The Mitsubishi Electric Group, which aims to realize a sustainable society, has set out achieving a recycling-oriented society as one of its priority initiatives in an effort to solve environmental issues. The Group promotes the "3Rs"; reduce, reuse, and recycle, and engages in recycling of plastic in used home appliances as a business.

A heightened interest in the issue of waste plastic in Japan and overseas

Unlike natural organic matter, ocean plastic waste remains in the ocean without decomposing. As can be seen by ocean plastic receiving attention as a major cause of marine pollution, issues surrounding waste plastic have globally become more serious. Even when it is recycled, most plastic is downgraded to fuel or daily goods in many cases. Therefore, the value of used plastic as a material needs to be improved so as to use it at a higher level. In Japan, 1.37 million tons of plastic is collected from used products annually (results for fiscal 2019). Of this, 180,000 tons is plastic collected from home electric-appliances, housings, etc., accounting for a large percentage.*

* Source: Plastic Waste Management Institute



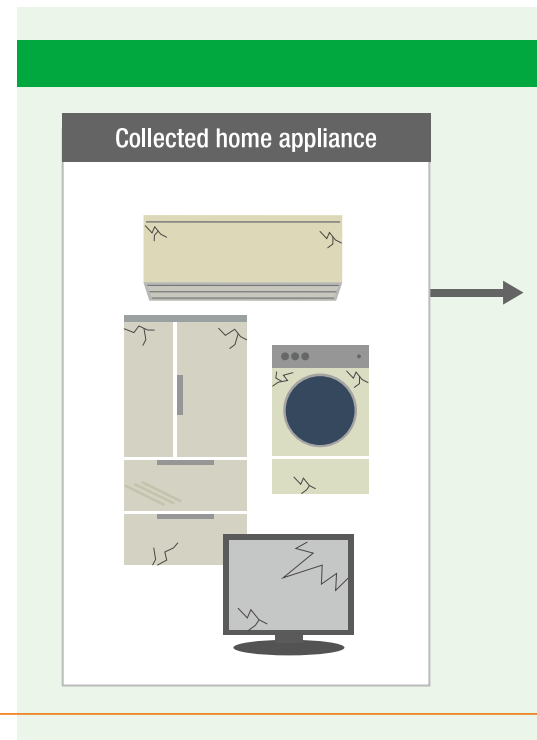
Of all the home electric-appliances that were disposed of, 65%¹ are said to be from four kinds of electric household appliances².
*1: Weight ratio
*2: Refrigerators, TVs, air conditioners, and washing machines

What is the Mitsubishi Electric Group's "Closed-loop Recycling" initiative?

Since 1999, which was before the enforcement of the Home Appliance Recycling Law in Japan in 2001, the Mitsubishi Electric Group has been operating the industry's first home appliance recycling plant to promote the recycling business. Since 2010, the Group has been fully implementing "closed-loop recycling," in which plastic collected from used home appliances is reused in Mitsubishi Electric's new home appliance products. In this recycling system, it is important to collect as much plastic without foreign matter as possible from products composed of diverse materials.

Hyper Cycle Systems (HCS), a home appliance recycling plant, and Green Cycle Systems (GCS), a plant which sorts plastic, play the main role in this initiative. HCS first disassembles used home appliances and then crushes them with machines. The crushed home appliances are then sent to GCS, which sorts and collects plastic.

Through collaboration between HCS, GCS, and Mitsubishi Electric's plants and laboratories to reclaim plastic used in home appliances at a level of quality equal to virgin materials and which can be utilized again for new home appliances, the Mitsubishi Electric Group continues to endeavor to further improve its "closed-loop recycling" system.



Producing "Materials" for reclaimed plastic by disassembling and crushing home appliances -Initiatives at Hyper Cycle Systems (HCS)-

HCS receives nearly 800,000 units of home appliances, etc. annually. Disassembly work starts from components that are easily removable from the home appliance manually. As each product has a different specification, workers use the know-how they have accumulated to separate large components, such as motors and compressors, and toxic substances, such as CFCs and mercury, one by one. Large sections of products that cannot be disassembled manually are crushed using a grinder, and then metals, such as iron, copper, and aluminum, are isolated and recovered using magnetic forces etc. The remaining plastic after recovering metals is called "mixed plastic" as it is not composed of a single material and has various foreign matter in it. Because mixed plastic is useless in Japan, much of it has been exported.

The Mitsubishi Electric Group focused on the value of this mixed plastic. It is finely crushed to a manageable size using HCS's unique fine crushing technology so that it can easily be handled in the sophisticated sorting process, and is then sent to GCS which is responsible for the post-process in which "material" for reclaimed plastic is processed.

