

Comparison Table for Guidance for Collaborative Value Creation 2.0

Guidance for Collaborative Value Creation 2.0	Values	Long-term strategies	Implementation strategies (e.g., medium-term management strategy)		Performance and key performance indicators (KPIs)		Governance					
Applicable sections in 2023 Integrated Report	Vision and Purpose	01	President's Message	07	CSO Message	14	CTO Message	40	Financial Highlights	19	Outside Directors Dialogue	59
	Our History	05	Initiatives to Create Value	18	Mitsubishi Electric Corporate Strategy	16	Research and Development Strategy	41	Non-Financial Highlights	20	Corporate Governance	62
	Materiality	21			Business Strategies	23	Intellectual Property Strategy	44	Management Related to Materiality	75	Directors & Executive Officers	69
					Infrastructure Business Area	24	DX Strategy	49	Financial Data	98		
					Industry & Mobility Business Area	27	CHRO Message	51				
					Life Business Area	30	Human Capital Strategy	52				
					Business Platform Business Area	33	Our Roadmap for Three Key Reforms	55				
					Semiconductor & Device Business	35	Sustainability	73				
					CFO Message	37	Environment	79				
					Financial Strategy	38	Social	85				
						Governance	93					