

About the Report

This report provides information about corporate social responsibility (CSR) initiatives by the Mitsubishi Electric Group to help realize a sustainable society. It primarily reports on significant activities, events and changes that occurred in fiscal 2013 (year ending March 31, 2013). Based on the PDCA (plan-do-check-act) approach, in reporting our activities, we tried to go beyond just presenting our principles and the results of activities to date in order to also refer to future policies and issues. 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.

Structure of the Report

Aiming to fulfill our responsibility of presenting information to the public, the report consists of and discloses information in three main sections of content: CSR Policy, Environmental Responsibility, Social Responsibility. In particular, Social Responsibility section reports on our responsibility and conduct toward stakeholders. The Environmental Responsibility section introduces our activities grounded in Environmental Vision 2021 and a number of unique initiatives expected of a global, leading green company. It also provides easy-to-understand explanatory animated content about our environmental technologies.

Period Covered by the Report

April 1, 2012 – March 31, 2013

* Also includes some information on policies, targets and plans occurring after the close of fiscal 2012.

Scope of the Report

Social Aspects	Primarily covers activities of Mitsubishi Electric Corporation * The range of data compiled is noted individually.
Environmental Aspects	Covers the activities of Mitsubishi Electric Corporation, 116 domestic affiliates, and 72 overseas affiliates (total of 189 companies).
Economic Aspects	Primarily covers performance of Mitsubishi Electric Corporation, consolidated subsidiaries, and equity method affiliates

References

- Environmental Reporting Guidelines (2012), Ministry of the Environment
- Business Owner Environmental Performance Indicator Guideline (2002), Ministry of the Environment
- Environmental Accounting Guidelines (2005), Ministry of the Environment
- Environmental Reporting Guidelines 2001—With Focus on Stakeholders, Ministry of Economy, Trade and Industry
- Sustainability Reporting Guidelines Version 3.1, Global Reporting Initiative
- ISO26000

Contents

About Us	
Corporate Mission / Seven Guiding Principles	2
Corporate Statement / Corporate Data	
Financial Results	
President's Message	4
CSR Policy	
Our Policy of CSR	6
Promotional System for CSR	6
Corporate Governance	6
Compliance	7
Risk Management	10
Mitsubishi Electric Group's Intellectual Property Activities	13
Special Features	
The Environment and Business	15
Reducing CO ₂ Emissions from Production	20
Major Technology R&D Results	21
Environmental Responsibility	
From the President	22
Environmental Vision 2021	23
Environmental Management	23
7th Environmental Plan	24
Environmental Performance	25
Respecting Biodiversity	29
Social Responsibility	
Responsibility to Customers	
— Ensuring Consistent Quality	31
— Providing Easy-to-Use Products	32
— Increasing Customer Satisfaction	34
— Responding to Product-Related Issues	35
Responsibility to Business Partners	36
Responsibility to Shareholders & Investors	37
Responsibility to Employees	
— Workforce Diversity & Equal Opportunity	38
— Creating a Fulfilling Workplace	39
— Maintaining a Favorable Working Environment	40
— Respecting Human Rights	40
— Supporting Career Development	41
— Ensuring Occupational Safety & Health	42
As a Corporate Citizen	43
Comparison with ISO 26000	46

About Us

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, we enhance the quality of life in our society. To this end, all members of the Group will pursue the following Seven Guiding Principles.

Seven Guiding Principles

- 1. Trust** Establish relationships with all stakeholders 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, contribute to the development of communities and society as a whole.
- 5. Ethics** Honor high ethical standards in all endeavors.
- 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.

Corporate Statement *Changes for the Better*

The Mitsubishi Electric Group's corporate statement, "Changes for the Better," represents our goal and attitude to always strive to achieve "something better," as we continue to change and grow. It is a statement that promises "to create an ever better tomorrow" to our customers by the initiative of each and every one of our employees, who seek to improve themselves by aiming for "the better," and daily aim to "improve technologies, services, and creativity," as stated in our corporate philosophy.

Corporate Data (As of March 31, 2013)

Name	Mitsubishi Electric Corporation	Paid-in Capital	¥175,820 million
Address	Tokyo Building, 2-7-3, Marunouchi, Chiyoda-ku, Tokyo 100-8310, Japan Tel: +81(3)3218-2111	Shares issued	2,147,201,551 shares
Established	January 15, 1921	Employees	120,958
		Stock Exchange Listings	Japan: Tokyo Europe: London

Financial Results

Performance for the year ended March 31, 2013

Years ended March 31	Yen (millions)			U.S. dollars (thousands)
	2013	2012	2011	2013
Net sales	¥3,567,184	¥3,639,468	¥3,645,331	\$37,948,766
Operating income ²	152,095	225,444	233,761	1,618,032
Net income attributable to Mitsubishi Electric Corp.	69,517	112,063	124,525	739,543
Total assets	3,410,410	3,391,651	3,332,679	36,280,957
Interest-bearing debt	540,572	542,291	484,352	5,750,765
Mitsubishi Electric Corp. shareholders' equity	1,300,070	1,132,465	1,050,340	13,830,532
Capital expenditures	150,425	159,346	107,638	1,600,266
R&D expenditures	172,222	169,686	151,779	1,832,149
				Yen
				U.S. dollars
Per-Share Amounts				
Net income attributable to Mitsubishi Electric Corp.				
Basic	¥32.38	¥52.20	¥58.00	\$0.344
Diluted ³	—	—	—	—
Cash dividends declared	11	12	12	0.117
				%
Statistical Information				
Operating income ratio	4.3%	6.2%	6.4%	—
Return on equity (ROE)	5.7	10.3	12.4	—
Interest-bearing debt to total assets	15.9	16.0	14.5	—

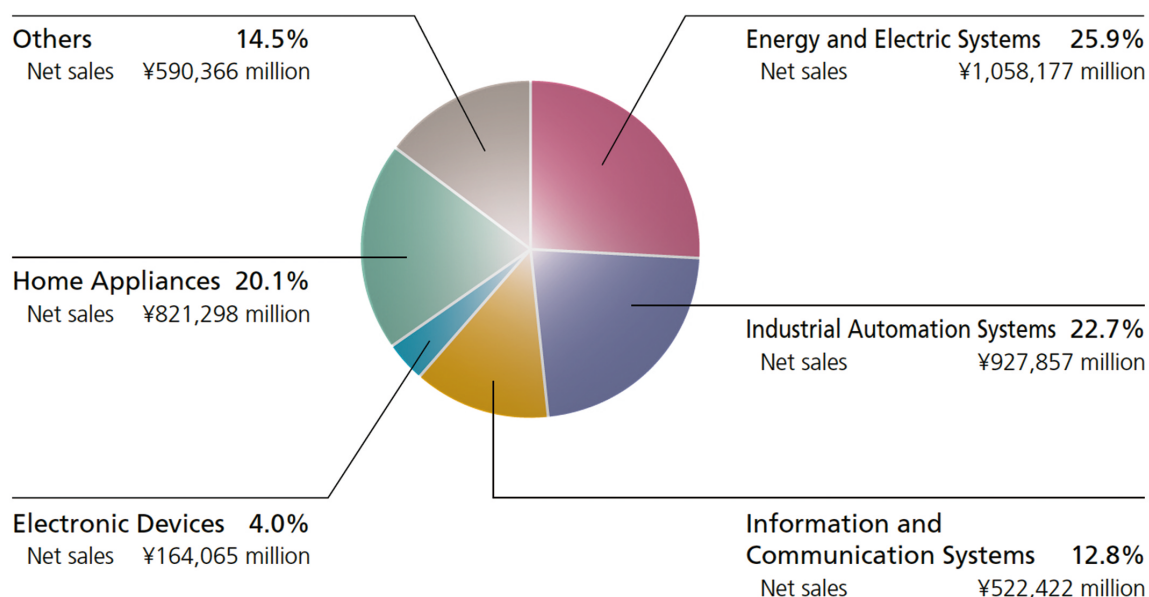
See accompanying notes to consolidated financial statements.

1 The Company prepares consolidated financial statements with procedures, accounting terms, forms, and preparation that are in conformity with accounting principles generally accepted in the United States of America based on the rules and regulations applicable in Japan.

2 Operating income is presented as net sales less cost of sales, selling, general, administrative and R&D expenses, and loss on impairment of long-lived assets.

3 Diluted net income per share attributable to Mitsubishi Electric Corp. is not included in the above figure as no dilutive securities existed.

Net Sales Breakdown by Business Segment



President's Message

President's Message

In keeping with the spirit of our corporate statement, "Changes for the Better," we shall continue to pursue the change required to create new value, in order to help realize a sustainable society.



We Have Emphasized Corporate Social Responsibilities Since the Time of Our Founding

The operating environment continues to undergo dramatic changes, reflecting advances in globalization, revisions to legislation, and other factors. What must continue regardless of how the times may change is respect for corporate ethics and compliance and a commitment to not compromise on environmental issues and product quality. This commitment of the Mitsubishi Electric Group was first articulated in the "Keys to Management" (in Japanese, "Keiei no Yotei"), which was drawn up at the time of the company's founding in 1921. The spirit of this document, which states our contributions in areas such as the prosperity of society, product quality and customer satisfaction, lives on today in our Corporate Mission and Seven Guiding Principles. With these tenets as our core principles, the Group promotes various initiatives in order to fulfill our corporate social responsibilities.

Economic Aspects: Enhancing Corporate Value

In fiscal 2013, the Mitsubishi Electric Group placed even stronger emphasis than before on promoting growth strategies rooted in the Group's unique strengths, while also making ongoing efforts to give all of our business segments a stronger competitive edge and reinforcing the Group's management foundation. In fiscal 2014, we will continue to pursue the goals of our growth strategies from a global perspective by strengthening collaboration both inside and outside the company. We will also implement Group-wide management improvement measures, so that we may stably achieve the management indicators that we ought to achieve on a continuous basis and increase our corporate value.

Three Management Targets to be Continuously and Stably Achieved

(Figures in parentheses indicate fiscal 2013 performance)

Operating income ratio:	5% or more (4.3%)
ROE:	10% or more (5.7%)
Ratio of interest-bearing debt to total assets:	15% or less (15.9%)

Environmental Aspects:

Promoting Environmental Initiatives based on Environmental Vision 2021

The Mitsubishi Electric Group pursues environmental management practices in its effort to achieve Environmental Vision 2021* by the target year of 2021, which marks the 100th anniversary of the company's founding.

These practices specifically focus on the following:

- Reducing total CO₂ emissions through energy conservation activities in offices and plants based on visualization of energy consumption and the use of IT technologies
- Reducing CO₂ emissions during product use by incorporating control technologies in addition to offering basic energy-saving performance
- Promoting the 3Rs (reduce, reuse, recycle) for the effective utilization of resources

In fiscal 2013, we introduced our original electric power demand monitoring system to major sites nationwide (68 locations) as an effective electricity-saving measure. The system contributes to electricity conservation in offices and plants by making electricity demand "visible," and centrally monitoring and managing demand in multiple locations. In fiscal 2014 we will continue to promote this initiative to ultimately play a significant role in creating a low-carbon society. We are also directing our efforts at creating a recycling-based society, for example by launching a project for high-purity plastic recycling from end-of-life home appliances and a project for recovery of rare earth metals from room air conditioner compressors at the end of their lifecycle.

Furthermore, based on the Mitsubishi Electric Group Biodiversity Action Guidelines (established in fiscal 2011), we have systematized activities that promote deeper awareness among all employees of the relationship between our business activities and biodiversity, to ensure they take appropriate action in regard to biodiversity conservation. Through this initiative, we will continue to foster and develop environmental awareness in each employee as part of our effort to protect the environment for the future and create a sustainable society.

* Environmental Vision 2021, formulated in October 2007, is the long-term environmental management vision of the Mitsubishi Electric Group. It establishes a framework for realizing a sustainable planet, and defines long-term initiatives to realize a low-carbon society—such as cutting CO₂ emissions from product usage by 30% (compared to fiscal 2001)—and to create a recycling-based society.

Social Aspects:

Contributing to Society through Technology

As a member of society, the Mitsubishi Electric Group is responsible for upholding corporate ethics and compliance as well as engaging in social contribution activities. The Group also recognizes its responsibility to contribute to society through the technologies it has built up over the years.

In particular, our commitment to compliance has

underpinned corporate management while forming the core of our efforts to strengthen the Group's internal control system and implement employee training programs. However, it came to light that our Electronic System Group's defense and space systems businesses overcharged expenses and submitted invoices inappropriately. As a result, Mitsubishi Electric received notice of suspension on bidding eligibility and competitive bidding eligibility for contracts with the concerned ministries and agencies. Accepting these revelations with the utmost seriousness, we resolve to do our best to regain trust and confidence as quickly as possible by strengthening our compliance activities, such as thorough investigation into the cause of the matter and the proper implementation of preventive measures formulated based on the results of the investigation.

Environmental considerations and contributions are an integral part of the Group's businesses. Therefore, our technologies and products that support environmental protection, energy conservation and social infrastructure, can help contribute to the realization of a society that is more friendly to both people and the earth or, in other words, a more prosperous society. We are also garnering a high level of expectation for the development of Smart Grids and Smart Communities, which are designed to provide a highly reliable supply of electricity from large-scale use of photovoltaic power and other renewable energy sources, and have commenced full-scale demonstration tests in Amagasaki (Amagasaki city, Hyogo prefecture) and Wakayama (Wakayama city, Wakayama prefecture) in fiscal 2012. We will continue with the test toward the practical application of such Smart systems in the future, as we harness the entire Group's comprehensive technological capabilities to play a part in the creation of a low-carbon society.

In fiscal 2014 we will make even greater efforts to uphold corporate ethics and compliance and take an active part in social contribution activities, while also contributing to society through our technologies, products, and services.

Through these initiatives, the Group will work to build a relationship of trust with stakeholders and do its part to help create a sustainable society. In the spirit of our corporate statement, "Changes for the Better," and our environmental statement, "Eco Changes," we shall pursue continuous improvement and continue to transform and grow as we strive to become a global, leading green company. We ask for your understanding and support as we pursue these goals.

NOTE : Fiscal years used on this page refer to the fiscal period starting on April 1st of the previous year and ending on March 31st of the year shown.

President & CEO
Kenichiro Yamanishi



CSR Policy

Our Policy of CSR

The Mitsubishi Electric Group promotes its corporate social responsibility (CSR) activities based on the conviction that all business activities must take CSR into consideration. The Group's Corporate Mission and Seven Guiding Principles form its basic CSR policies.

We are vigilant in our enforcement of corporate ethics and compliance and constantly work to improve educational programs and strengthen our internal control system. At the same time, we pursue initiatives related to quality management, environmental preservation, philanthropy and improved communication with all stakeholders.

Corporate Governance

Basic Corporate Governance Policy

To realize sustained growth and increase corporate value, Mitsubishi Electric 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 our stakeholders.

Corporate Management and Governance Structure

Corporate Management Structure

In June 2003, Mitsubishi Electric became a company with a committee system. Key to this structure is the separation of supervisory and executive functions; the Board of Directors plays a supervisory decision-making role and executive officers handle the day-to-day running of the Company. The present Board is comprised of 12 directors (five of whom are outside directors), who objectively supervise and advise the Company's management. The Board of Directors has three internal bodies: the Audit, Nomination and Compensation committees. Each body has five members, three of whom are outside directors. The Audit Committee is supported by dedicated independent staff.

Internal Control System

Further ensuring effective corporate governance, the roles of Chairman and President & CEO are clearly defined and exclusive. The Chairman heads the board of directors and the President & CEO heads the Company's executive officers. Neither the Chairman nor the President & CEO is a member of the Nomination or Compensation Committees. This allows for the clear division of executive and supervisory functions, thereby enabling Mitsubishi Electric to ensure effective corporate governance. Executive officers are responsible for ensuring compliance and management efficiency in their assigned areas of operations. Internal auditors monitor executive officers' performance of duties. Internal auditors report on the results of such monitoring to the executive officer in charge of auditing. And the executive officer in charge of auditing and accounting auditors report on the results of such monitoring to the Audit Committee. Mitsubishi Electric maintains a multi-dimensional risk

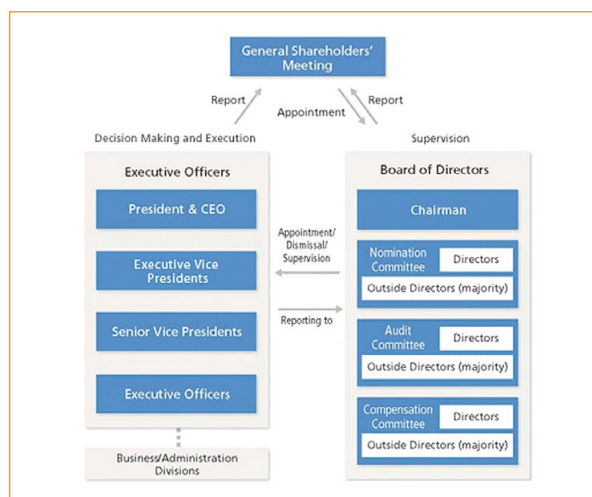
Promotional System for CSR

Considering that our CSR activities involve a wide range of initiatives such as corporate ethics and compliance, securing as well as improvement of quality, environmental preservation, philanthropy and improved communication with all stakeholders, Mitsubishi Electric's CEO is assigned as the officer responsible for overseeing these measures. The executive officers are in charge of carrying out each initiative within the scope of their assigned duties.

management system in which all executive officers participate. Under this system, executive officers are responsible for risk management in their assigned areas of operation. In addition, executive officers exchange information and participate in important management initiatives and decisions through regularly scheduled executive officers' meetings.

The Corporate Auditing Division and Audit Committee

Acting independently, Mitsubishi Electric's Corporate Auditing Division conducts internal audits of the Company from a fair and impartial standpoint. In addition, the division's activities are supported by auditors with profound knowledge of their particular fields, assigned from certain business units. Overseeing this department is the Audit Committee, which is made up of five directors, three of whom are outside directors. In accordance with the policies and assignments agreed to by the committee, the performances of directors and executive officers as well as affiliated companies are audited. The Corporate Auditing Division, through the executive officer in charge of auditing, submits reports to the Audit Committee, which holds periodic meetings to exchange information and discuss auditing policies. In addition, the Audit Committee discusses policies and methods of auditing with accounting auditors, who furnish it with reports on the status and results of the audits of the Company that they themselves conduct.



Compliance

■ Strengthening Compliance Management

In regard to ethics and legal compliance, the Mitsubishi Electric Group has based its corporate management on the fundamental principle of compliance and has made committed efforts to strengthen internal control with an emphasis on employee training and education. However, it came to light that our Electronic System Group's defense and space systems businesses overcharged expenses and submitted invoices inappropriately. As a result, Mitsubishi Electric received notice of suspension on bidding eligibility and competitive bidding eligibility for contracts with the concerned ministries and agencies. Accepting these revelations with the utmost seriousness, we resolve to do our best to regain trust and confidence as quickly as possible by strengthening our compliance activities, such as thorough investigation into the cause of the matter and the proper implementation of preventive measures formulated based on the results of the investigation.

■ Our Concept of Compliance

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.

The Corporate Ethics and Compliance Statement

• Compliance with the Law

We will conduct ourselves always in compliance with applicable laws and with a high degree of sensitivity to changes in social ethics or local practices. We will never establish a target, nor make a commitment, that can only be achieved with conduct that would violate applicable laws or business ethics or practices.

• Respect for Human Rights

We will conduct ourselves always with a respect for human rights. We will not discriminate based on nationality, race, religion, gender, disability or any other reason prohibited by applicable laws nor will we violate international laws providing protection for individual and human rights or any treaties providing such protection to which the country where any of our companies is located is a party.

• Contributing to Society

Concurrently with the pursuit of a reasonable profit, we will conduct ourselves always with an awareness of our corporate social responsibility in order to further the progress of the entire society.

• Collaboration and Harmonization with the Community

As a good corporate citizen and neighbor, we will support civic and charitable organizations and activities in the communities where we reside or work that in our view contribute to community development.

• Consideration of Environmental Issues

As part of our goal to achieve a recycling-oriented society, we will pay attention to and respect the global environment in every aspect of our business.