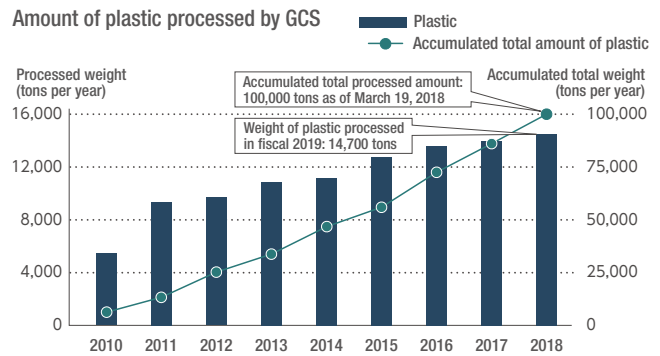
The vegetable containers and door pockets in a refrigerator are typical examples of simple plastic which is easily recyclable and HCS sends these through the recycling process.



Using proprietary sorting technology to sort and recover high-purity plastic from mixed plastic -Initiatives at Green Cycle Systems (GCS)-

The mission of GCS is to remove foreign matters from procured mixed plastic, sort and recover mixed plastic by type, and produce high-purity plastic that can be put into the Mitsubishi Electric Group's closed-loop recycling system at low cost. GCS has been developing technologies required for pursuing this mission one after another in collaboration with Mitsubishi Electric's laboratories. The Mitsubishi Electric Group was the first in Japan to successfully put high-purity sorting of polypropylene (PP), polystyrene (PS), and acrylonitrile-butadiene-styrene (ABS), the three main types of plastic used in home appliances, into practical use. GCS has so far processed an accumulated total of 100,000 tons of mixed plastic. Today, almost 80% of procured mixed plastic is put into material recycling as "high-purity plastic" with the same level of quality as virgin material. Of this 30% is used for home appliances manufactured by Mitsubishi Electric, realizing closed-loop recycling. The remaining 70% of reclaimed plastic is also utilized at various

locations as material used in distribution or as construction material in Japan which requires high quality (fiscal 2019 results).



The Mitsubishi Electric Group's Closed-Loop Recycling of Plastic

Hyper Cycle Systems



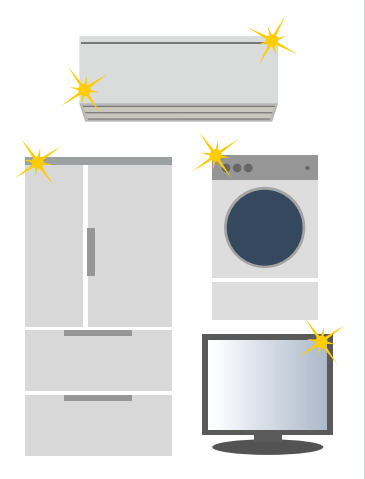
Items that require more complex sorting are sent to:

Green Cycle Systems



Closed-loop recycling system

Home appliances



VOICE (Recycling business supervisor)



Nobuyuki Tsuboi
President
Green Cycle Systems Corporation

When we first started the business, the material recycling rate of plastic was around 55%. Because improving the recovery rate while maintaining high-purity in reclaimed plastic is difficult, the Group united to review all kinds of processes and make steady improvement efforts and finally achieved the current recycling rate of 80%.

GCS's ultimate goal is to improve the value of material, put as much reclaimed material as possible into Mitsubishi Electric's new home appliances to be manufactured, thereby increasing the rate of closed-loop recycling, while reducing the cost of its home appliance products at the same time. In collaboration with Mitsubishi Electric's plants and laboratories, we will continue to expand the scale of closed-loop recycling. Replacing virgin material with recycled material is not easy as it requires changes of product design and so on. I believe that the Mitsubishi Electric Group was able to steadily undertake the transfer to making more use of recycled materials because of its clear policy which reflects how seriously the Group considers environmental issues.

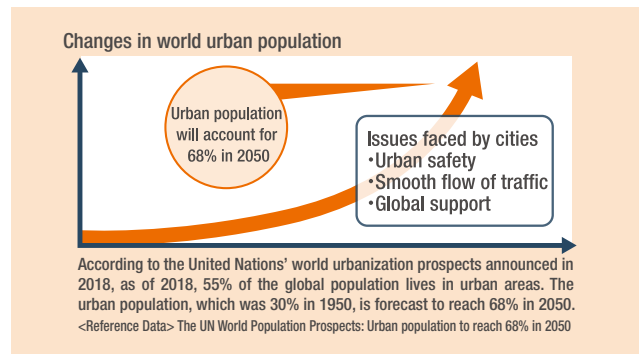
Provide Safety, Security, and Comfort

Using AI to Promote Urban Safety, Security, and Comfort

The Mitsubishi Electric Group is working to develop artificial intelligence (AI) technology and to provide solutions that take advantage of AI technology. With Mitsubishi Electric's AI technology "Maisart," the Group will provide safety, security, and comfort in city life and to the lives of people.

Issues faced by cities and AI's potential for solving such issues

In today's cities, many people gather from around the world and come and go rapidly as a result of globalization. Concentration of people in cities will continue to advance and it is predicted that traffic jams and congestion of public facilities will become even more serious. While the number of people who need support for moving around, such as the elderly, those who use strollers or wheelchairs, and foreign travelers will increase, the shortage of labor able to support such people will increase because of a decrease in labor force. Mitsubishi Electric is striving to develop solutions using AI technology so that people can move around cities smoothly and enjoy active lives.



Supporting facility users by looking over them with AI to anticipate what support they will need

"kizkia" video analysis solution -

The "kizkia" video analysis solution detects attributes of persons or things and automatically recognizes their movements, conditions and situations by analyzing security camera footage in real-time. It gives notice of irregular situations which may require staff intervention but would otherwise be overlooked by human observers. The technology was developed by Mitsubishi Electric Information Systems Corporation, which had been working on the development by leveraging Mitsubishi Electric's proprietary AI technology in an attempt to strengthen its monitoring camera technology that it has developed through experience.

Using "kizkia" makes it possible to support, for example, persons in wheelchairs or those with guide dogs by detecting and anticipating their movements or to protect persons who are sitting for long hours or promptly notice people walking unsteadily. It can also prevent crimes or accidents by detecting suspicious persons or others entering dangerous areas.

Since it is expected that comings and goings in cities will continue to increase, Mitsubishi Electric will accelerate cooperation with facility operators, aiming to practically use the technology for public transportation and facilities.

Contributing to safety, security, and comfort with "Maisart" brand compact AI

As a result of advances in the IoT, where everything around us is connected to the Internet, we can now collect lots of data from devices. As a result, AI, which is good at handling data, has been put to more practical use. On the other hand, AI generally needs to process a large amount of data on the server and learn from it, which is very costly and requires large-scale servers and network equipment. As such, AI that can be installed on devices is needed.

In response to this issue, Mitsubishi Electric has developed a compact artificial intelligence that can easily be installed on embedded devices, such as on-board devices and FA devices, by reducing computation power used in Deep Learning. Taking advantage of its position as comprehensive electrical and electronics manufacturer producing many devices, Mitsubishi Electric will contribute to providing society with more safety, security, and comfort by applying this AI technology to devices and edge computing to create greater value.



Mitsubishi Electric's proprietary AI technology includes its compact AI. Under the corporate axiom "Original AI technology makes everything smart," Mitsubishi Electric is leveraging original AI technology and edge computing to make all products smarter and life more secure, intuitive and convenient.

Maisart is an abbreviation for "Mitsubishi Electric's AI creates the State-of-the-ART in technology."

Detection of persons' attributes

Function:

Detects persons' attributes which are previously learned

Attribute:

A person with a stroller or another in a wheelchair among the people coming and going



Detection of things left unattended

Function:

Detects things that have been left unattended at the same spot for a certain period of time

Attribute:

An abandoned thing that wasn't there a minute ago



Detection of persons walking unsteadily

Function:

Analyzes movement flow lines to detect persons walking unsteadily

Attribute:

Unsteady and awkward walking that appears different from other persons walking normally



VOICE (In charge of kizkia sales)



Hironori Suzuki

Deputy Manager
Marketing Section A
Marketing Department B
Industry and Service Systems Division B
Industry and Service Systems Group
Mitsubishi Electric
Information Systems Corporation

Enabling high accuracy learning to differentiate a person with a stick from another person with an umbrella, or a person pushing a wheelchair from another person pushing a shopping cart requires various improvements. In an environment where many people come and go, detection accuracy may be reduced, for example, AI may detect unexpected movement, conditions, and situations of persons or things. In order to apply video analysis to our business, we have been creating practical AI through repeated trial and error in many demonstration experiments and introductions to the real environments, tuning according to the environmental condition, and accumulating our unique know-how for effective learning and improved detection accuracy. On the other hand, video analysis using monitoring cameras is one of the tools to protect the safety and security of public facilities. Considering appropriate operations in terms of how and to whom should detected persons or things be reported, how they should be dealt with, and so on is also very important. Accordingly, we are working to have close discussions with facility operators and make proposals that include details on the flow of operations through conducting demonstration experiments, and so on.

Though "kizkia" is currently used based on video analysis, the potential of AI's detection technology will expand to various fields such as sensors for sound and smell data. In the medium- to long-term, we will skillfully combine these areas to enable more sophisticated support and thereby contributing to providing safety and security.



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

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



Mitsuharu Kiwada

Senior General Manager
Corporate Administration Division
Mitsubishi Electric Corporation

Message from Management

The Mitsubishi Electric Group established Policies on Respect for Human Rights in September 2017 and declared its commitment to ensure human rights responses that match international norms. In particular, we are striving to implement measures to prevent and mitigate adverse impacts on human rights. To do so, we are conducting due diligence on human rights in conformance with the UN Guiding Principles on Business and Human Rights, and creating a corrective mechanism in the event it comes to light that a company's action or involvement has inflicted an adverse impact on human rights.