• Awareness of Personal Integrity

We will conduct ourselves with the highest integrity, making a proper distinction between public and private matters and, we will use company resources, including money, time and information for legitimate business purposes. We will use company computers and various networks and on-line services, including e-mail and Internet access, primarily for company business.

■ The Mitsubishi Electric Group Conduct Guidelines

The Mitsubishi Electric Group Conduct Guidelines (hereinafter "Conduct Guidelines") introduces the content of the Mitsubishi Electric Group Corporate Ethics and Compliance Statement and offers practical guidelines for conduct. The Conduct Guidelines are consistently revised in order to reflect the formulation, revision and abolition of laws and changes in society. The version presented here is the most recent revision, published in April 2013. In addition to the Japanese language, the Code of Conduct is published in English and Chinese (simplified and traditional), and offers identical content for each country and region in which we operate, presenting norms to which every Mitsubishi Electric Group employee should conform.

History of the Mitsubishi Electric Group's Code of Corporate Ethics and Compliance

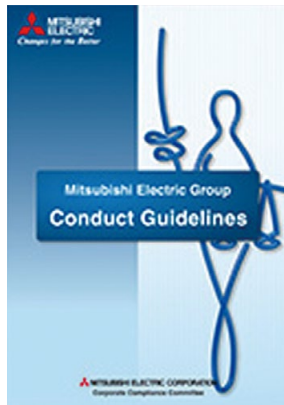
1990	Formulated and issued "Corporate Ethics Guidelines" as the first codified guidelines for ethical corporate conduct.
2001	Announced the "Corporate Ethics and Compliance Statement."
2003	Renamed "Corporate Ethics Guidelines" to "Corporate Ethics and Compliance Code of Conduct" to strengthen awareness of compliance.
2010	Renamed "Corporate Ethics and Compliance Code of Conduct" to "Mitsubishi Electric Group Conduct Guidelines" and expanded and disseminated the content to worldwide employees of the Mitsubishi Electric Group.
2013	Revised the "Mitsubishi Electric Group Conduct Guidelines" to mainly add a message from the president and stipulations concerning compliance with agreements and the antimonopoly law, in response to a case of misconduct that has recently come to light in Japan.

Ensuring that Employees are Familiar with Our Compliance Policy

The top management of the Mitsubishi Electric Group, including the President, takes every opportunity to directly address employees on the subject of compliance in a diverse range of situations, ensuring that an awareness of the importance of compliance and our stance on it takes root throughout our organization. To raise awareness even further, we also display posters of the Mitsubishi Electric Group Corporate Ethics and Compliance Statement in our workplaces and distribute cards printed with the Statement to each of our employees in Japan. In addition, we distribute the Conduct Guidelines to all Mitsubishi Electric Group employees, including overseas employees, and we have systems in place to check annually that all employees have been provided with the booklet. Employees in Japan receive a booklet containing the Conduct Guidelines, which summarizes points that employees should be aware of in relation to compliance as they conduct their work duties.



Corporate Ethics and Compliance Statement Poster



"Mitsubishi Electric Group Conduct Guidelines" Booklet



Portable Card

System to Ensure Thorough Implementation of Compliance

Based on the recognition that the promotion of compliance is inseparably linked with business promotion, the Mitsubishi Electric Group's compliance system is made up of independent compliance systems established in each of our companies and business divisions, and systems which provide support for each specific organization. We renamed the Legal Division to the "Corporate Legal & Compliance Division" as of October 2012, for promoting group-wide compliance and also established a "Compliance Department" in each Group of Mitsubishi Electric Corporation.

1. Independent compliance systems established in each company and business division

The independent compliance systems established in each of our companies and business divisions are systems which function to advance compliance by clarifying the roles of management and every individual affiliated with that company or division, and ensuring that each individual is aware that they are responsible for the promotion of compliance. In concrete terms, the management of each company and division guide and supervise staff members and establish a compliance promotion system in that company or division. To this end, the management implement measures including establishing the Compliance Promotion Committee to formulate concrete initiatives for the advancement of compliance in that company or division. In addition, each member of staff promotes compliance within the scope of their particular work duties. Furthermore, each business group in Mitsubishi Electric has its own Compliance Department. These departments are responsible for promoting compliance within their respective business groups, based on companywide compliance initiatives.

2. Systems which provide support for each specific organization

The Corporate Compliance Committee, Compliance Department and Compliance Managers are examples of systems which provide support. The Corporate Compliance Committee formulates comprehensive guidelines for compliance and standards of employee conduct for the Mitsubishi Electric Group as a whole. The Corporate Compliance Committee was established in 1991, the year in which the Japan Business Federation (Nippon Keidanren) formulated its Corporate Conduct Charter. The Corporate Compliance Committee is chaired by an executive officer responsible for legal affairs and holds regular meetings twice annually and extraordinary meetings as required. Details of discussions held by the Corporate Compliance Committee are disseminated to each company, business division or business group of Mitsubishi Electric through channels including the Compliance Liaison Committee, which is responsible for assisting the management of each company, division or business group. Compliance Managers are appointed for specific companies, divisions, or levels, and their particular roles and the details of their activities are explicated in in-house regulations. Overseas, in addition to the systems of assistance discussed above, we have also established systems to provide assistance operating across entire regions. Regional Compliance Officers ("RCOs") responsible for assisting affiliates in their specific region are assigned in the United States, Europe, Asia, China (including Hong Kong), Taiwan and Korea, and work to improve the level of compliance by means of Regional Compliance Committees ("RCCs"). We are also working to gradually establish similar systems in other regions, depending on the specific circumstances of the region in question.

Compliance Audits

Throughout the Mitsubishi Electric Group, each company and division conducts self-audits of compliance in a variety of forms several times a year based on multiple check sheets covering specific laws and areas of corporate ethics, in order to determine the status of compliance and make corrections as necessary. We also conduct internal audits of compliance in which the Corporate Auditing Division takes a central role. Companies and divisions determined to be in need of corrective action as a result of these audits are directed to make improvements.

Establishment of Internal and External Ethics and Legal Compliance Hotlines

We have established an "Ethics and Legal Compliance Hotline" to enable us to identify instances of improper or unethical conduct and infringements of the law, and to correct such cases by our own efforts. Any information provided to the hotline is investigated by the Corporate Auditing Division and if any violations of the law or other examples of improper conduct are discovered, the individual responsible is subject to punishment or the relevant division is directed to make improvements. Internal rules clearly set out protections for the whistleblower, including prevention of discriminatory treatment and protection of anonymity. In April 2006, in line with the launch of the Whistleblower Protection Act, we established external hotlines to legal offices. These hotlines are also open to our business partners and affiliates in Japan. The Ethics and Legal Compliance Hotline system is explained in the booklet containing the Mitsubishi Electric Group Corporate Ethics and Compliance Code of Conduct, which is distributed to all employees. We also work to make employees aware of the hotlines through posters, the Group's intranet, and other means.



Global Legal Meeting ("GLM") with Regional Compliance Officers and compliance managers from the United States, Europe, Asia, China and Taiwan.

Compliance Education by Diverse Means

The Mitsubishi Electric Group works to ensure that employees are aware of the Group's concept of compliance and of the laws that are essential to the conduct of our business activities, using a variety of tools, including workshops, e-learning programs, the distribution of manuals, and screen displays when employees log in. In using these tools, we carefully consider and provide the optimum content for different businesses, job levels, job categories, and regions (overseas). In addition to educational activities conducted independently by each of the Group's affiliated companies and business divisions, we also carry out Group-wide educational initiatives. For example, Mitsubishi Electric Group employees in all of the countries in which we operate are required to take part in an education program concerning the major relevant laws and the Group's concept of compliance, either through e-learning programs, group lessons, or distance learning. Compliance Managers also distribute materials concerning improper conduct to supervisors at Mitsubishi Electric and our affiliates in Japan in order to help us prevent such conduct from occurring. We also conduct workshops at our various bases (branch offices and production sites) for personnel responsible for compliance at affiliates located in those regions. These workshops seek to foster a thorough awareness of compliance and a deeper understanding of key legislation at our affiliates, in addition to promoting closer cooperation with Mitsubishi Electric. In fiscal 2012, the Corporate Legal & Compliance Division of Mitsubishi Electric Corporation conducted approximately 190 compliance-related workshops throughout the Group, participated in by a total of 18,400 people.



China Regional Compliance Committee (working level)

Risk Management

■ Risk Management System

Mitsubishi Electric maintains a multi-dimensional risk management system in which all executive officers participate. Under this system, executive officers are responsible for risk management in their assigned areas of operation. In addition, executive officers exchange information and participate in important management initiatives and decisions through regularly scheduled executive officers' meetings. Strictly adhering to this management structure and system, the Mitsubishi Electric Group is redoubling its efforts to implement measures aimed at minimizing business risks and detecting them at an early stage at which they may have significant social impact, such as those related to corporate ethics and compliance, the environment and product quality, to fulfill its responsibilities to stakeholders.

■ Responding to Environmental Risk

The Mitsubishi Electric Group works to quickly discover latent risks in business activities that can impact or potentially impact the environment in a substantial way. In order to prepare for the event of an accident or emergency, head office divisions, which are responsible for manufacturing facilities, R&D centers, branch offices and affiliates, as well as branch offices, which handle sales operations, have developed detailed risk descriptions and procedure manuals that specify departmental responsibilities. Mitsubishi Electric also anticipates the possibility of accidents, claims, or violations of the law occurring by construction subcontractors or companies working under outsourcing agreements, and informs these outside parties of our risk response procedures, as well as request that they ensure to implement the proper procedures in their respective organizations. Each of our business sites run tests once a year to determine if the managers in charge are capable of appropriately responding to an emergency. The tests simulate an emergency that has the potential of occurring to determine whether communication channels, the chain of command, movement methods at the site, and reporting procedures function properly. When problems are uncovered, the procedures are revised and the new version is publicized throughout the organization. The tests also serve as drills to help employees become proficient in the proper response procedures.

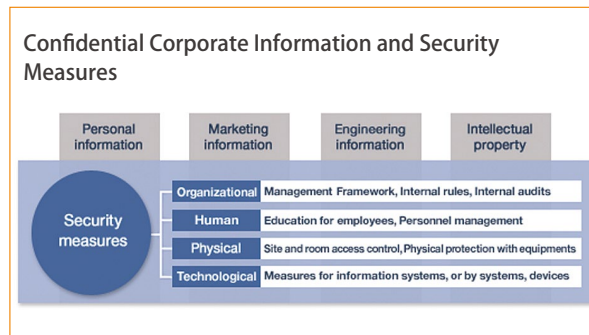
■ Our approach to information security risk Policy and Principles

Mitsubishi Electric Group has opportunities to obtain personal information from customers through questionnaires, registration of purchased products, and repair services. To handle personal information carefully, and to manage properly, we issued our "Personal

Information Protection Policy" in April 2004, then established our management system for protection of personal information. Mitsubishi Electric is admitted to use "PrivacyMark", most popular certification for personal information protection in Japan, in January 2008. We have extended security management not only for personal information but also for confidential corporate information, which includes information on sales, engineering matters and intellectual property. Such information is managed through organizational, human, physical and technological security measures. As a part of the effort, in February 2005 we issued the "Declaration of Confidential Corporate Information Security Management" in order to widely publicize our policy. When information is entrusted to us by other companies, we follow non-disclosure agreement. Moreover we manage and protect such information using the same security measures as apply to our in-house information.

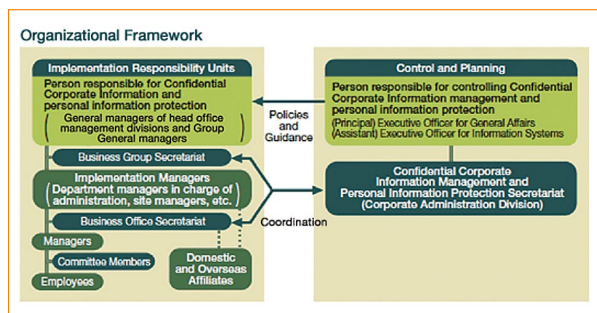
Management Principles

We continuously strive to improve our activities for managing confidential corporate information and protecting personal information through a plan-do-check-act, or PDCA, cycle, and with organizational, human, physical and technological security measures.



We revise internal rules as needed to comply with current laws. Since fiscal 2004, we have offered e-learning training to all employees in order to recognize "Declaration of Confidential Corporate Information Security Management." Furthermore, we instruct all employees basic way in daily work through distributing the brochure on the management of confidential corporate information and on the protection of personal information. We have enacted "Guidelines to Information Security management Rules for Mitsubishi Electric Group Companies," and affiliate companies have built their rules and framework based on the guidelines. The status of management for confidential corporate information and personal information is constantly checked through internal audits by staff of the head office, in addition to self-inspection. Our group will improve the quality of management by going through the PDCA cycle for ensuring information security.

Framework and Guidelines



The Executive Officer for General Affairs assumes overall responsibility for the management of confidential corporate information and for the protection of personal information. Confidential Corporate Information Management and Personal Information Protection Secretariat takes charge of planning and promoting information security measures. Each group general manager (person responsible for overall in the business group) and each site manager (implementation manager) is in charge of the specific management of confidential corporate information and personal information in each business group and each site. Business Group Secretariat and Business Office Secretariat strive to ensure information security by maintaining close coordination and regularly holding meetings with Confidential Corporate Information Management and Personal Information Protection Secretariat. In the incident of a leakage of confidential corporate information or personal information or in any other information security incident within the Mitsubishi Electric Group, the matter is reported to the top through the framework, where it is promptly dealt with in compliance with relevant laws and regulations and is disclosed as necessary in a timely and appropriate manner.

Information Security Regulations and Guidelines

Mitsubishi Electric Group has established various regulations and guidelines to ensure information security, including "Confidential Corporate Information Management Regulations" and "Regulations Concerning Personal Information Protection," as shown below.

(1) Security measures	Organizational: "Confidential Corporate Information Management Regulations"
	Human: "Employees' Rules of Employment"
	Physical: "Entrance and Exit Management Guidebook"
	Technological: "Information System Security Management Rules"
(2) Personal information protection	Personal information management: Regulations Concerning Personal Information Protection
(3) Group regulations	"Guidelines to Information Security management Rules for Mitsubishi Electric Group Companies —General Baselines"
	"Guidelines to Information Security management Rules for Mitsubishi Electric Group Companies —Technical Baselines"

Information Security Inspection and Audit

The following inspection and audit programs are conducted at the "check" step of the PDCA cycle, to assess whether activities for confidential corporate information management and for personal information protection are properly implemented within the entire Group. The programs tell us our level of information security management and points to be improved.

Information security self-check program	Mitsubishi Electric and affiliate companies inspect their activities for information security with checklists by themselves.
Information security cross-check program	Mitsubishi Electric's business sites mutually check each other's status of information security management.
Personal information protection audits (PMS audits)	The status of personal information protection is internally audited under the supervision of the audit controller of personal information protection in Mitsubishi Electric.

Information Security Education

Our Mitsubishi Electric provides the following education programs to foster our corporate culture that enforces proper handling of confidential corporate information and personal information.

• Education for all employees

An e-learning program is offered once a year to all 40,000-some employees, in order to acknowledge various issues on information security, including Mitsubishi Electric's policies, the status of accident occurrences, the review on the previous year's activities, the Act on the Protect of Personal Information and the Unfair Competition Prevention Act in Japan, and human, physical, technological and organizational security measures to be taken by all employees.

• Education corresponding to each career stage

Education of both confidential corporate information management and personal information protection is provided at each career stage as part of the training program for new employees, employees in their twenties, employees in their thirties, and newly appointed section managers.

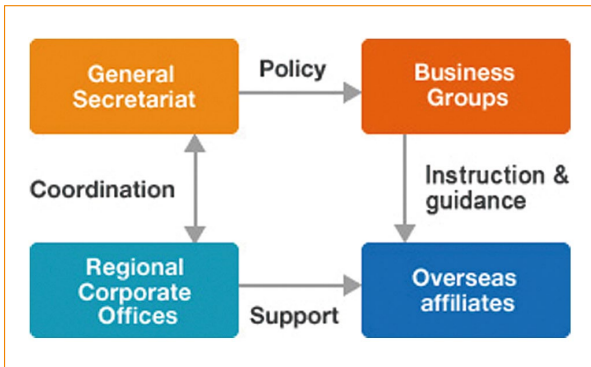
• Other specific education

Employees posted overseas, are provided with a preliminary education program which includes confidential corporate information management and personal information protection, where the status of Mitsubishi Electric's such activities, "Trade secret management guidelines" issued by the Ministry of Economy, Trade and Industry in Japan, and examples of accidents occurred overseas are introduced. Additionally, to properly handle targeted cyber-attacks, which have become increasing threats in recent years, all employees are subject to preliminary exercises against suspicious emails.

Global activities

• Overseas framework for information security management

The Business Group instructs and guides its overseas affiliates on information security management and the Regional Corporate Office established in each region supports overseas affiliates.



• Information security management regulations (guidelines) for overseas affiliates

"Guidelines to Information Security management Rules for Mitsubishi Electric Group Companies" have been enacted. Our Mitsubishi Electric Group, including overseas affiliates strives to maintain and improve our level of information security management by obeying the guidelines.

• Information security inspection and audit in overseas affiliates

All overseas affiliates also inspect their activities for information security with the above-mentioned self-check program.

Contractor Management

Confidential corporate information and personal information are entrusted to a contractor after a conclusion of a proper non-disclosure agreement with all security matters that Mitsubishi Electric requires to the contractor. Particularly we strictly prohibit the handling of our entrusted information on any other PCs than those for business use in order to prevent information leakage by P2P software absolutely. Moreover before entrusting personal information to a contractor, we confirm that the contractor maintains the proper level of protection of personal information, and make an agreement regarding personal information protection. After entrusting, we supervise the contractor by regularly receiving a status report on the use and management of our entrusted personal information.

Activities for personal information protection

• Personal information protection

First we created company rules on personal information protection in October 2001 and require all Mitsubishi Employees and affiliated persons to obey those rules strictly. After the issue of a personal information protection policy in 2004, Mitsubishi



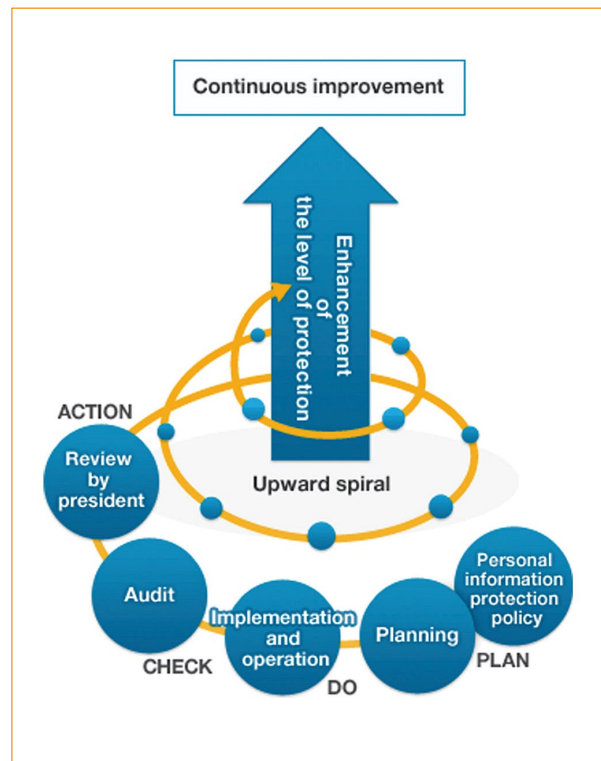
Electric satisfied the requirements of JIS Q 15001:2006 Personal Information Protection Management Systems and was admitted to use "PrivacyMark," which certifies the establishment of management systems that ensure proper measures for personal information protection, in January 2008. We maintain our "PrivacyMark" up to now through the biennial external inspections.

• Personal information protection framework

The President & CEO appoints the Executive Officer for General Affairs as the head controller of personal information protection, and the Executive Officer for Audit as the audit controller of personal information protection. The head controller is responsible for operating the personal information protection management system (PMS), and the audit controller is responsible for conducting and reporting on personal information protection audits (PMS audits). Under the leadership of the head controller, the PMS is operated in the above-mentioned information security management framework.

• Personal information protection management

The PMS ensures proper protection of personal information by repeating the PDCA cycle and enhancing the level of protection on an ongoing basis.



• Security measures for personal information protection

Security measures for personal information protection are implemented with those for confidential corporate information management.

• Proper handling of personal information

Mitsubishi Electric handles personal information appropriately; we acquire it by specifying purpose of use, use it only within the intended scope and provide it to a third party only with prior consent from users.

Responding to Large-scale Disasters (Natural Disasters, Pandemics, etc.)

Reexamination of Disaster Response Measures after the Great East Japan Earthquake and Other Events

For many years, Mitsubishi Electric has formulated disaster response manuals for each of its specific workplaces, and has implemented preparatory measures (disaster mitigation) and disaster prevention training. However, in 2011 a series of large-scale disasters, including the Great East Japan Earthquake and the Thai floods, overturned conventional thinking regarding safety upon which society and companies had previously relied. For Mitsubishi Electric, this necessitated a reexamination of disaster measures and an enhancement of disaster responses.

(1) Establishment of an Emergency Disaster Prevention System

In the event that any of our company workplaces suffer serious damage as the result of a large-scale disaster, or concerns exist that this might be the case, we have a system in place to enable us to respond to the emergency situation by establishing a Mitsubishi Electric Disaster Response Center headed by the company's President. In addition to surveying the status of casualties and property damage, the Mitsubishi Electric Disaster Response Center will rapidly review and implement measures to ensure business continuity, and to enable us to conduct activities that help contribute to society.

(2) Enhancement of Disaster Response Measures

Up to this point, Mitsubishi Electric's disaster response manuals have mainly focused on earthquakes, but we have now upgraded our manuals to also take into consideration a wide range of large-scale disasters, including floods, typhoons, fires and explosions. Additionally, we are enhancing our disaster responses across the board. For

example, we are bolstering measures for employees unable to return to their homes following a disaster by stockpiling emergency supplies, and diversifying our systems for the confirmation of safety and our modes of communication.

(3) Creation of a PDCA Cycle for Disaster Response

At the same time, in order to ensure that the disaster prevention measures we have put in place up to this point continue to be valid and up-to-date, we have established a Company-wide Disaster Prevention and Safety Committee, and are applying the PDCA cycle in periodically reexamining disaster response measures and conducting training exercises.

Response to New Strains of Influenza

Throughout the world, outbreaks of new types of influenza are requiring concerted regional initiatives by national governments, regional government bodies, companies and households. In fiscal 2009, we commenced activities to fulfill our social responsibilities as a company to ensure people's safety, sustain business operations that serve societal functions and minimize economic impact on the Company in the event of an outbreak of a new influenza virus.

Business Continuity Initiatives

Each business site of Mitsubishi Electric Corporation in Japan began formulating a business continuity plan against new strains of influenza in fiscal 2010 and a business continuity plan against large earthquakes in fiscal 2012. Looking ahead, we shall continue our ongoing efforts to ensure business continuity based on lessons learned and problems that became manifest in the wake of the Great East Japan Earthquake, so that important operations, and particularly those that are critical to sustaining social infrastructure, can be continued even in the face of a large-scale disaster.

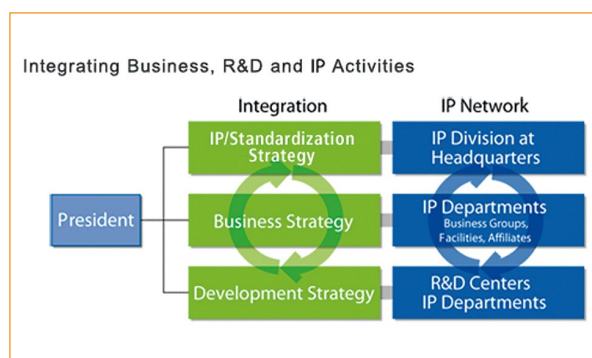
Mitsubishi Electric Group's Intellectual Property Activities

The Mitsubishi Electric Group recognizes that intellectual property (IP) rights represent a vital management resource essential to its future. Therefore, every effort is made to integrate the Group's business, R&D and IP activities. Moving forward, the Mitsubishi Electric Group will further strengthen its IP capabilities while promoting its growth strategy.

Structure of the Intellectual Property Division

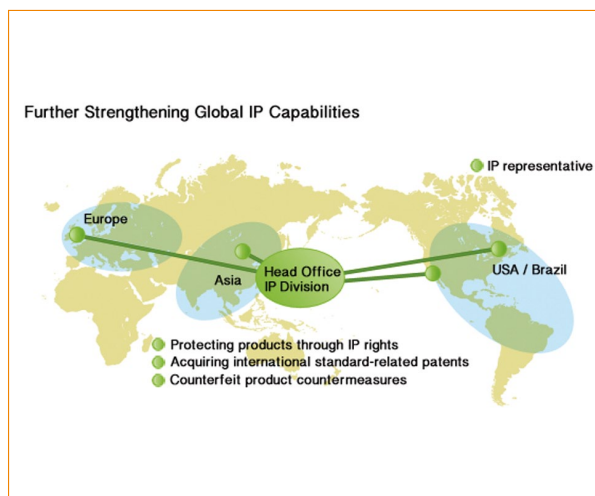
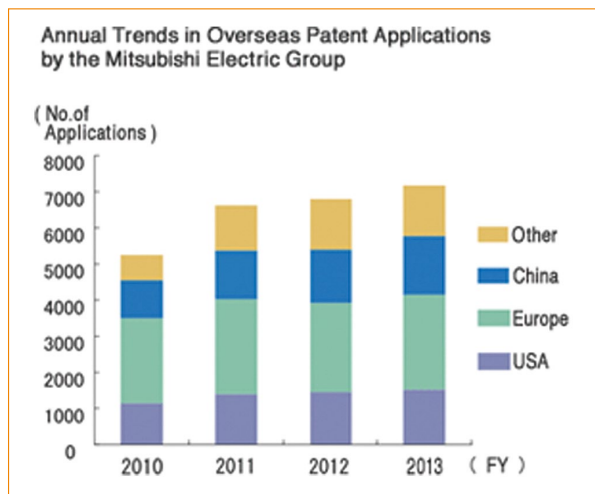
The Mitsubishi Electric Group's IP-related operations are the direct responsibility of the president and overseen by the Head Office IP Division under an appointed IP executive officer. Day-to-day issues are handled by IP departments at relevant facilities, R&D centers and affiliated companies. The Head Office IP Division formulates strategies for the entire Group, promotes critical IP-related

projects and coordinates interaction with the patent office. At the manufacturing facility, R&D center and affiliated company levels, IP departments pursue specific objectives in line with the Group's overall IP strategies.



Global IP Strategy

The Mitsubishi Electric Group identifies critical IP-related themes in connection with mainstay businesses and important R&D projects. At the same time, the Group channels its energies toward the globalization of its robust patent portfolio by promoting patent filing activities. With regard to its overseas operations, the Group is accelerating the globalization of its IP activities through actions such as working to increase the number of patent applications it files prior to undertaking business development in emerging countries, including India and Brazil. Moreover, the Mitsubishi Electric Group is actively engaging in activities aimed at acquiring design rights in Japan and overseas to further enhance its robust patent portfolio. These efforts are specifically to protect proprietary assets in both the technology and design areas. The Mitsubishi Electric Group has assigned IP representatives to each of its bases in the United States, Europe and China. Every effort is being made to strengthen IP capabilities at Group facilities, R&D centers and affiliated companies in each country.



Standardization Strategy

As companies continue to globalize their business activities, the international standardization of technologies that contribute to global market growth is significantly impacting business strategies. For this reason, the importance of promoting IP strategies in consideration of international standards is increasing. In response to this situation, the Mitsubishi Electric Group is placing emphasis on activities to standardize its development technologies and acquire related IP rights. The Group is paying particular attention to the acquisition of international standard patents, while patent pools, including those for MPEG and Blu-ray Disc™, are proving to be a wellspring for IP revenues. These revenues are contributing to improvement and growth in business earnings. Furthermore, the Mitsubishi Electric Group is working to reinforce its activities to acquire rights for international standard-related technologies. The Group is looking to utilize these patents to help increase the market share of its products.

* Blu-ray Disc™ is a trademark of the Blu-ray Disc Association

Activities Aimed at Preventing Infringement on the Group's IP Rights

The Mitsubishi Electric Group works diligently to prevent any infringement on its IP rights by other companies. In addition to in-house activities, the Group places particular weight on collaborating with industry organizations while approaching government agencies both in Japan and overseas as a part of a wide range of measures to prevent the counterfeiting of its products.

Respecting the IP Rights of Others

The Mitsubishi Electric Group recognizes that any infringement on the IP rights of another company has the potential to significantly impair the Group's continued viability as a going concern. The resulting potential impairments include being obliged to pay significant licensing fees or being forced to discontinue the manufacture of a certain product. In order to prevent any infringement on the IP rights of other companies, the Group provides education and training to raise employee awareness and promote greater respect for the IP rights of others. At the same time, the Group has put in place a set of rules to facilitate appropriate actions such as surveying other companies' patent rights at every stage from development to production. The Mitsubishi Electric Group works diligently to ensure strict adherence to these rules.

Special Features

The Environment and Business

Aims and Activities of the 10 Business Groups

Through its products and services, the Mitsubishi Electric Group is engaged in environmental-based social contributions and corporate enhancements to strengthen its constitution designed to minimize its impact on the environment, aiming to consolidate our position as a global leading green company. Here, leaders from each of our business groups talk about changes taking place in their operating environments and discuss what they are focusing on in their initiatives and measures. The following messages are current as of June 30, 2013.

Public Utility Systems Group

The Public Utility Systems Group supplies products that support social infrastructure like water treatment facilities, roadways and rolling stock to customers that construct social infrastructure. Three engineering and production bases in Japan, which are individual factories, manufacture customer-aligned products.



Helping Build Next-Generation Social Infrastructure with a Broad Range of Technologies and Continuous R&D in Order to Realize the Vision of a Low-Carbon Society

Takahiro Kikuchi
Executive Officer
In Charge of Public Utility Systems

Mitsubishi Electric's Public Utility Systems Group provides a host of products that serve a vital, long-term role in social infrastructure, including water treatment facilities, roadways and rolling stock. As part of this, in design/manufacturing, while ensuring high quality/functionality, we are continuing to promote less use of resources/power through size/weight reductions and higher performance/efficiency as the basis for our aim to realize a low-carbon society.

In recent years, we have seen heightened expectations toward the development of next-generation social infrastructure that makes full use of renewable energies and information and communication technology (ICT), which supports greater power supply efficiency and optimization. As such, we are working diligently on total energy and environmental solutions for railways. As part of our commitment to the total optimization of energy used by railways through ICT, we have developed new energy technologies and create and store energy for train energy

management systems (TEMS), station energy management systems (SEMS), factory energy management systems (FEMS) and railway energy management systems (REMS). We recently developed a SiC-based main circuit system and auxiliary power unit for station buildings, both of which successfully increase energy savings. We are also focusing on the potential of smart communities, which will achieve stable supplies of energy using a combination of renewable energy and off-grid power sources. Going forward, Mitsubishi Electric's Public Utility Systems Group stands firmly committed to making society safer and more convenient for everyone by making full use of our wealth of proprietary technologies as well as R&D efforts.

We will also make changes in-house to improve our manufacturing equipment, operations and processes, including the use of LED lighting and higher efficiency air conditioners, with the ultimate goal of reducing the environmental impact of our production activities.



SiC-based rolling stock inverter



Ozone emitter

Energy & Industrial Systems Group

The Energy & Industrial Systems Group supplies products and systems for energy, including power generation, electricity transformation, transmission and distribution, to electric power utilities and regular corporations. Three bases, or individual production factories, partly mass production, form the core of manufacturing, supplemented by affiliated companies worldwide.



Helping Achieve a Low-Carbon Society through Developing High-Efficiency Equipment and Stepping Up Our Involvement in Businesses Related to Smart Grids/Smart Communities

Yoshiaki Nakatani
Executive Officer
In Charge of Energy & Industrial Systems

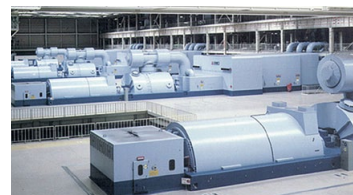
As a provider of a full range of equipment and systems, from power generation to transmission and distribution, we recognize that achieving a low-carbon society represents one of our most important missions. Based on this, the Energy & Industrial Systems Group is now focusing on two initiatives.

The first is the development of high-efficiency equipment and promoting its greater use. Under this initiative, we are developing and commercializing high-efficiency generators, switches for controlling heat generation, transformers that reduce energy loss, and equipment that eliminates or reduces the use of SF₆ gas, which has a high global warming potential, with the ultimate goal of reducing CO₂ emissions from product usage.

The second is stepping up our involvement in businesses related to smart grids and smart communities. We have installed testing facilities to examine the transmission and distribution networks of 2020 to build-up technologies and expertise in highly reliable and economical electricity systems that are low-carbon, in using energy more rationally by helping users to visualize and

control their consumption, and in robust energy infrastructure that can operate seamlessly even in emergency situations. Moreover, our future business strategy calls for a further increase in the efficiency of thermal power generation, promoting the nuclear power business based on the energy policies of each country, and developing equipment and devices that can stabilize electricity systems to accommodate new demand (new electricity systems that use clean sources of energy, such as offshore wind farms, and accommodating Japan-wide electricity supply and demand by connecting power companies).

Our own corporate enhancements to strengthen our constitution focus on important aspects of our core business, including continually reducing the use of energy on a comparatively greater scale through manufacturing and testing, and initiating more in-depth management of chemical substances.



Low power loss turbine generator



Vacuum circuit breaker

Building Systems Group

The Building Systems Group provides elevators, escalators and building management systems to public-sector and private-sector building owners in more than 90 countries. With Inazawa Works as the central plant, production bases are spread across nine countries.



Proactively Delivering Energy Conservation and Environmental Solutions through Our Elevators and Facima & DIGUARD Systems

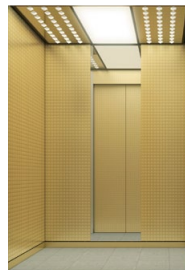
Mitsuo Muneyuki
Representative Executive Officer
and Executive Vice President
In Charge of Export Control and Building Systems

In recent years, there has been a sharp increase in demand for elevators and escalators, driven by economic growth and urbanization in China, India and other emerging nations. With society also demanding greater energy-saving performance, the Building Systems Group recognizes that it has a mission to provide safe, energy-efficient, compact and lightweight elevators to customers everywhere. We are rolling out new and more energy-efficient and eco-friendly models as part of our efforts to encourage the shift to our high-speed elevator control devices with full silicon carbide (SiC) semiconductor power modules. In Japan alone there are some 40,000 Mitsubishi Electric elevators that have reached the end of their 25-year service life, meaning demand for renewal will steadily increase both domestically and internationally. For example, an up-to-date renewal of a conventional roped elevator can cut power usage by up to 60%*1. As a result, these new cutting-edge models can play an important role in reducing society's carbon footprint. In order to proactively respond to the needs of making entire buildings

more energy-efficient and use less electricity, we have developed new solutions through our Facima*2 & DIGUARD*3 systems for optimizing entire buildings. These systems enable us to reduce power usage without sacrificing user convenience or comfort.

In terms of production, our mother factory, Inazawa Works, has rolled out initiatives aimed at reducing CO₂ emissions from production, curbing the use of chemical substances and promoting greater recycling at each of its sites in Japan and overseas. These initiatives form our commitment to environmentally friendly manufacturing.

- *1: Up to 60%: Compared to conventional Mitsubishi Electric control systems. This amount may vary depending on the elevator control system.
- *2 Facima: Open integrated management system for building facilities.
- *3 DIGUARD: Mitsubishi Electric's total security solution.



NEXIEZ Series – standardized elevators for international markets



Facima BA-system touch, an open integrated management system for building facilities

Electronic Systems Group

The Electronic Systems Group produces satellites and satellite control systems, as well as imaging sensors used in photocopiers and millimeter-wave radar used in automobile safety systems, primarily at two bases in Japan.



Working to Solve Environmental Problems and Develop Products for Next-Generation Energy Solutions

Takashi Sasakawa
Senior Vice President
In Charge of Electronic Systems

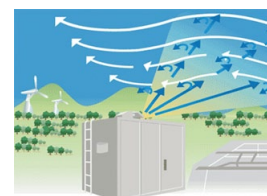
The products of the Electronic Systems Group play a vital role in solving humankind's shared environmental problems and in the development of next-generation energy solutions. For example, the Ibuki satellite (GOSAT) launched in 2009 that we manufactured is being used to observe the concentration distribution of greenhouse gases and to monitor emissions and absorption of these gases, which is helping to prevent global warming. In addition, Himawari 8 and Himawari 9, which are stationary environmental observation satellites planned for launch in 2014 and 2016, respectively, will provide even greater capabilities in monitoring global warming and weather phenomena. As for ground-based solutions, our Doppler Lidar, which can accurately measure winds through our proprietary technology, is contributing to the optimized operations of wind farms, which are important forms of clean energy. Furthermore, as a future initiative, the Electronic Systems Group is conducting

research into the commercialization of a space-based photovoltaic array that can deliver stable supplies of electricity 24 hours a day by sending electricity generated in space back to earth using radio waves.

Most precision electronic devices are manufactured in cleanrooms and often require the use of large testing equipment. As such, we have been working to reduce energy consumed during the operation of this equipment. The satellite production building at Kamakura Works, completed in March 2013, has the latest in energy-saving facilities, enabling it to reduce CO₂ emissions by approximately 23% compared to our conventional production methods. Going forward, the group will continue to contribute to the realization of a sustainable society through the development of cutting-edge technologies and products, as well as the optimization of production equipment.



Ibuki satellite



Doppler Lidar

Communication Systems Group

The Communication Systems Group supplies communications infrastructure equipment and surveillance camera systems to customers worldwide including telecommunications carriers, financial institutions and logistics companies. Our two production bases in Japan are working to develop cutting-edge technologies and improve manufacturing efficiency.



Contributing to the Development of Communications Markets and Reducing Environmental Impact through Our Value-Added Systems

Yasuyuki Nakanishi
Executive Officer
In Charge of Communication Systems

ICT networks are key elements of social infrastructure that make advancements in our daily lives and industry possible. Moreover, as ICT devices become more functional and used by larger and larger numbers of people, electricity consumption will also increase rapidly. As a result, the Communication Systems Group is striving to achieve greater energy savings and reduce environmental impacts with a focus on three core themes.

The first is “energy-efficient products.” Here, we are working on energy-efficient designs for optical access systems used in communications infrastructure equipment and communications gateways for service providers.

The second is “achieving energy savings in services provided using our products.” Here, our optical access systems are used in automated meter readers for smart grids, while our communications gateway equipment is starting to be used in HEMS/BEMS to help make it easier to monitor electricity use. We are also working to market our network equipment for M2M

services and for obtaining data for demand response programs. The third is “environmental contributions during installation work.” Here, we are developing digital surveillance cameras that reduce and reuse communications cables.

We are moving forward with a reduction of CO₂ from production, and at our Koriyama Plant, which was damaged in the Great East Japan Earthquake, we rebuilt the manufacturing building as an “eco factory” and reduced CO₂ emissions from the production of our main products by 25% compared to conventional methods.

Going forward, we will further refine our optical and wireless information communication technologies and video surveillance technologies as well as deliver value-added systems to our customers. This will enable us to help develop communications markets around the world and mitigate environmental impacts.



GE-PON ONU customer network terminating unit



Gateway

Living Environment & Digital Media Equipment Group

The Living Environment & Digital Media Equipment Group engages in a wide assortment of businesses, including air conditioning and ventilation systems, hot water heaters, PV systems, lighting, cooking appliances, home appliances and visual equipment. All mass-production bases are domestic and global in scale.