Human rights issues widely pertain to workers, customers, local communities and all other aspects of society, and the scope of the issues extends globally and through all supply chains. Thus, all employees need to participate in addressing them, with cooperation among all departments. Toward this end, we are working to realize a further change in employee awareness and taking measures to create a culture that respects human rights, so that each employee can recognize human rights issues as their own and take appropriate action. In fiscal 2019, employees were educated on the importance of human rights and suitable mindsets through our various human rights training (including e-learning) programs and activities such as the Mitsubishi Electric Going Up Seminar, the aim of which is to realize an inclusive society*.

We are also actively promoting Work Style Reforms to create a work environment that allows everyone to strike a balance between their work and private lives.

* Inclusive society: A society where everyone respects and accepts each other

Progress of Human Rights Due Diligence and Materiality

● Result of activities in fiscal 2019

1. Human rights impact assessment

Mitsubishi Electric assessed and evaluated the impact on human rights related to the Group's corporate activities for a total of 336 sites, including the internal Mitsubishi Electric offices, domestic affiliated companies, and overseas affiliated companies.

We also checked whether the Technical Intern Training Program has been implemented, and whether it is operating according to the law.

2. Efforts regarding human rights in the supply chain

Based on the CSR Procurement Guidelines formulated in June 2018, the procurement divisions have begun ensuring that when dealing with transaction partners, agreements are reached with regard to social issues, including human rights.

3. Human rights education

We provided an e-learning program to 71,588 employees of Mitsubishi Electric and domestic affiliated companies. In addition to the human rights impact assessment, we conducted human rights education for employees involved in CSR at Mitsubishi Electric offices and at domestic affiliated companies.

● Approaches for fiscal 2020

1. Implement human rights risk reduction measures within the Mitsubishi Electric Group

To ensure that the risks highlighted in the fiscal 2019 human rights impact assessment do not lead to problems, we are continuing to reinforce our efforts through human rights education, etc.

2. Human rights efforts in supply chain

Ensure that measures that started in fiscal 2019 to consider social issues, such as human rights, in agreements concluded with suppliers, will continue. In addition, we will continue to promote efforts to fully understand human rights violation risks by suppliers.

3. Consider upgrading the system for handling grievances

The Mitsubishi Electric Group has multiple inquiry channels that serve as a system for listening to various grievances and questions related to human rights. We aim to raise the performance of these channels to meet international standards.



Creating a Working Environment where Work-Life Balance can be Achieved by Everyone through Work Style Reforms

Since fiscal 2017, Mitsubishi Electric promotes a "Work Style Reforms" as a management policy, and strives to create a working environment where work-life balance can be achieved by everyone by "creating a corporate culture that places even greater emphasis on achievements and efficiency"

and "reforming employees' attitudes toward work." In these Work Style Reforms, each department, organization and office implements specific measures based on the following four perspectives.

Four perspectives on Work Style Reforms

Improvement of productivity by streamlining operations

- Thorough elimination of waste based on the principles of JIT Kaizen activities (reduction of conferences, documents and travel time, review of operational processes, etc.)
- Increased utilization of IT for operational efficiency

Further pursuit of achievements and efficiency

- Establishment of an awareness to produce results within a limited amount of time
- Development of a scheme to evaluate productivity and efficiency, and strengthening the implementation of proper evaluation

Work-life fulfillment

- Sharing the awareness that a "fulfilling life" and "rewarding work" are closely related
- Applying the knowledge and mental/physical health that are gained through having a fulfilling life to achieving a rewarding work experience

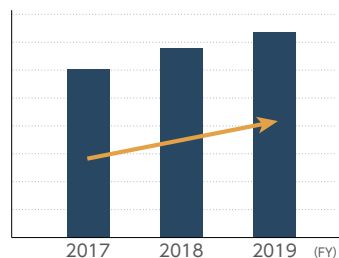
Promotion of communication in the workplace

- Sharing the status of operations in the workplace through daily greetings and communication
- Promotion of work-load alleviation through mutual cooperation between individuals and departments, as well as reviews of work allocation

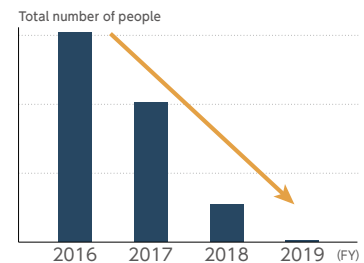
*JIT (Just in Time): Work process improvement activity in which all employees eliminate operational inefficiencies to improve the quality of all work processes.