Developing Eco-Friendly Products and Reducing Our Own Environmental Impacts

Hiroyuki Umemura
Executive Officer
In Charge of Living Environment & Digital Media Equipment

The Living Environment & Digital Media Equipment Group recognizes that reducing the environmental impacts of its customers through recycling and energy efficiency will help to enhance the competitiveness of their business activities as well. As a result, we are supplying a broad range of eco-friendly products and services for the home, office and industry, based on our newly launched concept “Smart Quality,” announced in fiscal 2013. These include energy-saving products that reduce CO₂ from usage as well as PV systems that generate renewable energy and do not produce CO₂ during power generation.

In addition, we are moving forward with corporate enhancements to strengthen our constitution with a focus on reducing CO₂ emissions from production and more effectively utilizing resources, which are both key themes under Mitsubishi Electric’s Environmental Vision 2021. We promote energy conservation activities through productivity improvements made with

just-in-time activities, and Gunma Works received the Director General’s Prize, the Agency for Natural Resources and Energy, in the Successful Case of Energy Conservation Category of the Energy Conservation Awards in fiscal 2013 for its factory-wide energy-saving activities that helped it achieve a 30% reduction in peak electricity usage. Meanwhile, Mitsubishi Electric Consumer Products (MCP) in Thailand, one of our overseas production sites, received a 2012 ASEAN Energy Award from the ASEAN Centre for Energy for its energy conservation activities. As for our efforts to more effectively utilize resources, we were among the first manufacturers in the industry to set up a recycling plant to recover and recycle used products, in order to establish a sustainable recycling program.



Hybrid Kirigamine



MILIE LED lighting

Factory Automation Systems Group

The Factory Automation Systems Group provides industrial automation products and solutions for customers in the manufacturing sector. Backed by an extensive global engineering, production, sales and service network, the group promotes productivity improvements and energy conservation.



Delivering Devices, Equipment and Solutions that Help Reduce Energy Usage during Production to Customers Around the World

Hideyuki Okubo
Executive Officer
In Charge of Factory Automation Systems

Devices and equipment used in industrial mechatronics are essential to adding value and enhancing the competitiveness of a business through quality and productivity improvements for customers in the manufacturing industry. In recent years, more and more companies want to reduce their environmental impacts across the entire supply chain as well as reduce the total cost of ownership (TCO) through energy savings. As a result, demand is growing for solutions that reduce energy usage from production.

Given this, the Factory Automation Systems Group leverages its control and network technologies from factory automation equipment and measurement technologies from its energy-saving activities in the field of power distribution to deliver the energy solution, “e&eco-F@ctory®,” which improves the productivity and reduces energy costs associated with factory production equipment, which consume large amounts of energy. We also utilize this solution in-house as part of our efforts to reduce CO₂

emissions from production.

Furthermore, we are helping to prevent global warming through the launch of transformers compliant with the Japanese “top runner” standards (2nd version), which are highly energy-efficient even when used alone, and a high-performance energy-saving motor that is compliant with the IE3 efficiency rating under the U.S. Energy Independence and Security Act (EISA). Japanese equipment manufacturers are expanding exports following the weakening of the yen against major currencies and demand is growing for energy-efficient solutions in emerging countries where infrastructure development is moving forward. As such, the Factory Automation Systems Group is working to enhance its product development capabilities as well as establish a position as the top global provider of factory automation solutions by promoting productivity and energy-saving solutions around the world.



MELSEC-Q Series
energy measuring unit



Energy-efficient motor
“Superline Premium Series SF-PR”

Automotive Equipment Group

The Automotive Equipment Group offers automotive electronics and car multimedia systems to global customers. Production bases are mass-production factories able to adapt to diverse product specifications. Our three development bases in Japan serve as mother plants for overseas bases.



Making Contributions to International Society and the Environment through the Development of Fuel Efficiency Technologies

Yutaka Ohashi
Executive Officer
In Charge of Automotive Equipment

Given people's growing awareness of the environment, the automotive industry recognizes that fuel efficiency technologies represent a key to customer satisfaction and the future of their business. As a result, the Automotive Equipment Group focuses on products that can efficiently draw out energy from the engine and products that use this energy more efficiently to meet society's needs for more fuel-efficient vehicles.

Our electric power steering systems, engine control units and idle stop and start systems are essential for greater vehicle fuel efficiency. Consequently, we are focusing great efforts on the development of value-added versions of these products that are more efficient, have a higher output, and that are more compact and lightweight. Our car navigation systems offer functions to search for the route with the best energy savings and evaluate the extent to

which the driver is driving in an eco-friendly manner, aiding overall eco-friendly driving habits. Going forward, we believe our next social mission will be to widely popularize electronic components used in EVs and HEVs.

With local procurement and local production growing globally, we are taking measures to reduce environmental impacts from our production activities and enhance our environmental controls. To that end, we believe it is vital to steadily promote these measures through close collaboration with our mother factory in Japan, including monitoring compliance with environmental laws and regulations covering our activities and products around the world.



Motor and controller for an
electric power steering system



Audio navigation system
“DIATONE SOUND.NAVI”

Semiconductor & Device Group

The Semiconductor & Device Group makes power devices, high-frequency devices, optical devices and TFT LCD modules for the information society. Mitsubishi Electric's plants and affiliated companies globally concentrate on the development and manufacture of low power consumption products.



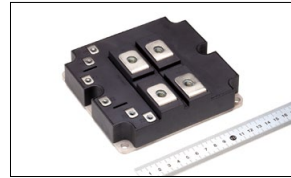
Helping Society Reduce its Carbon Footprint by Providing Low Power Consumption Products

Masaki Sakuyama
Representative Executive Officer and
Executive Vice President
In Charge of Semiconductor & Device

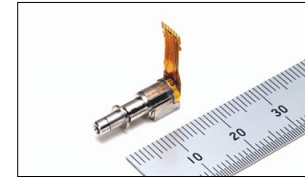
Motors used in home appliances, electric railways and industrial equipment are said to consume approximately 50% of the power used in all of Japan. Inverters represent the key component for minimizing wasted power consumption because they carefully control motor revolutions. The Semiconductor & Device Group provides these inverters along with power conditioners that convert direct-current electricity from photovoltaic systems to alternating-current and power devices (semiconductor devices that control and convert electricity) mounted in power converters used in various power source devices. We are currently working actively on the use and commercialization of next-generation silicon carbide (SiC) power devices because of the drastic reductions in energy usage this material is expected to achieve over conventional silicon. As IT penetrates every facet of our lives and the amount of information communications increases unimpeded, the challenge facing society will be how to make IT more energy-efficient. To solve

this challenge and ensure the availability of IT equipment with ultra-low power consumption, the Semiconductor & Device Group provides high-performance, high-efficiency and compact high-frequency devices and optical devices that feature composite semiconductor technologies for use in gigabit wireless communications equipment and optical fiber communications. Our extensive line-up of TFT LCD modules utilize mercury-free white-light LEDs that offer lower power consumption than conventional cold cathode fluorescent lamps (CCFL). These white-light LEDs are being supplied to a broad range of markets, including color TFT LCD modules for industrial applications.

Semiconductor and device manufacturing requires cleanrooms with completely sterile environments that consume large quantities of energy, so we are continually and proactively reducing energy usage with high-efficiency air conditioners and improvements in operations of wafer treatment equipment.



SiC power module



Optical transmission module

Information Systems & Network Service Group

The Information Systems & Network Service Group provides optimal solutions and IT services for social and public systems as well as corporate systems. Operations of the Group are managed by Mitsubishi Electric and four affiliated companies.



Contributing to the Realization of a Low-Carbon Society through the Promotion of Various Green IT Services

Toru Yoshinaga
Executive Officer
In Charge of Information Systems & Network Service

Under the creed "Diamond Solutions – Comfort, Peace of Mind, Development," the Information Systems & Network Service Group is committed to enhancing customer satisfaction and helping achieve a sustainable society through its solutions tailored to the management strategy and challenges of its customers, as well as its solutions that resolve social issues.

In recent years, we have also been focusing on environmentally effective businesses with green IT, which seeks to reduce environmental impacts through the use of IT. Specifically, we are aggressively expanding our products and services that reduce environmental impacts, such as those that curb power consumption through server integration and consolidation, reduce the need for business travel with video conferencing, and promote paperless work environments through ledger computerization. At the same time, in addition to green IT, we are also strengthening our data center solutions based on rising demand associated with BCP*1. Our cutting-edge proprietary technologies have helped companies

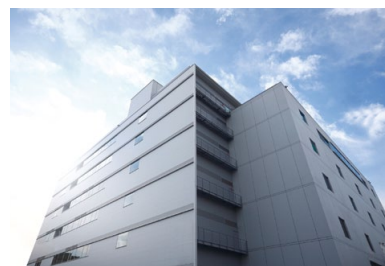
to reduce data center power consumption approximately 36%*2 compared to their servers built and operated in-house. Energy-efficient data centers also help companies to reduce CO₂ emissions from their business activities.

Going forward, in order to achieve smarter societies, we will leverage the many elemental technologies and strengths of the Mitsubishi Electric Group to build next-generation information systems using the latest IT solutions, such as M2M*3 and Big Data.

*1 BCP: Business Continuity Plan.

*2 Approximately 36%: Actual value achieved during a project where the user relocated their in-house server to our data center; includes server integration.

*3 M2M (Machine-to-Machine): A computer network where connected equipment mutually exchange information without human involvement, to automatically optimize controls.



Data center

Reducing CO₂ Emissions from Production

New Cutting-edge Eco-conscious Plant Equipped with Innovations to Save/Create Energy

When constructing a new plant, the Mitsubishi Electric Group places importance on energy conservation and energy creation. This policy of adopting cutting-edge equipment and technologies that help conserve and create energy was a major driving force behind the construction of a new facility established in June 2012 at the Group's Communication Networks Center, Koriyama Plant (Communication Systems Group), which manufactures video surveillance and other systems.

Certain facilities at the Koriyama Plant required reconstruction after suffering extensive damage as a result of the Great East

Japan Earthquake in March 2011. In addition to incorporating every possible energy conservation and creation initiative, the new facility has been designed and constructed to ensure maximum productivity and efficient use of space. These efforts have led to a substantial improvement not only in productivity per employee, but also per unit of floor space.

The revamped Koriyama Plant is projected to achieve cutbacks in electric power consumption exceeding 400,000kWh. Looking ahead, the Plant is expected to provide a model for future energy conservation proposals put to customers.

Photovoltaic Power Generation Panels Covering 80% of Roof Space

Approximately 1,800 panels have been installed on the Plant's roof. Power generation capacity is estimated to be close to 350,000kWh per year. This is further estimated to cover 15% of the Plant's overall power needs.



Photovoltaic power generation panels

Amount of CO₂ emission reduction
150 tons-CO₂/year
Amount of power consumption reduction
350,000 kWh/year

Increasing Air Conditioning Efficiency through Heat Insulation and Systems

We maximize heat insulation through use of heat insulation materials in walls and roofs, and use of double-paned windows with heat-blocking film attached. Systems control air conditioning in line with interior conditions including the presence or absence of people.



Central controller air conditioning operating system

Amount of CO₂ emission reduction
10 tons-CO₂/year
Amount of power consumption reduction
23,700 kWh/year

Introduction of Highly Efficient Equipment

Long-life LED lighting has been adopted throughout the building's interior, with estimated power savings of 11,850kWh per year. Numerous high-efficiency devices have been installed, resulting in a projected 35,100kWh reduction in annual power consumption.



LED lighting

Amount of CO₂ emission reduction
5 tons-CO₂/year
Amount of power consumption reduction
11,850 kWh/year



Transformer

Amount of CO₂ emission reduction
14.8 tons-CO₂/year
Amount of power consumption reduction
35,100 kWh/year

Koriyama Plant



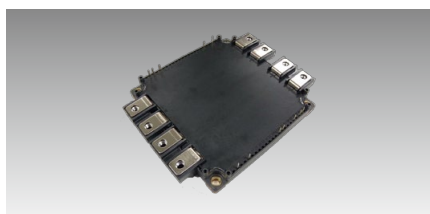
Amount of CO₂ reduction
180 tons-CO₂/year
Amount of power consumption reduction
420,000 kWh/year

Major Technology R&D Results

Advancing Development of SiC Power Devices for Higher Performance and Proliferation

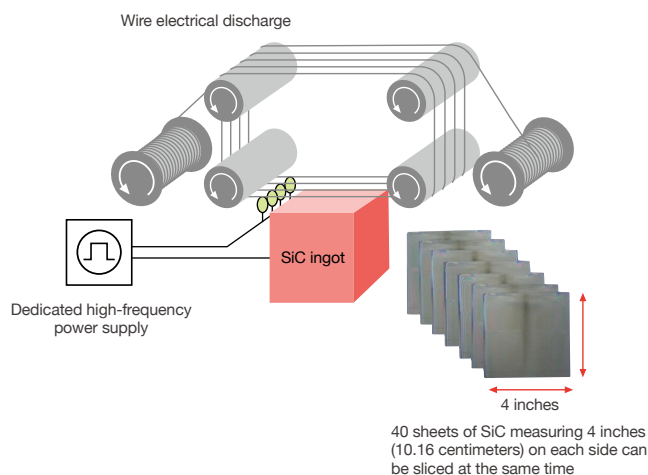
The practical application of silicon carbide (SiC) in recent years has improved the energy efficiency and compactness of electronic devices. Mitsubishi Electric's high-capacity full SiC power semiconductor modules, announced in February 2013, boast the world's largest capacity (according to internal survey conducted on February 14, 2013), reducing power loss by approximately 75% compared to the use of silicon, making it applicable to a broader range of uses with high-capacity industrial machinery.

Mitsubishi Electric also announced a new multi-wire electrical discharge slicing technology, which uses a superfine electrode wire to cut semiconductor wafers, and is expected to improve both the productivity of SiC slicing and the effective use of SiC material compared to typical methods using a blade. The higher price of SiC compared to silicon (Si) is considered to be an obstacle to its adoption, but such cost reduction technologies will likely boost its future popularity.



High-capacity full SiC power semiconductor module (rated 1,200V/1,200A)

Multi-Wire Electrical Discharge Slicing Technology



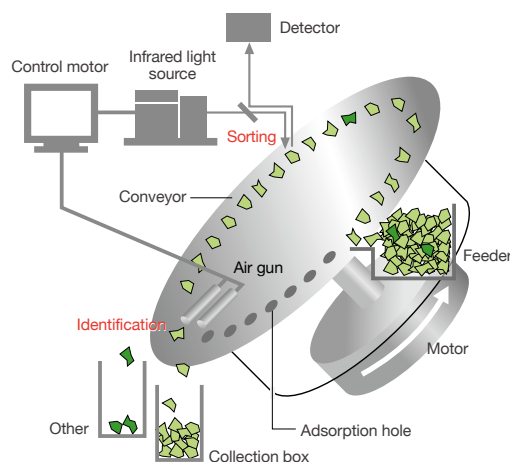
New Technology to Increase the Efficiency of Plastic Recycling

The Mitsubishi Electric Group has focused on large-scale and high-purity plastic recycling since fiscal 2011. In February 2013, we announced a new plastic identification technology jointly developed with Shimadzu Corporation for high-purity plastic recycling that increases efficiency. This technology can identify types of plastic with an accuracy of 99%, irrespective of pigmentation or additives, by analyzing long-wavelength mid-infrared light that is reflected off of mixed plastic shards from used home appliances. It only takes about one second to identify the type of plastic. Using this technology, it is possible to prescreen the ratio of various types of plastic that should be processed at plants, thereby improving recycling efficiency. Mitsubishi Electric plans to start commercializing this technology in stages from fiscal 2016 onward.



High-precision plastic identification equipment

Illustration of High-Precision Plastic Identification System



Note: Development of this technology was undertaken by Mitsubishi Electric with a grant supporting businesses that develop and commercialize industrial technologies from the Ministry of Economy, Trade and Industry (Japan) in fiscal 2011 (to be used to verify resource recycling systems and develop advanced plastics identification and recycling technologies).

Environmental Responsibility

From the President

Fulfilling Our Responsibilities within the International Community as a Global, Leading Green Company.

Remaining Focused on Environmental Issues and Adhering Strictly to a Policy of Ethical and Legal Compliance

The Mitsubishi Electric Group positions ethical and legal compliance as the fundamental principle of its corporate management, and we are making committed efforts to strengthen internal controls while also focusing on employee education and training. As corporations come under an increasing level of public scrutiny and environmental regulations become more stringent, the ability of companies to comply with statutory and regulatory requirements is of vital importance. As we move forward, we will remain focused on environmental issues and adhere strictly to a policy of ethical and legal compliance in all aspects of our global activities.

Reducing CO₂ Emissions During Production and Product Usage

Under the 7th Environmental Plan, in effect since fiscal 2013*, Mitsubishi Electric is focusing on reducing CO₂ emissions during production and product usage. While we understand that reducing the amount of CO₂ emissions during production has less impact on the environment in absolute terms than reducing those during product usage, cutting back emissions during production is essential to strengthening our constitution as a manufacturer of goods and services. To this end, from the 7th Environmental Plan, we have started assessing our reduction efforts objectively using a per-unit indicator. This allows us to achieve our established targets without the assessments being overly influenced by changes in the surrounding economic environment.

Success in reducing CO₂ emissions during product usage will depend on our approach to promoting the widespread use of highly energy-efficient products. As an environmentally advanced company that provides diverse products and systems in all parts of the world, the Mitsubishi Electric Group will continue to take a global approach to the development of highly efficient products with the ultimate aim of making positive contributions to people's lives and the environment.

*Fiscal year used here refers to the fiscal period starting on April 1st of the previous year and ending on March 31st of the year shown.

Creating Technologies and Products that Help Resolve Environmental Issues while Keeping an Eye on Supply Chains

To support the global expansion of our business, while recognizing our developed strengths, it is important that we maintain an unwavering commitment to localization and activities that best fit local conditions and needs based on respect for the legal system and the state of local industry infrastructure development in each country and region.

I am convinced that we possess world-class environmental technologies, a high sensitivity to ethical

standards and a resilient spirit to overcome any challenge as evidenced in the wake of the 2011 Great East Japan Earthquake. I believe these strengths will provide strong impetus for environmental activities. Furthermore, our global expansion rests on our ability to instill these strengths in all members of the Group both in Japan and overseas, and on how we communicate and implement initiatives to ensure legal compliance and support environmental activities of all members within the context of global supply chains.

The business base supporting this localization is our strength in technologies and products, in demand globally. In this context, as part of our growth strategy, we plan to strengthen our environment and energy, and social infrastructure systems businesses, identifying them as key areas that can help to protect the environment. They possess the technological strengths and knowledge that were the basis of efforts to tackle and eventually overcome the pollution issues that arose as a result of Japan's period of rapid economic growth. We see it as our mission to globally expand the use of these environmental technologies that have produced these achievements, both in emerging countries seeking to establish robust social infrastructure and in developed countries working to renew theirs. In this way, we will fulfill our mission of contributing to the sustainable growth and development of society. In other businesses too, from the viewpoint of uncovering growth opportunities in global social issues, we will strive to further refine our technologies and products.

Incorporating Diverse Knowledge and Fostering Human Resources and Organizations Capable of Realizing a Sustainable Society

In promoting global business expansion and environmental activities, and aiming for ongoing improvements, it is vital to incorporate the knowledge and opinions of diverse people.

From a global perspective, the "knowledge" possessed by the Mitsubishi Electric Group could be seen as singular or uniform, a factor which has the potential to create weakness in periods of rapid change. As we expand our business globally, we will continue to create new value by striving to incorporate and acquire diverse knowledge, always keeping in mind the importance of learning from people in various countries and regions.

My mission as I work to steer the Mitsubishi Electric Group forward is two-fold: Bring together diverse human resources who are engaged in resolving global social issues, working in partnership with our stakeholders worldwide; and foster these human resources and organizations so that they are capable of producing technologies and products that contribute to resolving environmental issues.