Outcomes of the Work Style Reforms

Three years have passed since the Work Style Reforms began in fiscal 2017. Through driving the reforms based on the four perspectives, the percentage of employees who experienced changes in their work style increased and working hours fell sharply. These reforms, therefore, have produced positive outcomes.



Percentage of employees who responded that they had a good work-life balance (Employee Attitude survey)



Changes in the number of employees who worked more than 80 hours of overtime a month

TOPICS

● Examples of Work Style Reforms in the Office

More and more employees are feeling that their work style has changed. For example, using laptops in meetings is now an everyday sight. We will continue to foster enhancements in the corporate culture and environment so that all employees can feel the change. Yet Work Style Reforms extends beyond just improving operational efficiency. To achieve the reform goal of "creating a workplace environment in which everyone can maintain physical and psychological health and work in good spirits," we aim to develop a company where every single employee is always aware of the value of improving their work and finds their work fulfilling.

1. Developing an IT environment
2. Simplifying and reducing company-wide documents
3. Promoting indirect JIT Kaizen activities

● President's Forum

To accelerate the promotion of office Work Style Reforms, the "President's Forum" meeting began in February 2017 as a president-employee conversation opportunity. The president explains to employees the objective and focus of actions surrounding Work Style Reforms, which is a key management policy, and accepts a wide range of inputs from employees such as issues they face in promoting the reforms and opinions and requests on corporate matters. The president will incorporate these inputs to develop more effective measures.



President's Forum in 2018

Strengthen Corporate Governance and Compliance on a Continuous Basis

To realize sustained growth and increase corporate value, the Mitsubishi Electric Group works to maintain the flexibility of its operations while promoting management transparency. These endeavors are supported by an efficient corporate governance structure that clearly defines and reinforces the supervisory functions of management while ensuring that the company is responsive to the expectations of customers, shareholders, and all of its stakeholders. Additionally, the Mitsubishi Electric Group recognizes that not only ethics and legal compliance, but also compliance in the wider sense of the term that includes the perspective of corporate ethics, are the foundation of the Group's continued existence. Based on this understanding, ongoing efforts are being made to strengthen initiatives related to anti-trust laws, the prevention of corrupt practices and supply chain management, as priority action items.



Shinji Harada
Executive Officer
Mitsubishi Electric Corporation

Corporate Governance

Message from Management

In recent years corporate governance in Japan has garnered strong attention, to the point that strengthening and enhancing the efficiency of corporate governance has become a priority issue for all companies.

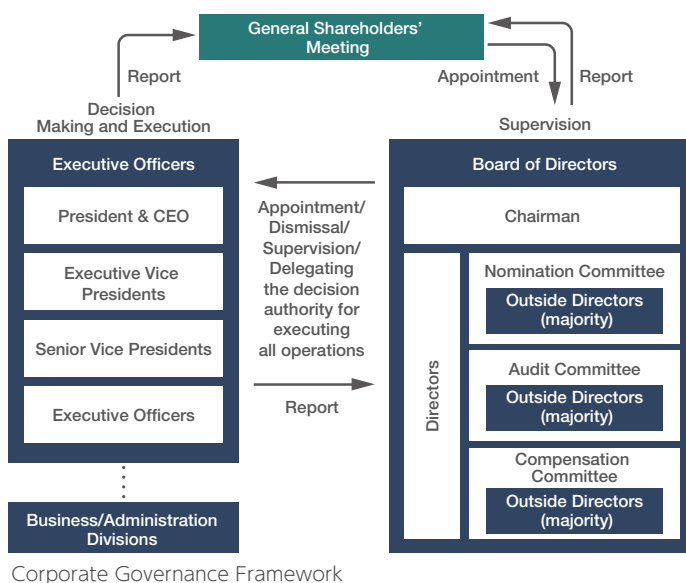
Mitsubishi Electric has adopted Three-committee System, with the separation of the management supervisory functions from the execution of business being one of its core principles. Based on this principle, the Chairman, who oversees the management supervisory functions, is separate from the President & CEO, who is head of all Executive Officers, and neither included among the members of Nomination or Compensation committees. The clear division of supervisory and executive functions allows the Company to ensure effective corporate governance.

Additionally, Mitsubishi Electric works to continuously strengthen its corporate governance, as stated in the CSR Materiality. To further enhance the Board of Director's management supervisory function, venues were established for supplying information to, and exchanging views with, Outside Directors, in FY2016. Such information-sharing and exchanges continued through FY2019 to provide them with more timely and pertinent information.

Additionally, in order to further enhance the functioning of the Board of Directors, the Board meetings are reviewed on an annual basis, which was also held again in FY2019. As a result of the Board of Directors review, the Board of Directors was evaluated as making ongoing and effective improvements in response to the results of annual reviews, and achieving even better results every time with respect to sharing timely and appropriate management information with Executive Officers, which is essential for the Board to properly fulfill its business supervisory function.

This evaluation in effect endorses the performance of the Board of Directors, but going forward further efforts will be made to improve the performance of the Board of Directors by enhancing the opportunities for exchanging opinions between the supervisory side and executive side and improving the management of the Board of Directors review through conducting individual interviews regarding review results and expanding time for opinion exchange.

Mitsubishi Electric will continue to build an even stronger corporate governance framework, to ensure corporate management is soundly supervised by a proper oversight mechanism.



Visit to a Plant by Directors



Corporate Governance

https://www.MitsubishiElectric.com/en/investors/management/corp_governance/index.html

Compliance

<https://www.MitsubishiElectric.com/en/sustainability/csr/governance/compliance/index.html>

Supply Chain Management

<https://www.MitsubishiElectric.com/en/sustainability/csr/social/supplychain/index.html>

View from an Outside Director

Mitsubishi Electric engages in a wide variety of businesses on a global scale. In order for the Board of Directors to oversee whether these businesses are executed properly, it is extremely important for information about management to be provided to us directors in a timely and appropriate manner.

At the Board of Directors, adequately detailed information is provided for directors to supervise management, and a forum has been set up with the main objective of providing Outside Directors with more information about management, so I feel the information we directors receive is extremely extensive. I also get the sense that the company is actively providing us with opportunities to visit various offices and plants in an effort to directly hear the opinions of workers and to obtain solid business information.

The performance of the Board of the Directors is evaluated, and efforts are made to improve it. A review of all members is conducted every year, where all directors can freely share their views about the operations of the Board and about how information is shared, etc.

Readjustments are constantly made in response to the results of the review of the Board of Directors, and improvements have been achieved with every review, such that I feel we have become able to discuss various matters more frankly than ever before.

As directors, we feel these opportunities are highly beneficial to understand the current state of Mitsubishi Electric's business, and to engage us in discussions. We hope this timely and appropriate provision of management information will continue to be enhanced, so that the management supervisory functions of the Board of Directors may be further strengthened.



Mitoji Yabunaka

Outside Director
Mitsubishi Electric Corporation

Continually Strengthening Compliance, Supply Chain Management

With the Mitsubishi Electric Group Corporate Ethics and Compliance Statement formulated in 2001 as our basic guideline for compliance, the Mitsubishi Electric Group recognizes the importance of ethics and absolute compliance with legal requirements as a fundamental precondition for the Group's continued existence.

Based on this awareness, we are attempting to perfect a compliance system which promotes compliance in the broadest sense, encompassing the perspective of corporate ethics, rather than merely focusing on following the letter of the law. At the same time, we are working to educate our employees in this area.

With regard to anti-trust laws, we make ongoing Group-wide efforts to both prevent any recurrence of such incidents and prevent previous incidents from being forgotten. In addition to formulating and operating internal regulations that govern Mitsubishi Electric and its affiliated companies in Japan and overseas, we have also strengthened internal audits that specialize in anti-trust laws, and place importance on employee training through a combination of e-learning and classroom programs. We will continue to make greater efforts to prevent similar incidents from occurring and previous incidents from being forgotten, through regular monitoring of the status of daily business activities and internal regulations, practical employee training that matches actual transaction situations, and other such initiatives.

We engage in Group-wide initiatives to prevent bribery. The "Mitsubishi Electric Group Anti-Bribery Policy" that was established on April 1, 2017 reiterates to people in and outside the Group our

policy that, among other things, our Group companies, their officers and employees do not offer bribes and do not pursue profits that can be realized only by offering bribes. Furthermore, we are conducting monitoring activities such as maintaining and enacting internal regulations for interactions with public officials inside and outside the country as a measure to prevent bribery. In addition, we provide education to employees who regularly interact with public officials in the combined form of e-learning programs and face-to-face education. In the light of the current global situation where anti-bribery regulations are becoming increasingly tighter, we will continue to enhance measures in each region, and take effective and efficient measures by selecting countries and transactions with particularly high risks of being involved in bribery, to respond to the expansion of our business at a global level.

As for supply chain management, we ensure the fair and impartial selection and evaluation of business partners in Japan and overseas by providing an explanation of the Group's Purchasing Policy and CSR Procurement Policy, and requesting business partners' understanding of these policies. By ensuring proper evaluation of suppliers based on selection and evaluation criteria established by the Group, risks are also mitigated along the supply chain. We have also established the CSR Procurement Guidelines in 2018 to widely disseminate Mitsubishi Electric's CSR policies and matters for compliance by our business partners. Approaches will be made to all business partners to verify their agreement to promote procurement activities in line with the guidelines.



Meeting of Compliance Managers in the Asia Region



Seminars for Suppliers (Thailand Region)

Philanthropic Activities

Our Philosophy

As a corporate citizen committed to meeting societal needs and expectations, the Mitsubishi Electric Group will make full use of the resources it has at hand to contribute to creating an affluent society in partnership with its employees.