President & CEO
Kenichiro Yamanishi



About the Report

About Us

President's Message

CSR Policy

Special Features

Environmental Responsibility

Social Responsibility

Comparison with ISO 26000

Environmental Vision 2021

The Mitsubishi Electric Group established Environmental Vision 2021 to contribute to the development of a sustainable society, and is advancing initiatives to achieve a low-carbon, recycling-based society. While this Vision represents the company we aim to become by the 100th anniversary of our founding in 2021, our ultimate goal is to make lasting social contributions as a leading green company. To this end, we are working to strengthen our corporate constitution and to contribute to society. Strengthening our corporate constitution refers to disciplining ourselves to use less energy and fewer resources in our manufacturing, and increasing production efficiency to the highest level possible. Specifically, this means reducing waste generated during production and thoroughly implementing the "3Rs" of resources: reduce, reuse and recycle. Contributing to society refers to our commitment to ensure that some sort of environmental benefit or improvement is

delivered when people use our products. As CO₂ emissions from product usage can be as high as 40 to 50 times the emissions from production, offering energy-saving products can make a tremendous contribution toward reducing CO₂ emissions in society as a whole. For this reason, we must always improve as well as optimize our technologies with a focus on creating and offering energy-efficient products. The same holds true for the development and diffusion of renewable energy systems and equipment, such as photovoltaic power generation. Thinking about the future of the global environment and sincerely continuing these initiatives worldwide will make our actions more environmentally compatible and will make society more environmentally conscious. Eco Changes, our environmental statement, is what we must practice globally. By continuing to put Eco Changes into practice around the world, the Mitsubishi Electric Group aims to become a global leading green company.

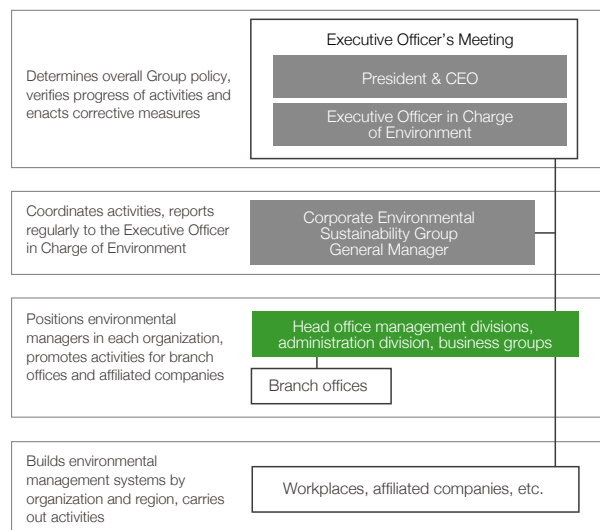


Environmental Management

The Mitsubishi Electric Group aims to establish a uniformly high level of quality in environmental management across all organizations within the Mitsubishi Electric Group of companies, and to make continuous improvements accordingly.

Environmental governance and corporate governance are key links in the business management of the Mitsubishi Electric Group, and are applicable to the company, its consolidated subsidiaries and its affiliated companies. All levels of the organization — from head office, management divisions to administration divisions, business groups, branch offices, workplaces and affiliated companies — work within the scope of their responsibilities to ensure due execution of environmental conservation activities, through the establishment of a system to manage and monitor the plans, progress and environmental performance of each downstream organization.

Environmental Management Promotion Structure



7th Environmental Plan

Since fiscal 1994, the Mitsubishi Electric Group has formulated a three-year environmental plan outlining specific activities and goals in an effort to improve its management of environmental affairs. Beginning with the 6th Environmental Plan (FY2010–2012), goals have been established to realize the Group's long-term vision for environmental management called, "Environmental Vision 2021." The

7th Environmental Plan (FY2013–2015) continues this framework, and was formulated based on the results achieved and challenges experienced to date, as well as social demands for energy-saving products. The main focus of the 7th Environmental Plan is to strengthen measures for both production and product usage as a means to expand the amount of contribution toward reducing CO₂ emissions.

Items and Main Indicators of the 7th Environmental Plan

1. Initiatives Toward Creating a Low-Carbon Society

- Improve the energy-saving performance of products, and reduce CO₂ emissions by an average reduction rate of 27% in comparison to FY2001. (84 target products.)
- Improve the amount of CO₂ emissions per unit of sales from production to 83% in comparison to 2011. (Equivalent to 121,000 tons reduction in CO₂.)
- Achieve a cumulative total of 14,100 kW in photovoltaic (PV) power generation for the entire Group in Japan by the end of 2015. (Install a further 6,400 kW of PV capacity.)
- Install a demand monitoring system at all of the Group's major sites (contract demand of 500 kW or more, with a group total of 68 sites) for centralized management of peak power usage, and promote energy conservation measures such as upgrading to highly efficient air conditioners in support of CO₂ reductions.
- Reduce non-CO₂ greenhouse gases (SF₆, PFC, HFC*) by 70% in comparison to FY2006. (CO₂ emission equivalent.)

* SF₆: sulfur hexafluoride; PFC: perfluorocarbons; HFC: hydrofluorocarbons

2. Initiatives Toward Creating a Recycling-Based Society

- Promote thorough analysis and separation of waste, and a reduction in the final disposal ratio at business sites. (Mitsubishi Electric: less than 0.1% (ongoing); affiliates in Japan: less than 0.1%; overseas affiliates: less than 1.0%.)
- Reduce input of resources by 39% compared to FY2001 through producing smaller and lighter weight products.
- Promote product 3Rs* through recovery of rare earth magnets and by expanding applications for recycled materials.

* 3R: Reduce (reducing waste generation), Reuse (re-utilization), and Recycle (turning waste into resources)

3. Strengthening Our Environmental Management Foundation and Expanding Environment-related Businesses

- Cultivate "Environmental Experts" with specialized expertise in energy conservation, waste management, and pollution control, capable of conducting Group-wide environmental training sessions, and strengthen environmental management platforms; conduct nature conservation activities through collaboration with local communities, and roll such activities out globally.
- Enhance compliance with regulations on chemical substances used in products, such as Europe's RoHSII and REACH.
- Expand environment-related businesses globally by creating products with highly innovative environmental features including the use of more recycled resources or enhanced energy efficiency, in field such as smart grids and smart communities.

Environmental Performance

IN

OUT



Factory

Materials for Manufacturing

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Materials ¹	320,000 tons	130,000 tons	320,000 tons

Manufacturing

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Electricity	980 million kWh	330 million kWh	330 million kWh
Natural gas	22,320,000 m ³	1,860,000 m ³	11,640,000 m ³
LPG	1,813 tons	2,363 tons	686 tons
Oil (crude oil equivalent)	6,444 kl	3,227 kl	2,032 kl
Water	6,990,000 m ³	1,850,000 m ³	1,780,000 m ³
Public water	1,240,000 m ³	430,000 m ³	460,000 m ³
Industrial water	2,110,000 m ³	290,000 m ³	1,100,000 m ³
Groundwater	3,640,000 m ³	1,130,000 m ³	30,000 m ³
Others	0 m ³	0 m ³	190,000 m ³
Reuse of water	3,230,000 m ³	1,660,000 m ³	130,000 m ³
Controlled chemical substances (amounts handled)	6,786 tons	1,835 tons	2,212 tons
Ozone depleting substances (amounts handled)	1.4 tons	165 tons	913 tons
Greenhouse gases (amounts handled)	3,141 tons	52 tons	693 tons
Volatile organic compounds (amounts handled)	1,348 tons	1,397 tons	219 tons

¹ Materials: Sum of shipping weight of "Design for the Environment" (DfE) products, plus amount of product packaging materials used, plus total amount of waste.

Emissions (From Manufacturing)

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)	
Discharge into water	Water	6,240,000 m ³	1,200,000 m ³	1,100,000 m ³
	Controlled chemical substances	7.0 tons	0.0 tons	40.9 tons
	BOD (biological oxygen demand)	106.5 tons	3.3 tons	17.7 tons
	COD (chemical oxygen demand)	17.8 tons	3.6 tons	42.0 tons
	Nitrogen	74.5 tons	14.7 tons	1.6 tons
	Phosphorus	5.9 tons	0.2 tons	0.2 tons
	Suspended solids	74.3 tons	5.8 tons	23.6 tons
	n-hexane extracts (mineral)	0.9 tons	0.2 tons	1.1 tons
	n-hexane extracts (active)	4.4 tons	0.1 tons	0.2 tons
	Total emissions of zinc	0.3 tons	0.0 tons	0.1 tons
	Emissions into the atmosphere	Carbon dioxide (CO ₂)	481,000 tons-CO ₂	167,000 tons-CO ₂
Controlled chemical substances (excluding amounts contained in other waste)		545.3 tons	136.0 tons	232.6 tons
Ozone depleting substances		0.0 ODP tons	0.0 ODP tons	0.7 ODP tons
Greenhouse gases		86,000 tons-CO ₂	44,000 tons-CO ₂	66,000 tons-CO ₂
Volatile organic compounds		532.9 tons	275.0 tons	25.0 tons
Sulfur oxide (SO _x)		1.3 tons	0.6 tons	4.9 tons
Nitrogen oxide (NO _x)		9.1 tons	53.4 tons	8.0 tons
Fly ash		0.9 tons	1.3 tons	18.8 tons
Amount of fluorocarbon recovered		1.9 tons	237.0 tons	—

Waste

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Total waste emissions	82,536 tons	60,432 tons	60,643 tons
Amount recycled	72,006 tons	49,830 tons	58,445 tons
Waste treatment subcontracted out	40,917 tons	39,884 tons	59,388 tons
Final disposal	1 tons	46 tons	943 tons
In-house weight reduction	3 tons	0 tons	142 tons

Products²

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Weight of all "DfE" sold	1,860,000 tons	60,000 tons	220,000 tons
Weight of packaging materials	47,000 tons	7,000 tons	40,000 tons

² Products: Weight related to "Design for the Environment" (DfE) products.



Logistics

Sales and Logistics³

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Fuel for trucks (gasoline)	11,659 kl	1,758 kl	264 kl
Fuel for trucks (diesel)	25,090 kl	5,035 kl	19,674 kl
Fuel for rail (electricity)	2,198 MWh	518 MWh	0 MWh
Fuel for marine transport (bunker oil)	355 kl	0 kl	52,987 kl
Fuel for air transport (jet fuel)	507 kl	124 kl	16,448 kl

³ Sales and logistics: Includes 11 sales companies in Japan. Figures for overseas affiliated companies include transportation between countries.

Emissions⁴

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Carbon dioxide (CO ₂)	95,000 tons-CO ₂	18,000 tons-CO ₂	247,000 tons-CO ₂

⁴ Emissions: Includes 11 sales companies in Japan. Figures for overseas affiliated companies include transportation between countries.



Products (Customer)

Energy Consumption

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Amount of energy consumption of 134 products targeted for contribution in reducing CO ₂ emissions from product usage	290,400 million kWh	7,000 million kWh	3,500 million kWh

Emissions

	Mitsubishi Electric	Affiliates (Japan)	Affiliates (Overseas)
Amount of CO ₂ emissions of 134 products targeted for contribution in reducing CO ₂ emissions from product usage	122,550,000 tons-CO ₂	2,950,000 tons-CO ₂	1,480,000 tons-CO ₂



Recycle

End-of-Life Products⁵

	Mitsubishi Electric
Air conditioners	13,624 tons
Televisions	5,087 tons
Refrigerators	21,403 tons
Washing machines/ Clothes dryers	7,555 tons
Personal computers	41 tons

⁵ End-of-Life Products: Weight of products taken back and weight of recovered resources of four types of appliances subject to Japan's Home Appliance Recycling Law, plus personal computers.

Resources Recovered⁶

	Mitsubishi Electric
Metals	27,649 tons
Glass	2,055 tons
Fluorocarbon	284 tons
Others	11,769 tons

⁶ Resources Recovered: Weight of products taken back and weight of recovered resources of four types of appliances subject to Japan's Home Appliance Recycling Law, plus personal computers.

Results of Mitsubishi Electric Group's Initiatives to Reduce CO₂ Emissions

Focusing on Reducing CO₂ Emissions During Production and Product Usage The 7th Environmental Plan Aims to Expand Contributions to Reducing CO₂ during Product Usage

A central pillar of the Mitsubishi Electric Group's Environmental Vision 2021 is the realization of a low-carbon society. In line with this vision, we aim to reduce CO₂ emissions by 30% during production and by 30% during product usage by fiscal 2021.

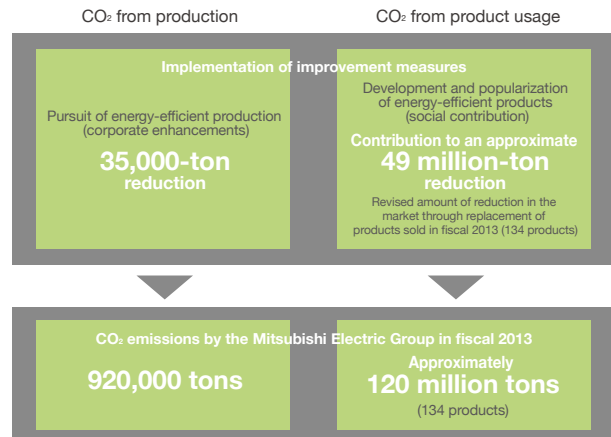
The 7th Environmental Plan (fiscal 2013-2015) targets reductions in CO₂ emissions during production as with previous plans, and further strengthens initiatives to cut CO₂ emissions from products and services by also focusing on reducing CO₂ emissions during product usage.

The amount of contribution to reducing CO₂ emissions from product usage is defined as the amount of CO₂ reduced as a result of switching from older products (those equivalent to products sold in fiscal 2001) to new, energy-efficient products (those from the fiscal year under review). Increasing our contributions toward this reduction is achieved by improving the energy efficiency of each product, increasing the number of environmentally friendly products and expanding the scope of their sales.

Our contributions to reducing CO₂ from product usage in fiscal 2013 stood at 49.03 million tons across 134 products. Total CO₂ emissions from product usage were 120.34 million tons. To calculate our contributions to reducing CO₂ emissions, we use official standards or calculation methods established by the

industry when these are available; when they are not, we establish product usage scenarios on our own to derive the amount of our contribution.

Total Fiscal 2013 CO₂ Emissions by the Mitsubishi Electric Group and the Effects of Our Improvement Initiatives



Reducing CO₂ from Production

Starting with the 7th Environmental Plan (fiscal 2013-2015), the Mitsubishi Electric Group manages its reduction targets based on CO₂ emissions per unit of sales*. This facilitates comparisons of the results of our efforts to reduce CO₂ emissions without having to consider increases or decreases in production volume.

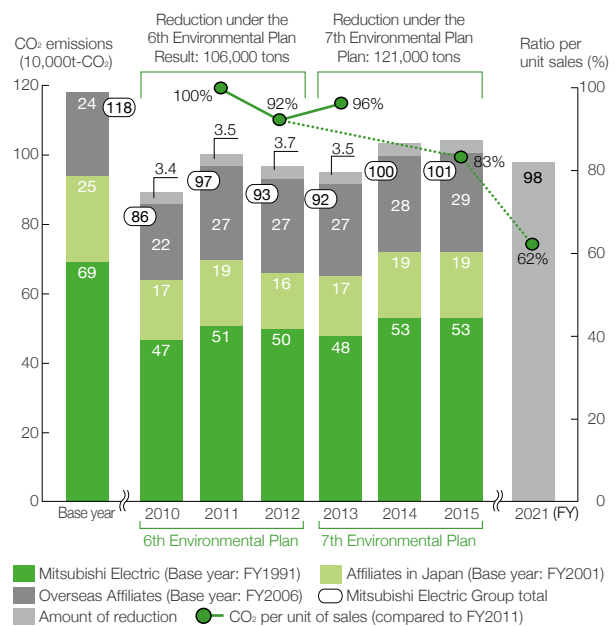
We aim to reduce CO₂ emissions to 83% of the fiscal 2011 level per unit of sales by fiscal 2015. To achieve this, we have begun working to raise the efficiency and performance of air conditioning, lighting and other utility equipment, and to reduce CO₂ from production lines so as to visualize and eliminate hidden energy wastage in production processes. We also undertake activities to reduce CO₂ through demand management, and by installing monitoring systems to manage and control electricity used during peak periods. We also continue to expand photovoltaic energy systems.

In fiscal 2013, we improved CO₂ emissions per unit of sales to 96%, falling short of the 89% target for the fiscal year, due to sales declines in the Electronic Devices Business and the Industrial Automation Systems Business, and new plant construction in the Energy & Electric Systems Business.

In fiscal 2014, we plan to continue activities already underway and conduct activities that focus on use of heat energy to reduce CO₂, while also accelerating the sharing of energy-saving technologies throughout the organization.

*CO₂ per unit of sales: Amount of CO₂ emitted per unit of sales.

Plan to Reduce CO₂ from Production Across the Mitsubishi Electric Group



Reducing CO₂ from Product Usage

Raising the energy efficiency of products enables reduction of the CO₂ that accompanies use of the products. The Mitsubishi Electric Group has identified products to be developed under target values for reduced power consumption, and is aiming for a 27% average reduction compared with fiscal 2001 across 84 products under the 7th Environmental Plan.

In fiscal 2013, we expanded the number of these targeted products to 109 and achieved a 29% average reduction, surpassing the target that we had set for the final year of the Plan. We owe this achievement to having improved the CO₂ reduction in almost every product.

Plan for Reducing CO₂ from Product Usage through Improved Energy Efficiency



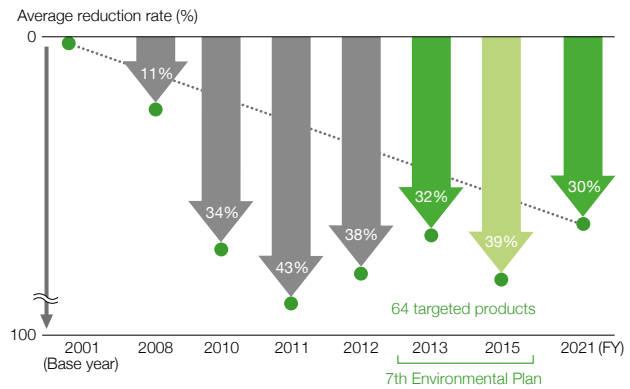
Reducing Resource Inputs and Recycling End-of-Life Products

Mitsubishi Electric is reducing resource inputs through the promotion of product recycling and by designing its products to be more compact and lightweight. The 7th Environmental Plan's target for the final fiscal year (fiscal 2015) is to achieve a 39% average reduction in resource inputs compared with fiscal 2001 across 64 products. The average reduction rate was 32% in fiscal 2013.

The worsening of the index is due to contracting sales of LCD televisions that had buoyed the average reduction rate, and increased sales of products for which structural strength requirements offer little opportunity for resource reduction. However, reduction rates improved steadily for individual products.

In fiscal 2013, Mitsubishi Electric recycled 41,000 tons of four kinds of home appliances (air conditioners; CRT, LCD and plasma televisions; refrigerators/freezers; and washing machines/clothes dryers). Computers and monitors totaled 4,625 units with an average recycle rate of 78%.

Plan for Reduction of Resource Inputs

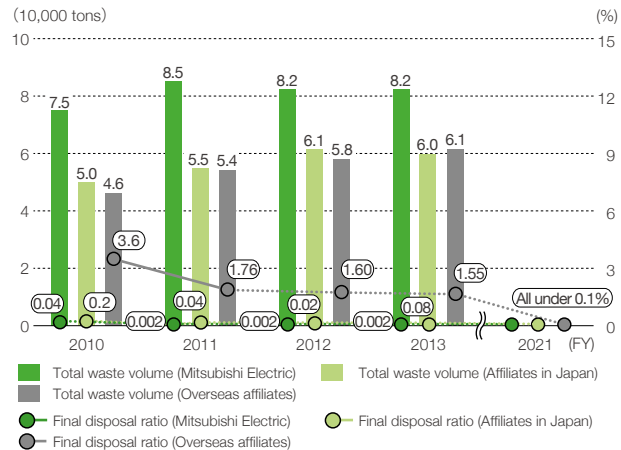


Initiatives to Achieve Zero Final Waste Disposal

The 7th Environmental Plan establishes a final waste disposal ratio target of less than 0.1% for Mitsubishi Electric, less than 0.1% for affiliates in Japan, and less than 1.0% for overseas affiliates for fiscal 2015, the final fiscal year of the plan.