Our Policies

- We shall carry out community-based activities in response to societal needs in the fields of social welfare and global environmental conservation.
- We shall contribute to developing the next generation through activities that support the promotion of science and technology, culture and arts, and sports.



Philanthropic Activity Expenditures

Approx. **1.52** billion yen



* The amount spent by Mitsubishi Electric Corporation (includes philanthropic-related expenses such as internal programs and product donations)

Social Welfare



Building a Society where Everyone can Enjoy an Active Life

The Mitsubishi Electric Group is undertaking support activities in the social welfare field, striving to help build a society where everyone can enjoy an active life. Envisioning a society where "no one will be left behind", as advocated by the Sustainable Development Goals, the Group is working to realize an Inclusive Society with disabilities, support for their independent lifestyles, as well as to children who need assistance.

Mitsubishi Electric SOCIO-ROOTS Fund Fiscal 2019 Donation Results



Case Studies

Mitsubishi Electric SOCIO-ROOTS Fund

Mitsubishi Electric supports social welfare facilities and organizations through the Mitsubishi Electric SOCIO-ROOTS Fund, a gift program in which the Corporation matches employee donations. As of March 2019, the fund had made donations to about 2,000 organizations, and had collected a cumulative total of approximately 1.34 billion yen.



Activities with the Mitsubishi Electric America Foundation

Employees of Mitsubishi Electric group companies in the United States work together with the Mitsubishi Electric America Foundation, which aims Disability Inclusion. One of the initiatives is Disability Mentoring Day, where students are welcomed into Mitsubishi Electric workplaces. The program gives high-school and university students with disabilities opportunities to experience workplaces such as factories, warehouses, and offices, aiming to help them with career planning, and prepare them for a more fulfilling life.





Global Environmental Conservation



Thinking about the Future of the Planet

The Mitsubishi Electric Group promotes employee-led environmental conservation activities, which are carried out in cooperation with government bodies and local communities. It also holds outdoor workshops for children to nurture their love of nature.

Case Studies

Satoyama Woodland Preservation Project

The Mitsubishi Electric Group has conducted the Satoyama Woodland Preservation Project since October 2007, encouraging employees to help restore nature spots such as parks, forests, and rivers around our business locations. The aims are to repay nature for all the bounties it offers and the diversity of life it supports, and to contribute to the communities where the Group's business sites are located. With the cooperation of NPOs and local governments, employees carry out activities tailored to the situations in their local communities, under the motto "Steady and Sustained."



Main Activities in 2018



Satoyama Woodland Preservation activities:
99 sessions



Mitsubishi Electric Outdoor Workshop:
28 sessions

Tree Planting by the Mitsubishi Electric Group in Thailand

Every year, employees of Mitsubishi Electric Group companies in Thailand volunteer for programs organized by the Mitsubishi Electric Thailand Foundation. So far, they have carried out equipment repairs at elementary schools, and tree planting, as well as coral reef restoration activities. Approximately 500 employees from all over Thailand participate every time.



Science and Technology



Developing Future Engineers

As part of its efforts to develop the next-generation, Mitsubishi Electric is making efforts to foster future engineers, such as providing science workshops and educational support for children.

Case Study

Mitsubishi Electric Science Workshops

Since 2009, the Mitsubishi Electric Science Workshops have enabled children to experience basic scientific principles related to electricity, heat, sound, light, wind, communications and programming. The workshops convey the joy of science through experiments and observations, show the relationships between the basic scientific principles taught and real products, and help the children realize how the products are useful in society.



Mitsubishi Electric Science Workshop Program Fiscal 2019 Results



Workshop held:
72



Participants:
Approx. **4,800**

VOICE (Science Workshop Organizer)



Yuichiro Murata
Group Manager
Science Education Promotion Group
Human Resource Development Center
Mitsubishi Electric Corporation

It seems that Japan's scientific and technological capabilities have been declining over the years, as children's interest in science wanes. Various measures have been taken in the world of education, and Mitsubishi Electric is also providing support. At our sites throughout the country, we are offering Mitsubishi Electric Science Workshops in the hope of being useful in a small way. I believe that these community-based activities are giving children, the leaders of next generation, opportunities to become curious about science.

Culture, Arts and Sports



Looking to the Tokyo 2020 Olympic and Paralympic Games and beyond

While helping to raise the profile of sports for people with disabilities, Mitsubishi Electric is striving to help build an inclusive society where everyone respects and appreciates each other.

For example, the company has provided opportunities for

people across Japan to experience playing wheelchair basketball and boccia, including the Going Up Campaign that was launched in 2016. In fiscal 2019, there were a total of 44,856 participants in 43 sessions nationwide.



Comments by Participants

Wheelchair basketball (male participant in his 30s)

It was a good opportunity to talk with my kids about the importance of creating an inclusive society. They seemed interested in not only wheelchair basketball, but also other Paralympic sports.

Boccia (male participant in his 40s)

Although I had heard of boccia, I didn't know what it was. I discovered that it is a sport that requires tactics, and this has changed my impression of sports for people with disabilities.

VOICE (Session Organizer)



Hiroaki Hisamatsu
General Affairs Section
General Affairs Department
Shizuoka Works
Mitsubishi Electric Corporation

After we held the first wheelchair basketball session during a factory community-outreach event in 2017, we have offered them every year to help build a more inclusive society. Since the second session, we have been working with a local wheelchair basketball team, and we have scaled up the activity to enhance connections with the community.

As a result, in the 2018 session, we saw participants from the previous year returning with their relatives or friends, and enjoying wheelchair basketball together. This showed me the importance of continuing this effort. Going forward, we will keep promoting awareness-raising activities by continuing to offer these participatory sessions, while also increasing the number of sports for people with disabilities that we include. We hope our efforts will help to create a more inclusive society.

Providing Sports Practice Spaces for People with Disabilities

Mitsubishi Electric signed an agreement with the Kanto Wheelchair Basketball Federation to permit their use of the Ofuna Gymnasium at the Group's Information Technology R&D Center, and the gymnasium was renovated for wheelchair users. Since April 2016, teams in the Kanto Wheelchair Basketball Federation have used the gym (in principle twice a month) for their practices.

By providing the gymnasium as a place for wheelchair basketball players to practice, the company is giving wheelchair users more opportunities to enjoy sports and is helping to improve their competitiveness.



Mitsubishi Electric Group CSR Initiatives

List of information included in website/Highlights Edition

◎ = Included in both website and Highlights Edition ● = Included in website only ○ = Also partially included in Highlights Edition

Corporate Data/Financial Highlights		◎	
Global Operations		Highlights Edition only	
President's Message		◎	
CSR at Mitsubishi Electric	Corporate Strategy	◎	
	Mitsubishi Electric's Business Segments	◎	
	Initiatives that Contribute to Addressing Social Issues	○	
	CSR Management	Initiatives to Create Value	◎
		Initiatives Related to the Value Chain	●
		Management	◎
		CSR Materiality and SDGs Management	◎
		Initiatives / External Evaluation	●
		Process of Identification and Review of the CSR Materiality	●
		Management of the CSR Materiality	○
	CSR Materiality	Realize a Sustainable Society	◎
		Provide Safety, Security, and Comfort	◎
		Respect Human Rights and Promote the Active Participation of Diverse Human Resources	◎
		Strengthen Corporate Governance and Compliance on a Continuous Basis	◎
	Initiatives to Address the SDGs	●	
	Communication with Stakeholders	Status of Communication	●
		Results of Reader Surveys	●
Interviews with Experts		○	
Dialogues with Experts		○	
Measures for Internal Dissemination		○	
Governance	Corporate Governance	○	
	Compliance	○	
	Risk Management	●	
	Our Approach to Information Security	●	
	Research and Development	●	
	Intellectual Property	●	
	Communication with Shareholders and Investors	●	
Environment	●		
Social	Responsibility to Customers	●	
	Human Rights	○	
	Labor Practices	○	
	Supply Chain Management	○	
	Philanthropic Activities	○	
About the Report	○		
Guideline Comparison Tables	ISO26000	●	
	GRI Standards	●	
	Japan MOE Guideline Comparison Table	●	
ESG Survey Index	●		

More information related to CSR at the Mitsubishi Electric Group is published on our website.



CSR
<https://www.MitsubishiElectric.com/en/sustainability/csr/index.html>

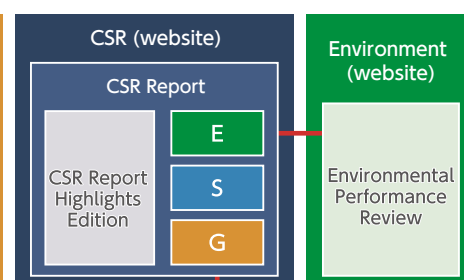
Environment
<https://www.MitsubishiElectric.com/en/sustainability/environment/index.html>

Company
<https://www.MitsubishiElectric.com/en/about/index.html>

Financial Information



Non-financial Information



Overview of CSR-related information disclosure

MITSUBISHI ELECTRIC CORPORATION

www.MitsubishiElectric.com



for a greener tomorrow

Eco Changes is the Mitsubishi Electric Group's environmental statement, and expresses the Group's stance on environmental management. Through a wide range of businesses, we are helping contribute to the realization of a sustainable society.



Inquiry: Mitsubishi Electric Corporation, CSR Promotion Center Corporate Administration Division,
Tokyo Building, 2-7-3, Marunouchi, Chiyoda-ku, Tokyo 100-8310, Japan
Phone: 81-3-3218-2075