To this end, initiatives implemented according to waste generation and processing conditions at each production site resulted in a final disposal ratio for fiscal 2013 of 0.002% at Mitsubishi Electric and 0.08% at affiliates in Japan. Although the final disposal ratio rose for affiliates in Japan from fiscal 2012, owing to an increase in waste containing asbestos at former facilities, the final disposal ratio was better than the target in both fiscal years. The final disposal ratio was 1.55% at overseas affiliates, short of the target but an improvement from fiscal 2012.

Total Waste Output and Final Disposal Ratio

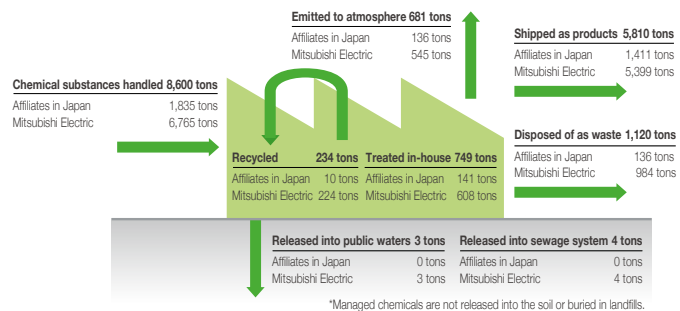


Managing Chemical Substances

In addition to the 462 substances designated under the revised Pollutant Release and Transfer Register (PRTR) law of Japan, Mitsubishi Electric and affiliates in Japan make use of a comprehensive Chemical Substance Management System for voluntary management of 2,615 substances, including refrigerant fluorocarbons used in air conditioners and refrigerators, VOCs (volatile organic compounds) as well as the six RoHS substances.

In fiscal 2013, Mitsubishi Electric used 6,785.6 tons of 137 different chemical substances; affiliates in Japan used 1,835 tons of 48 different substances.

Material Balance of Chemical Substances Subject to Regulation



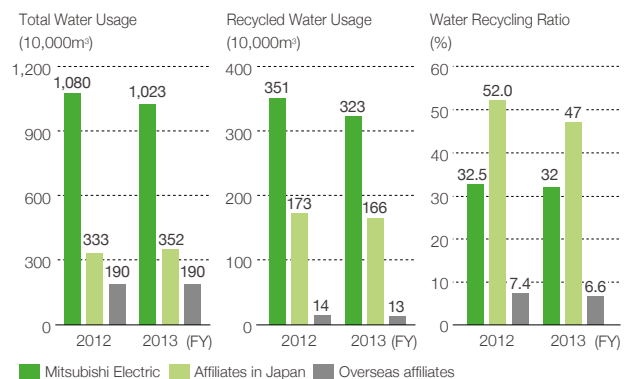
Effective Water Usage

The Mitsubishi Electric Group conserves and recycles water while monitoring its usage at all bases, in order to more effectively use vital water resources, including public water, industrial water and groundwater.

In fiscal 2013, water usage increased compared with the previous fiscal year at affiliates in Japan, but declined at Mitsubishi Electric. At affiliates overseas, water usage was largely unchanged from the previous fiscal year.

Recycled water usage declined at Mitsubishi Electric, affiliates in Japan and affiliates overseas.

Total Water Usage, Recycled Water Usage, Water Recycling Ratio



Environmental Accounting

Period: April 1, 2012 - March 31, 2013

Scope of Data Compilation: Mitsubishi Electric Corporation, 116 affiliates in Japan and 72 overseas affiliates (total of 189 companies)

Environmental Conservation Costs

□ Mitsubishi Electric Group ■ Mitsubishi Electric (100 million yen)

Item	Capital Investment	Cost ¹	Year-on-Year Change	Main Costs
Business area activities	45.8	100.4	1.1	
	32.5	67.9	3.3	
Pollution prevention	2.6	23.2	(3.6)	Maintenance of wastewater treatment facilities and exhaust treatment facilities, water quality survey costs, chemicals for maintenance and inspection of specific facilities (septic tanks), etc.
	0.6	15.5	(1.6)	
Global environmental conservation	43.0	47.3	2.8	Upgrading of air conditioners, installation of LED lighting and PV systems
	31.9	33.2	2.4	
Resource recycling	0.2	29.8	1.9	Recycling of saleable materials
	0.0	19.2	2.6	
Upstream and downstream from production	0.6	9.8	3.5	Green Accreditation questionnaire survey, acquisition of non-inclusion certificates for chemical substances, EU REACH compliance survey
	0.3	7.8	4.0	
Management activities	0.0	30.3	1.8	Maintenance of ISO 14001 certification, education for new employees, PRTR, waste management system usage fees
	0.0	24.0	1.3	
R&D activities	0.3	36.8	(0.7)	Activities related to refrigerant development, smart grid/HEMS/BEMS development, high-purity plastic recycling technology, energy efficiency, weight reduction, etc.
	0.3	34.9	0.8	
Community activities	0.0	0.3	(0.0)	Station-to-Workplace Clean Campaign, Groundwater Resource Fund, Mitsubishi Electric Outdoor Classroom, Satoyama woodland preservation activities
	0.0	0.2	(0.0)	
Environmental damage	0.0	3.0	2.0	Installation of ground water purification equipment and analysis, etc.
	0.0	3.0	2.0	
Total of consolidated	46.8	180.6	7.8	
Total of non-consolidated	33.0	137.7	11.4	

¹ Includes depreciation of capital investment over the past five years.

Environmental Conservation Benefits (Environmental Performance)

Item	Unit	Fiscal 2012	Year-on-Year Change	Year-on-Year Per Net Sales
Total energy used	10,000 GJ	1,842	(74)	98%
		1,091	(97)	96%
Total water used	10,000 m ³	1,062	(2)	102%
		699	(29)	101%
Total greenhouse gas emissions	10,000 tons-CO ₂	111	(6)	97%
		57	(6)	95%
CO ₂ (Energy consumption)	10,000 tons-CO ₂	92	(2)	100%
		48	(2)	100%
HFC, PFC, SF ₆	10,000 tons-CO ₂	20	(5)	82%
		9	(3)	76%
Total releases and transfers of chemical substances into the atmosphere	tons	833	(53)	96%
		533	(8)	103%
Total wastewater discharged	10,000 m ³	854	(69)	94%
		624	(39)	99%
Total releases and transfers of chemical substances into the water and soil	tons	48	(1)	99%
		7	(1)	97%
Total waste discharged	tons	203,611	9,355	107%
		82,536	344	105%
Final disposal	tons	991	46	107%
		1	(0)	86%

Economic Benefits from Environmental Conservation Activities (Real Benefits)

Item	Amount	Year-on-Year Change	Main Benefits
Earnings	42.7	7.5	Cost of selling the saleable materials resulting from recycling of scrap metal, etc.
	14.7	(1.6)	
Savings	40.1	(194.1)	Reduction in electricity costs from installation of PV systems and energy-saving air conditioning equipment and lighting fixtures; reduction in the use of packaging and of manufactured items to be used in products, etc., through a shift to returnable items
	24.3	(66.2)	
Total	82.8	(186.6)	
	39.1	(67.8)	

Economic Benefits from Environmental Consideration in Products and Services

Item	Amount	Main Products
Economic benefits to customers	19,611	PV systems; heat-pump water heater systems; room air conditioners; Lossnay total heat exchange ventilator fans; refrigerators; LCD display monitors; turbine generators; monitoring, preservation and control equipment for thermoelectric generation and in-house power plants; backbone optical transmission systems; optical/wireless access systems
	19,227	

About the Report

About Us

President's Message

CSR Policy

Special Features

Environmental Responsibility

Social Responsibility

Comparison with ISO 26000

Respecting Biodiversity

Considering Biodiversity in All of Our Business Activities

All human activity benefits from the workings of the diverse life forms that live on the planet. At the same time, human activity also exerts a significant impact on biodiversity, including damage to ecosystems. Now, at a time when many species face extinction, the preservation of biodiversity is a shared issue for all of humanity. Mitsubishi Electric formulated its Environmental Vision 2021 in October 2007. This Vision positions respect for biodiversity as one of the Company's basic policies. The policy stems from the strong desire to protect the natural environment and realize a sustainable society through fostering environmental awareness among our employees. Furthermore, we formulated the Mitsubishi Electric Group Biodiversity Action Guidelines in May 2010. These Biodiversity Action Guidelines have two main features: (1) they include the pledge of every Mitsubishi Electric Group employee to understand the relationship between business activities and biodiversity; and (2) they are structured according to each stage of the product lifecycle.

Respect for Biodiversity

The Earth's ecosystem is made up of diverse living organisms. All aspects of human civilization benefit from this ecosystem, but at the same time, we affect it in both direct and indirect ways. Today, damage to the ecosystem is said to be driving many species to extinction and otherwise eroding biodiversity. In recognition of this, the Mitsubishi Electric Group has established Biodiversity Action Guidelines, which add to the Group's environmental activities aimed at the creation of a low-carbon and recycling-based society from the perspective of biodiversity conservation. These guidelines define the role of business activities in preserving biodiversity, and outline the Group's efforts toward the development of a sustainable society through its business activities.

Action Guidelines

Resources & Procurement

Recognizing that we utilize globally procured natural resources such as minerals, fuels and plants, we shall aim to preserve biodiversity in Japan and around the world by carrying out green procurement activities.

Product Design

In designing our products and services, we shall promote the effective utilization of resources and the efficient use of energy, as well as aim to prevent the emission of substances that pose a risk to the environment.

Manufacturing & Transportation

When commencing or making changes to land use, such as when constructing factories or warehouses, we will give due consideration to protecting the biodiversity of the land in question. In manufacturing and transportation, we aim to minimize energy use, waste generation and the emission of chemical substances.

Sales, Usage & Maintenance

In our sales activities, we will work to promote better understanding among our customers of the impact that product/service usage and maintenance can have on biodiversity.

Collection & Recycling

We will actively develop recycling technologies and apply them to collected end-of-life products.

Understanding & Action

We will deepen our understanding of the importance of biodiversity and our relationship to it, and will actively and voluntarily take actions necessary to coexist in harmony with nature.

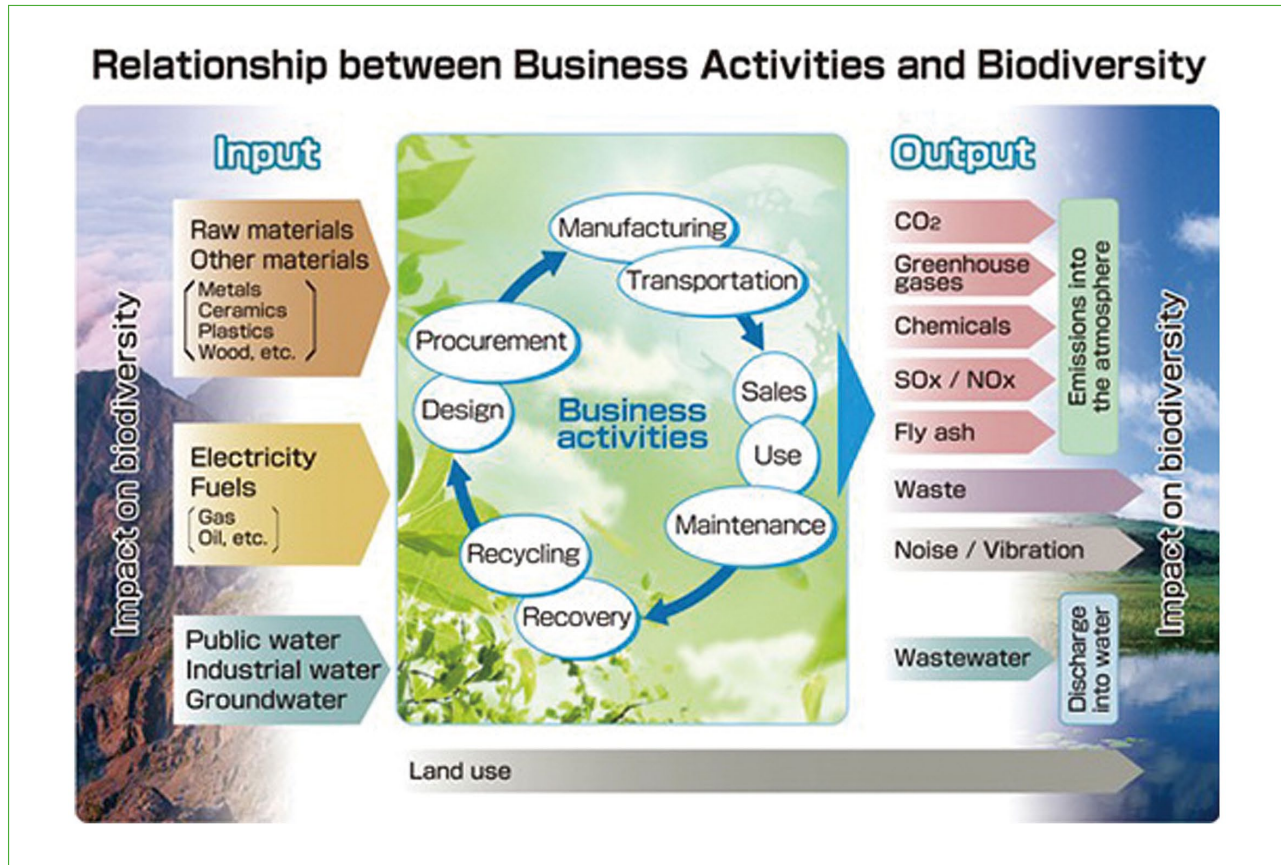
Cooperation

All companies in the Mitsubishi Electric Group, including overseas affiliates, will act as one, in cooperation with local communities, NGOs and governments.

Visualizing the Relationship between Business Activities and Biodiversity while Promoting Wide-Ranging Initiatives

In addition, to deepen employee understanding of biodiversity, we have created a chart that shows the relationship between business activities and biodiversity.

Using this chart, we will promote renewed awareness among all business sites both inside and outside Japan of the relationships between their business activities and surrounding regions' ecosystems and natural environment, and link this awareness to concrete actions that contribute to communication with those regions and to the preservation of biodiversity.



Activities Linked to the Preservation of Biodiversity

Activity	Purpose	Details
Mitsubishi Electric Outdoor Classroom	Foster environmental awareness among employees	Participants and employees, who serve as leaders, work to improve environmental awareness in natural classroom settings such as woodlands, waterways, parks and seacoasts.
"Satoyama" Woodland Preservation Project	Contribute to society, drawing on the voluntary efforts of employees	Employees strive to restore parks, woodlands, rivers and other natural areas located close to business sites.
Living Creature Studies	Deepen understanding of our impact on the natural environment	Employees observe the natural environment at business sites and surrounding areas while evaluating and improving behavior.
Biodiversity-Conscious Procurement	Reduce procurement-related environmental risks	Employees evaluate suppliers from a variety of perspectives; for example, in terms of the status of environmental initiatives and in terms of management of products that contain chemical substances.

Social Responsibility

Responsibility to Customers

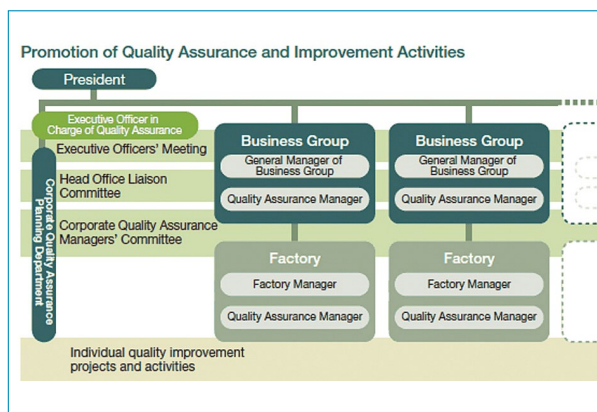
Ensuring Consistent Quality

Quality Management Principles and System

The quality items indicated by the seven guiding principles formulated in 2001 (quality: provide the best products and services with unsurpassed quality) reflect the Four Basic Quality Assurance Principles laid down as a means of realizing the corporate motto of "Service through Quality" adopted in 1952, and have continued to be upheld by each employee of the Mitsubishi Electric Group to the present day. Based upon these principles, we have established a system for quality assurance and improvement activities throughout the entire Group and formulated quality assurance guidelines. We comply with quality assurance legislation and standards and are working to further develop quality improvement activities. Worldwide manufacturing bases take responsibility for the quality assurance of each product and are implementing concrete improvement measures.

Four Basic Quality Assurance Principles

1. Product quality is our top priority. It comes before price and on-time delivery.
2. Whatever the sacrifice, our commitment to quality does not waver.
3. Products must be safe to use, have a long usage life, and have consistent performance.
4. Every manager and employee involved in manufacturing a product shares equal responsibility for product quality.



Quality Improvement Activities

The Mitsubishi Electric Group incorporates quality considerations into products from the design and development stage, promotes activities to improve quality in all processes, including manufacturing, shipping and after-sales service, and works to make ongoing improvements in product quality, safety and reliability. We have also built a database for sharing quality-related information that is used by the entire company. It

consists of information provided by prior employees on past problems, lessons learned, explanations, as well as examples of improvements that have been made, and has proven effective in helping to build quality into products, implement quality improvement measures, prevent the occurrence or recurrence of problems, and train young engineers. Based on cases where there were problems, we also developed an e-learning tool called "Learning from Problems" and utilize it for employee educational purposes. Throughout the entire production process, from the design and manufacturing stages to after-sales service, we work to make quality readily apparent to help prevent problems before they occur and promptly respond to them when they do.

Ensuring Product Safety

Based on the Corporate Statement and the Seven Guiding Principles, the Mitsubishi Electric Group promotes initiatives to ensure product safety under the following principles:

Product Safety-Related Principles

1. We will not only comply with the laws related to product safety, but also work on offering safe and reliable products to our customers.
2. We will prevent product-related accidents by indicating cautions and warnings to help customers use our products safely.
3. We will work actively to collect information of product-related problems, disclose them appropriately to our customers, and report them quickly to the government and other bodies as required under the law.
4. If any serious accidents occur resulting from product-related problems, we will apply appropriate measures to avoid any increase in damage.
5. We will investigate the cause of product-related accidents and work to prevent any recurrence.
6. We will make continuous efforts to improve our product safety promotion system.

Particularly in regard to consumer products, Mitsubishi Electric is committed to preventing serious hazards that could result in death, injury, fire, or other damage, by subjecting all products to a quantitative risk assessment at the development stage, while also designing and developing products in consideration of their end-of-life management. At the same time, our Customer Service Center in Japan operates 24 hours a day, 365 days a year, to assist customers and gather their views about Mitsubishi Electric products. Furthermore, we disclose accident information, including information on the status of ongoing investigations, on our Japanese official website.

Providing Easy-to-Use Products

■ Universal Design that Provides Ease of Use

Universal Design (UD) is an approach that aims to create designs which can be used with ease by as many people as possible. Mitsubishi Electric evaluates its products from universal design perspectives such as being simple and easy to understand, using easy-to-recognize displays and layouts, consideration for comfortable posture, and safety and convenience, and strives to create easy-to-use products that make for a comfortable lifestyle.

We have continuously applied and evolved our universal design principles that consider a variety of users to home appliance products such as air conditioners and televisions, and to products for the general public, such as elevators. We also initiated the "Uni & Eco" business strategy in Japan in fiscal 2005.

The need for universal design has also grown in the industrial sector, a field traditionally characterized by professional workers who handle equipment. The working environment in this field has begun to change, with an increase in the number of older workers, foreign workers, and unskilled laborers. In response to this situation, Mitsubishi Electric widely applies universal design principles to its industrial products, including factory automation (FA) equipment and electric power equipment, as well as to the installation and maintenance of such products on the shop floor. In fiscal 2013, we participated in the 4th International Conference for Universal Design in Fukuoka, and introduced 13 initiatives applied to PLCs, elevators, car navigation

systems, etc. We also augmented our series of home appliances that incorporate "RakuRaku-UD" features to assist all users, and especially elderly users, to easily and safely use advanced product features and enjoy comfortable lifestyles. Included among these products are IH rice cookers that cook rice to users' preference with the same amount of water as always; combination microwave/conventional ovens that provide operational guidance by lighting buttons in proper sequence; and recordable TVs that provide audio operational guidance. In fiscal 2014, we will continue to make improvements and changes to create universal design products in our wide-ranging business segments.

■ Universal Design Examples to date

Universal Design Guidelines for Persons of Age

In order that persons in their 60s can continue to use a given product even after ten years, we established a set of guidelines based on data about the physical characteristics of healthy persons in their 70s. The guidelines take into consideration the various physical changes that occur with aging, and they are organized into three perspectives: recognition, identification, and physical use. An excerpt is shown below.

- **Recognition** : consideration for ease of understanding
- **Identification** : consideration for ease of reading and/or hearing
- **Physical use** : consideration for comfortable posture and minimum physical load

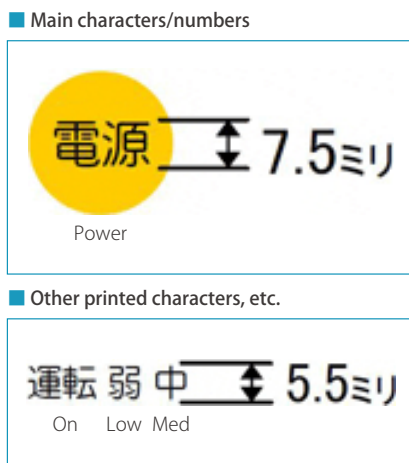
Guidelines based on data on characteristics of 70-year-olds (recognition, identification [visual, aural], physical use)

Recognition	Identification	Physical use
Easy to understand	Easy to read and hear	Comfortable posture, minimum physical load

E.g.) Easy to understand from which button to start operations



E.g.) Large characters easy even for aged persons to read



E.g.) Easy-to-hold handle shape and weight for each product



"RakuRaku-UD" Induction Heating (IH) Cooking heater

This Mitsubishi Electric product in Japan incorporates features such as large characters, visual and aural notification and easy maintenance, which are three concepts of "revolutionary ease of use" based on Universal Design Guidelines.

"RakuRaku-IH" Induction Heating Cooking heater CS-G20AKS

- **Large-character buttons and numerical indication of steps for use:** Characters are displayed approximately 1.8 times larger than our conventional model (Model G38MS). The product is easy to use because it can be operated simply by pushing the buttons in the order of the numerical indicators: (1) Power → (2) Heat On/Off → (3) Heat Control.
- **Safety sensor & audio support:** Built-in sensor detects if a person is standing in front of the unit, and offers audio (spoken) assistance or safety warnings.

Large characters

Large characters & numerical indicators of steps for use

- Characters are approximately 1.8* times the size of our conventional system.
* Compared to Mitsubishi Electric's conventional model G38MS
- Can be operated simply by pressing buttons in order of numbers displayed.

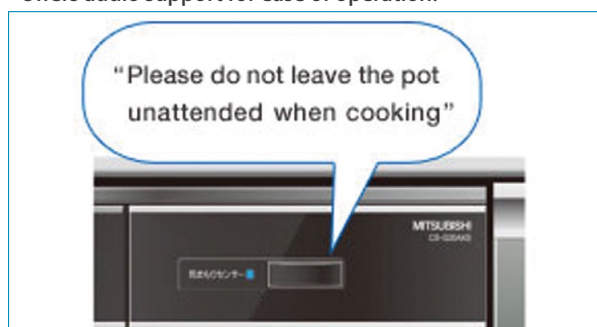


Large-character buttons & numerical indication of steps for use

Visual & aural notification

Safety sensor & audio support

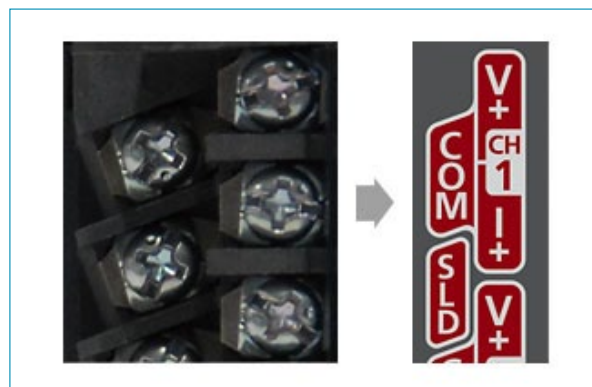
- Built-in sensor checks for people in vicinity.
- Offers audio support for ease of operation.



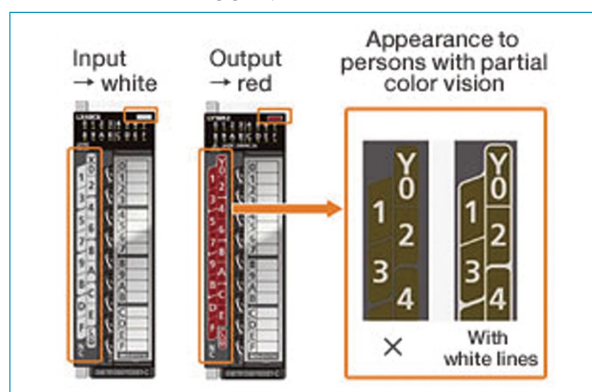
MELSEC L-Series Programmable Logic Controller (PLC) designed for use even by less-experienced workers

Mitsubishi Electric continually implements design improvements in its industrial equipment products, incorporating the know-how of experienced workers and maintaining appropriate visibility and readability for the usage environment, so that less experienced workers can operate the equipment correctly. General-purpose PLCs function as a factory's computers. Mitsubishi Electric's MELSEC L-Series aims to meet the needs of a wide variety of users, by delivering both the productivity improvements demanded by veteran workers and also the ease of use needed by less-experienced laborers.

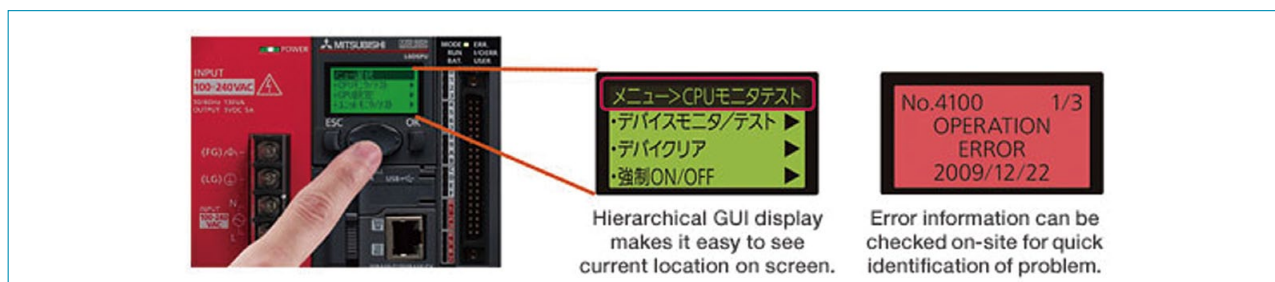
- The terminal arrangement is printed to display wiring groups, for intuitive function display.
- The unit employs UD fonts, with large character display that is well-contrasted from the background color, to prevent wiring errors.
- Text is displayed in English/Japanese on the LCD screen, making it easy for even less-experienced workers to deal with on-site trouble.



Printed to illustrate wiring groups



Characters and displays are easy to read



Text-based information display is easy to understand

"UD-Checker" Original System for Universal Design Evaluation

UD-Checker is a tool that can be used by both industrial designers and engineers to evaluate for universal design qualities. This tool shows four

quantitative measures of universal design, indicating specific design aspects for development, and improving the efficiency of product development. The UD-Checker is used on a wide variety of Mitsubishi Electric products from home appliances and public facilities to industrial equipment.

Increasing Customer Satisfaction

Improving Customer Satisfaction

Customer satisfaction has been a priority management principle of the Mitsubishi Electric Group since its founding in 1921. The unchanging dedication to satisfying customer needs underlies all our business activities even today.

We collect feedback from our customers through customer satisfaction surveys as appropriate to the characteristics of each business operation, and incorporate their voices into improving product development, marketing strategies, and services. We also strive to maintain customer satisfaction by strengthening our repair/service systems, providing effective staff training, and expanding access to information via our Websites.

CS Activities by the Home Appliances Group (in Japan)

The Living Environment & Digital Media Equipment Group handles matters related to home appliances and carries out customer satisfaction (CS) activities in Japan. It makes sure that customers across the country are satisfied with the Mitsubishi Electric product they purchase, and strives to increase the number of such satisfied customers.

The Beginning of CS Activities Related to Home Appliances

The CS Department at Mitsubishi Electric was established in Japan in July 1993. In addition to assuring product quality and optimum product usability and functionality, the department engages in CS improvement activities with strong awareness of the significance of customer satisfaction. Maximizing on the know-how and experience of the United States, where the concept of CS had already been systematically established, Mitsubishi Electric quickly proceeded to create the necessary climate, systems and tools that would enhance its products, marketing strategies, and services. Our domestic manufacturing works track customer satisfaction through customer questionnaires on their purchase of major products and also through employee monitor surveys. Customer satisfaction of the Mitsubishi Electric Group's sales and services is assessed through an evaluation of customer satisfaction by distributors. For

example, distributors are asked to respond to CS surveys on the sales policies of manufacturers and retail companies, and on manufacturer support at electronics retail stores. The survey results are shared among the Group and reflected in marketing and development strategies.

Understanding Customer Satisfaction

A customer's selection, purchase, and use of a product involve a number of different departments, such as the development, manufacturing, sales, and service departments. Customer satisfaction cannot be achieved if a customer is discontent with any aspect of this process, or if there is any weakness in the departments concerned. Customer satisfaction increases in the following order.

- **Assurance:** The customer is assured that the product is not flawed or defective
- **Contentment:** The product satisfies the customer's needs and requirements
- **Emotion:** The customer acquires a new value from the product

The ultimate form of customer satisfaction is achieved when a product exceeds customer expectations and provides an emotional benefit. The key to achieving customer satisfaction is to therefore assess and satisfy customer expectations.

Taking Calls 24 Hours a Day, 365 Days a Year

To satisfy customer expectations, it is necessary to think of customers throughout the sales, service, development, and manufacturing stages, and to quickly detect and respond dynamically to signs of market changes. As one strategy to provide a response to customers in Japan when they require one, in October 1998, Mitsubishi Electric extended the service hours of its Japan Customer Relations Center to 24 hours a day, 365 days a year. Previously the center responded to inquiries concerning product usage only during daytime hours from Monday thru Saturday except on holidays.

As the relations center receives increasing numbers of inquiries every year due to more diversity in product functionality, we are constantly augmenting staff members, and are making consistent efforts to provide proper training.

- April 1999: Calls for visiting repairs are accepted 24 hours a day, 365 days a year, and repair services are dispatched 365 days a year
- October 1999: Online requests for shopping advice and

consultations/requests concerning products are accepted

- March 2003: Online product registration service is made available to purchasers of Mitsubishi Electric products in Japan via the company's Official Web Site

Cooperation for Further Improvement

In addition to the Customer Relations Center, which operates 24 hours a day, 365 days a year, other sites and services in Japan also operate throughout the year. They include the Service Center, which receives repair requests; the Technical Support Call Center, which responds to technical inquiries from distributors; Mitsubishi Electric System Service, our stronghold of repair services; our production sites and manufacturing plants; and the CS Department, the department at the helm of all CS activities. The content and results of consultations and repair requests from customers and details of technical inquiries are fed back to the manufacturing works at the end of each day. They are used to improve both products under production and development, and to provide repair information to distributors. The Living Environment & Digital Media Equipment Group aims to deliver satisfaction to each and every one of our customers and achieve customer satisfaction in the true sense of the term by pursuing continuous improvement.

CS Activities by the Building Systems Group (in Japan)

The Building Systems Group assumes all operations relating to building systems, from escalators and elevators to building management systems. Under the slogan "Quality in Motion," this group continues its evolution toward making Mitsubishi Electric the top-quality brand of elevator,

escalator, and building management system products and services, while maintaining an environmental perspective. To satisfy customer requirements for comfort, efficiency, and safety, and to build a sustainable society, we aim to achieve the highest quality in our products, business activities, and activities in consideration of the environment. Even amid these rapidly changing times, we will draw on our advanced technologies, environmental expertise and comprehensive strengths to contribute to society and win our customers' trust and confidence.

24-hour, 365-day Safety Hotline

Mitsubishi Electric Building Techno-Service, one of Mitsubishi Electric's group companies in Japan, specializes in the maintenance of elevators and building management systems. This company's information centers provide a "safety hotline" for response in cases of trouble, such as failure signals and telephone requests from customers. Mitsubishi Electric information centers situated in nine locations throughout the country constantly monitor remotely the status of contracted customers' building facilities. When an error signal is received, the system provides information on the current locations, works in progress, and the technical levels of 6,000 engineers, so that the most appropriate engineer closest to the customer's building can be located and dispatched to the site immediately. The system also supports the quick recovery of building functions, such as by e-mailing information on the history of repairs and other matters related to the building to the engineer and processing urgent orders for parts. Moreover, by monitoring changes in data on elevator operational status, signs of malfunction can be detected and promptly addressed to prevent troubles.

Responding to Product-Related Issues

Principle of Notification, Collecting Information, Repair and Recall of Products

In a case where there is a report that a major problem has occurred in a product that we have sold, we have a system for quickly and accurately considering and deciding on steps and measures to take, including the participation of upper management. For recalls in particular, we will work on an ongoing basis to make sure all the relevant products that were sold are returned and repaired, and we will apply these efforts to a wide array of sales channels. In Japan, we are also taking initiatives to ensure rapid and appropriate delivery of information on malfunctions in consumer products that have a direct link with consumers.

Reporting Major Product Issues (in Japan)

A detailed list of information pertaining to important product-related and quality issues is posted on Mitsubishi Electric's Japanese-language official website.

Accident Reporting Based on the Consumer Product Safety Act

Detailed information on our compliance with Japan's revised Consumer Product Safety Act, which went into effect in May 2007, is available on Mitsubishi Electric's Japanese-language official website.

Responsibility to Business Partners

Corporate Social Responsibility through the Supply Chain

Our Purchasing Philosophy

Mitsubishi Electric purchases a wide variety of materials and components from both Japanese and overseas markets. We recognize our corporate responsibility and are eager to provide business opportunities for the communities in which we operate.

1. Easy Access and Equal Opportunity

To guarantee our customers the highest-quality products, we are constantly searching for new suppliers. We encourage business partners from all over the world, regardless of size, to contact us about submitting a quotation. The decision to embark on a new business relationship is made after careful consideration of three major factors: product price, product quality and delivery performance. To ensure continued high quality and efficiency, we periodically review our relationships with our partners.

2. Mutual Prosperity

We believe in long-term relationships built upon understanding and trust. This will allow us to develop with one another from the very beginning and achieve mutual prosperity.

3. Ecological Soundness

We are interested in the materials and manufacturing processes used by our suppliers. Because we value the environment, we buy only ecologically sound products. Our mission is to satisfy the needs of people around the globe. To meet their growing expectations, we must widen and strengthen our affiliations with companies all over the world. We are seeking cooperation, not just business, and are looking for potential partners who are willing to join us in our drive toward global prosperity.

CSR Procurement Policy

Furthermore, we plan to carry out our distribution activities in line with our "CSR Procurement Policy," which was established in fiscal 2008.

1. Compliance with domestic and foreign laws/regulations and social standards

- (1)Ensuring compliance with laws and regulations
- (2)Respecting human rights and prohibiting discrimination, child labor, and forced labor
- (3)Creating proper work environments

2. Assurance of quality and safety of products and services

3. Environmental considerations

- (1)Procuring materials with less negative impact on the environment
- (2)Ensuring strict management of harmful chemical substances based on an environmental management system

4. Promotion of fair trade based on corporate ethics

- (1)Practicing honest trade on fair and equal footing, based on laws/regulations and agreements
- (2)Ensuring strict management and safeguarding of information by establishing an information security system
- (3)Thorough elimination of ethical misconduct

— Mitsubishi Electric Group Initiatives for Responsible Minerals Procurement

The Mitsubishi Electric Group views such issues as environmental destruction and the abuse of human rights by armed groups in the Democratic Republic of Congo and its neighboring countries as issues of the utmost concern. We are implementing measures to ensure transparency of our supply chain and promote responsible mineral procurement to avoid the use of conflict minerals*, the extraction or trade of which supports conflict and inhumane treatment in these countries.

* Conflict minerals refers to gold, tin, tantalum, tungsten and other minerals that have been determined by the U.S. State Department to be a source of support for armed groups when mined in the countries referred to above.

Building Good Relationships with Suppliers

Based on our supplier selection standards, the Mitsubishi Electric Group regularly evaluates its business partners in terms of quality, price, delivery, customer service, environmental issues, regulatory compliance systems and other attributes.

We make purchases from business partners placing a strong overall evaluation on a priority basis in an effort to build good business relationships from a long-term perspective. The Group gives the designation of "key supplier" to business partners especially important in the promotion of our business activities. A "key supplier" is defined as a business partner that provides key parts related to product performance or that has high-level technology or other critical attributes. Our partnerships with these business partners are more involved than with regular ones, as they engage in joint development of parts and materials from the initial development stage, adopt cutting-edge products, and promote value analysis*. We also work with key suppliers to develop activities aimed at the joint creation of costs. Through such initiatives, we seek to minimize our impact on the environment by making products more compact and lightweight, thereby requiring less material. At the same time, we endeavor to maintain win-win relationships with our business partners that result in mutual sales increases and technical advances. Since fiscal 2004, the Company has worked with its suppliers to promote a shared cost consciousness from the early stages of development. We will continue to aggressively pursue these efforts, which have been greatly successful. As in Japan, we are working with business partners in

Europe and the Americas, China and throughout Asia on enhancing the price/quality competitiveness of the overall procurement capabilities of the Mitsubishi Electric Group.

* Value analysis is a method for minimizing the costs required to obtain the essential functions of products and parts.

Ensuring Product Quality and Safety

Considering that our business involves a wide range of products such as satellites, power generation equipment,

electric transmission and distribution equipment, home appliances and numerous others, each of our customers expect differing standards of quality. The Mitsubishi Electric Group establishes quality standards for each product and requests that business partners achieve required levels of quality based on them. Product quality and safety are ensured through cooperation with our suppliers.

Responsibility to Shareholders & Investors

Increasing Shareholder Value

Promoting "Balanced Corporate Management" and Increasing Corporate Value

Through promoting balanced corporate management that gives consideration to the three perspectives of growth, profitability and efficiency, and soundness, the Mitsubishi Electric Group is working to establish a robust managerial basis, achieve sustainable growth, and further improve its financial performance out of a commitment to increase its corporate value.

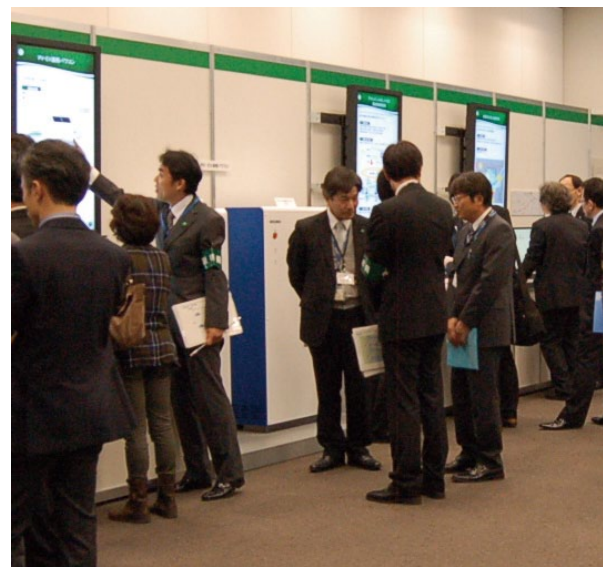
Promoting Proactive Investor Relations

In order to gain understanding and confidence from shareholders, the Mitsubishi Electric Group proactively promotes investor relations activities to disclose and provide appropriate information on a timely basis, including management policies, strategies and financial results. The Corporate Administration Division and Corporate Finance Division are responsible for keeping lines of communication open with shareholders and investors. Our activities in this area include holding presentations on corporate strategy and accommodating meetings with shareholders and investors.

Our R&D achievements open house, which has been held every year since fiscal 1994, has garnered a particularly strong reputation for providing the opportunity to learn about our technologies and growth potential. In addition, we work to incorporate the opinions of shareholders and investors, and the results of dialogue with them into our management plans and practices.



Presentations on corporate strategy



R&D achievements open house

Responsibility to Employees

Workforce Diversity & Equal Opportunity

Basic Employment Policy

Hiring a diverse array of people with respect for human rights and without discrimination by gender, age, nationality or race is essential to the ongoing business development of a global company. Based on this thinking, Mitsubishi Electric not only complies with Japan's Labor Standards Law and the Equal Employment Opportunity Law, it provides equal treatment to all employees regardless of nationality, creed or social status, uses the same pay scale for men and women, and determines working conditions with equal standing given to employers and workers. These employment policies also apply to Group companies across Japan.

Ongoing Proactive Hiring

To address the problem of mass retirement of baby boomers in Japan, we continue to actively hire both recent graduates and mid-career professionals. Including both of these, new employees number around 1,600 persons per year. In addition to our longstanding practice of hiring new graduates in April, from fiscal 2012 we have also implemented a system for hiring new graduates in October to better suit the circumstances of students studying at universities outside Japan, students studying in Japan who graduate in September, post-doctorate students, and students who have already graduated. This new system enables us to, in a timely manner, secure quality human resources needed to help achieve the growth strategies of each of our businesses.

Promoting Systematic and Efficient Skills Development

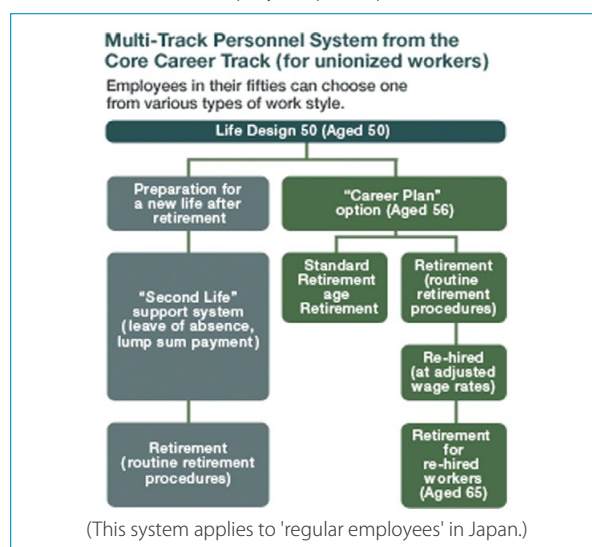
Mitsubishi Electric introduced to its operations in Japan a point system for employee training, to promote systematic and efficient skill and capability development by tracking the progress of ability-building activities by its employees, particularly its young employees. Each training course is worth a certain number of points according to the amount of training involved. Employees receive the relevant points upon completing each course, and aim to achieve their individually recommended total number of points.

Passing on Technological Skills, Knowledge and Know-how

In order to pass on the skills possessed by highly experienced employees to younger technicians at Japan production sites accompanying the company's generational shift, we have developed a training program that allows the skills of accomplished employees to be learned in one-on-one settings. Technical skills are also passed on to young technicians through various measures such as the use of "technical help desks," where newer employees can consult with highly experienced employees through the company's intranet.

Providing Diverse Employment Formats for Older Employees

In Japan, Mitsubishi Electric instituted a multi-track personnel system in fiscal 2002, which makes diverse employment formats possible by allowing employees aged 50 and over to choose from among a variety of options. The options include financial assistance for an employee's "second life" following retirement, a "second life" support program that provides two years of paid vacation, and extending employment up to the age of 65 through a re-employment program. We also offer an annual "lifestyle design" training session at each of our business sites to employees turning 50 and their spouses. The sessions encourage employees to take an interest in planning the rest of their lives and designing a rewarding lifestyle by providing information on pensions and retirement benefits, social insurance, taxes, hobbies, health and other topics, and facilitating group discussions. In fiscal 2013 over 600 employees participated in the session.



Creating Barrier-Free Workplaces and Employing People with Disabilities

Mitsubishi Electric works to promote the employment of people with disabilities and to create barrier-free workplaces at its business sites throughout Japan to make it easy for people with disabilities to work at the company.

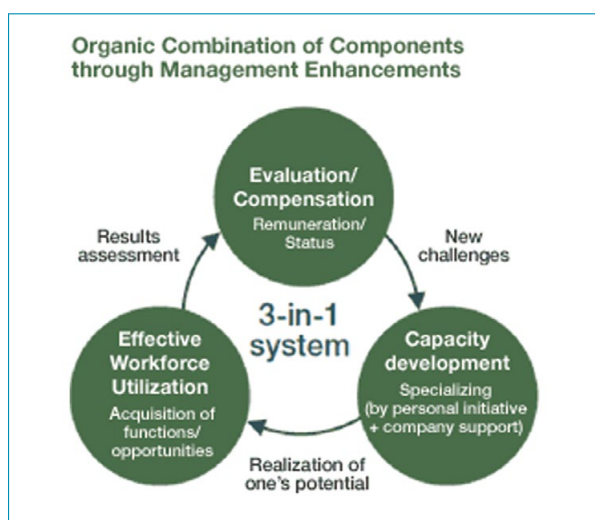


Barrier-free elevator (Advanced Technology R&D Center)

Creating a Fulfilling Workplace

Compensation System Based on Individual Job Descriptions and Performance

In Japan, Mitsubishi Electric has adopted a compensation system with a view to developing a corporate culture in which employees recognize organizational targets as well as their own roles, work to raise their own value, and take on the challenge of difficult goals. Under this compensation system, performance is emphasized more than it was in the past, with appropriate assessment given to employees who contribute substantially to management and participate actively in it. Bonuses are awarded for outstanding service. In order to increase understanding of employees about the operation of the new system, we fully disclose its evaluation methods and standards, conduct surveys on the functioning of the system to gauge employee opinion on it, and otherwise work to increase understanding and acceptance by employees. In fiscal 2013, some 80% of employees participated in the survey conducted on the functioning of the new compensation system. The results are reflected for enhancement of its operation. We are committed to making the system function effectively by organically combining and harmonizing the three components of the system, evaluation/compensation, skills development and effective workforce utilization, in order to provide opportunities for employees to develop their own skills and advance their careers.



Promoting Communication in the Workplace

At Mitsubishi Electric in Japan, each employee sets individual goals based on the policies and objectives of the organization or division to which they belong. To encourage two-way communication between employees and their managers we have implemented and continue to maintain a regular interview-based system of communication. In the regularly-scheduled interviews, employees and managers discuss such topics as the employee's development and training based on evaluation of performance, and the placement and utilization of human resources, thereby helping promote improved communication in the workplace.

Motivating Employees with Bonuses for Inventions (in Japan)

In line with provisions in the Japanese Patent Law, Mitsubishi Electric has established an employee invention bonus system to motivate employees to create inventions. Patent rights on inventions created by employees during the course of their work are transferred to the Company, but as a reward, the Company pays patent filing and registration bonuses to those employees. Furthermore, if the inventions are used in a Company product or out-licensed to another company, the relevant employees also receive utilization bonuses from the Company. Details of the bonus system and easy-to-understand explanations of its provisions are posted on the company Intranet for access by all employees. To maintain fairness and transparency of the system, we also disclose the basis of bonus calculation, including the utilization status of inventions in company products. Moreover, we established the Invention Consultation Committee to make it possible for employees to petition the committee to review the amount of their bonus when they cannot consent to it. In addition to the above system of bonuses for employee inventions, we also have a program for rewarding outstanding inventions and industrial designs. Under this program, 30 to 40 inventions and industrial designs are honored each year, and those that are judged as especially outstanding receive commendation from the president.

Maintaining a Favorable Working Environment

Development and Penetration of Childcare and Family-Care Programs in Japan

Mitsubishi Electric is working to develop workplace conditions that allow employees to both do their jobs and raise children by enhancing childcare programs and ensuring their utilization is available throughout the company. Our childcare leave program can be extended to the month of March following the child's first birthday, or until the end of September at the longest, and our program for allowing employees to work shorter days to help them raise their children can be extended up until the child finishes third grade in elementary school. Our family-care leave program allows employees with families that meet the requirements to take a leave of absence for as long as two years. It also allows employees to work shorter days for up to three years to help them take care of their families. In addition, when the employee is the spouse of an expectant mother, the spouse may take up to five days of special paid leave. There is also a program to provide the spouse with special paid leave to use in certain circumstances such as participation in a child's school event. Furthermore, in 2012 we implemented a "work-at-home" program for employees providing family care, as well as a re-hiring system for employees who temporarily left the company to provide family care. In accordance with Japan's Law for Measures to Support the Development of the Next Generation, in fiscal 2006

we formulated a companywide action plan and have since been carrying out various initiatives to ensure a favorable working environment for all employees. In April 2007 and May 2012 we were approved by the Japanese government as a corporation that supports childcare and the development of the next generation, due to achievements under government standards. Under the third action plan, which commenced in April 2012, we promoted initiatives to increase awareness of and support for related systems. To raise employee awareness, we provide synopses of the various systems that are in place to support people who are working while raising children. We also operate a portal site that features a range of information designed to assist employees, such as interviews with working mothers. We make this information available to employees, managers and new hires, aiming to create an environment where it is easy to make use of these support systems. Going forward, we will enhance the content of discussions between employees returning from family-care leave and their superiors in order to facilitate this process. Along with enhancing our programs, we will work to foster a workplace culture in which employees can take on both family-care and their jobs, and in which women employees are able to enhance their personal lives while advancing their careers.



"We support childcare" Certified in 2012

Respecting Human Rights

Initiatives for Promoting Respect for Human Rights

The Mitsubishi Electric Group formulated the "Corporate Ethics and Compliance Statement" in 2001 and defined its stance on respect for human rights. In the statement, Mitsubishi Electric pledges "to act consistently with respect for human rights, and to never discriminate against individuals based on nationality, race, religion, gender, or any other such attributes. In April 2010, we also revised our codes of conduct relating to respect for human rights in the "Corporate Ethics and Compliance Code of Conduct" of the Mitsubishi Electric Group. We consistently strive to conduct ourselves in a manner that conforms to these codes of conduct.

Basic Principle

We will respect human rights with an awareness that our activities are widely interrelated with peoples and societies in all countries and regions where we do business.

Principle concerning child labor and forced labor

In all countries and regions where we do business, we will not use child labor or forced labor under any circumstance or form of employment.

Principle concerning discrimination

In all countries and regions where we do business, we will not tolerate any discrimination relating to employment and personnel treatment based on race, ethnicity, nationality, gender, age, beliefs, religion, social status, disability, or any other form of discrimination that violates laws concerning human rights. At the same time, we will regularly check our own language and behavior to prevent any misunderstanding or doubt regarding our stand on human rights.

Respect for individuality

In all countries and regions where we do business, we will respect the individuality of each employee and will not compel anyone to engage in any activity through

sexual harassment, defamation, slander, threats, or other acts that disregard the person's individuality. At the same time, we will regularly check our own language and behavior to prevent any misunderstanding or doubt regarding our stand on human rights.

Principle concerning health and safety in the workplace

We will comply with relevant laws and regulations in all countries and regions where we do business, as well as with in-house regulations and procedures, to create safe and clean workplace environments where everyone concerned can work comfortably. Particularly when engaging in production activities and construction works, we will make every effort to secure health and safety in cooperation with affiliated companies, cooperating companies, customers, and suppliers.

Principle concerning labor relations

We will comply with laws and regulations relating to employment, personnel affairs, working styles, wages, working hours, and immigration control in all countries and regions where we do business, as well as with relevant in-house regulations and procedures, to maintain sound labor conditions and environments.

Principle concerning personal information protection

In all countries and regions where we do business, we will collect and properly utilize personal information only through legitimate and appropriate means, and only when necessary. We will also do our utmost to prevent illegal access, leakage, loss, and falsification of personal information.

Supporting Career Development

Human Resources Development System Supports the Career of Employees

Mitsubishi Electric's training system for employees in Japan consists of passing down everyday business know-how and acumen through on-the-job training. Knowledge and skills that are difficult to acquire through on-the-job training as well as career development are provided through off-the-job training on a supplementary basis. Off-the-job training consists of conferring information on ethics, legal compliance and other matters. Exceptional teachers from inside or outside the company provide expertise and skills training, or motivational education. Tests and competitions to improve skill levels are conducted, and practical training or international study opportunities at overseas sites and universities in Japan and abroad are provided. We also select outstanding employees for a managerial training program that focuses on training individuals for the core management positions that drive our businesses. For new graduate employees, we conduct a company orientation as well as training sessions to elicit consciousness as a worker and educate them on basic knowledge, management principles, compliance, and other matters.

Self-Development Support Program

Mitsubishi Electric instituted a self-development support program in fiscal 2005 to provide support for employees in Japan who take the initiative to develop their skills. The program provides support in the form of money and time for participants in educational programs inside and outside the company and also pays bonuses to employees that have acquired certain external certifications. The program is intended to foster a corporate culture in which each and every employee independently and actively takes on the challenge of developing their skills to reach lofty goals as a professional.

Transfer Opportunities for Willing Employees

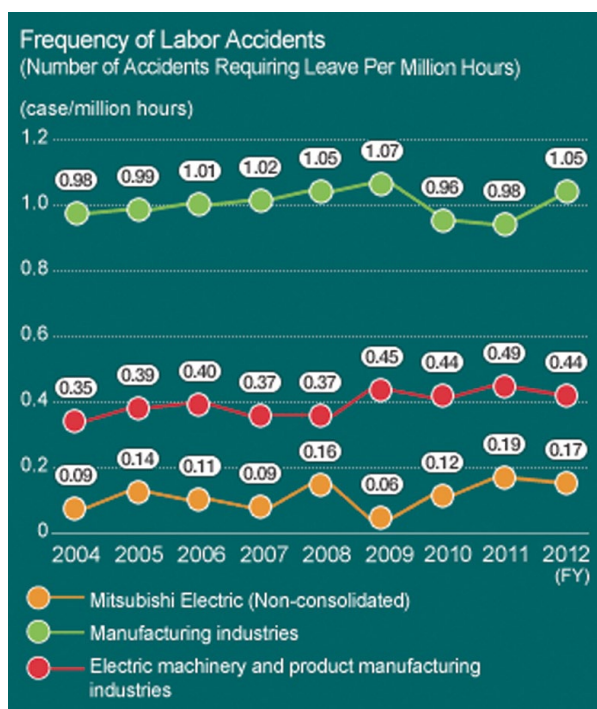
Mitsubishi Electric instituted an intranet-based internal recruitment system in fiscal 2002 in Japan in order to optimize our human resources and provide transfer opportunities to willing employees. In fiscal 2005, we put in place a "free agent" program that publicizes the willingness of employees to be transferred. Specifically, we launched Job-Net on our company intranet in fiscal 2002 to allow employees to consider career advancement possibilities on their own. The site posts information on recruitment and skill development training at Mitsubishi Electric and Group companies as well as companies outside the Group.

About the Report
About Us
President's Message
CSR Policy
Special Features
Environmental Responsibility
Social Responsibility
Comparison with ISO 26000

Ensuring Occupational Safety & Health

Occupational Safety and Health Management System Strives for Zero Risk

We recognize that supervising the occupational safety and health of our employees is essential to business management. Based on a spirit of respect for all human beings, we feel that, as a matter of policy, it is a corporate responsibility to establish an atmosphere that prioritizes occupational safety and health in all social and corporate environments. From zero accidents to zero risk — Mitsubishi Electric is dedicated to developing a new culture of safety. Based on our proprietary system for managing occupational safety and health, we are enhancing our management system and promoting a variety of initiatives that include risk assessments. In order to maintain an occupational safety and health management system for the systematic and continuous promotion of safety management, in fiscal 2013 we continued to promote an internal certification program for safety and health management systems, to raise safety standards at sites and offices across Japan. As a result of activities such as these, the frequency of labor accidents within different categories of business have decreased (based on the number of accidents requiring leave per million hours).



Preventing Lifestyle-related Diseases

Since fiscal 2003 we have carried out activities under the Mitsubishi Electric Group Health Plan 21 (MHP21) for our approximately 100,000 Group employees and their families in Japan. These activities are inspired by the slogan "Change Your Lifestyle Habits, Extend Your Healthy Years!" and involve setting company-wide improvement goals in five categories: maintaining proper body weight, creating an active lifestyle, stopping smoking, maintaining proper dental

care and improving stress management skills. The degree of achievement of these goals is evaluated every three months. Individual achievements are also evaluated every three months. In addition, activities are lent vitality by yearly health surveys, campaigns throughout the year, leadership training for MHP21 promotion aimed at passing on success stories and health competitions between business divisions. From fiscal 2013, we are implementing the Mitsubishi Electric Group Health Plan 21 (MHP21)-Stage II, a new five-year health program system.

Promoting Mental Health Care

Mental health is a top priority for health management at Mitsubishi Electric. The head office and each of our business sites in Japan have a counseling program in place that includes an industrial physician and/or counselor, and which works to help employees with their everyday worries related to work and family and other emotional issues. A unified training curriculum for managers regarding mental health issues is carried out companywide, while each business site also holds lectures on mental health, autogenic training (how to prevent stress from building up), and other related topics. We began carrying out a company plan in Japan for maintaining mental health from April 2007. Based on the creation of a mental health care promotion system at each business site, the plan involves practicing of four measures: self-care, care by staff in the business units, care by nursing staff and other staff on the business site and care using resources outside the business site. From fiscal 2008 we began further enhancing our employee assistance programs. Enhancement measures include counseling face-to-face or by e-mail in addition to counseling over the phone, as well as revision of annual surveys to attain more detailed results on employees' stress levels. We will also carry out care initiatives with a priority on workers posted outside Japan, by assigning designated counselors.

* EAP (employee assistance program): An employee assistance program is a system by which a company provides support for its employees, their mental health in particular.

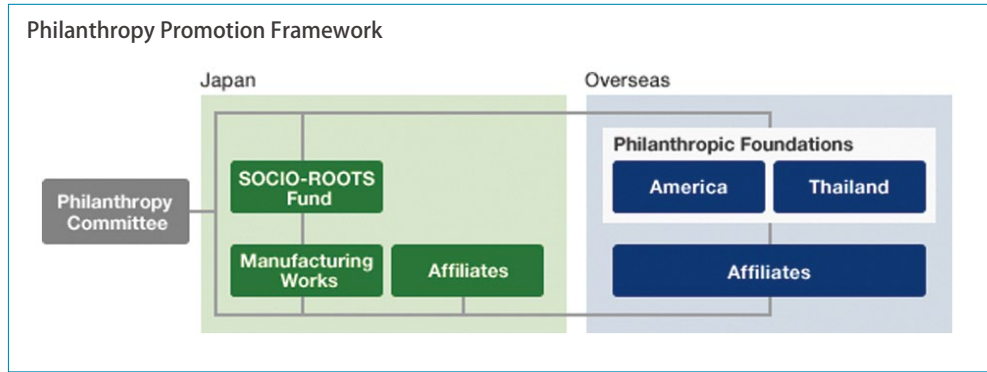
Workplace Environment Standards that Exceed Legal Requirements

We recognize that people spend a large part of their lives at their place of employment, so we make people-friendly enhancements to the workplace environment and promote the creation of pleasant spaces that give consideration to people with disabilities and older workers. We have established our own workplace environment standards for air, lighting, noise and facilities that exceed Japanese legal requirements. We are also working to attain information on whether the standards are achieved as we seek to meet and maintain them. The standards include a section on regular workplaces that is targeted at business offices and a section on special workplace environments targeted at sites that handle hazardous substances and the like.

Continuing Global Philanthropic Activities

Three Key Areas of Philanthropy

Mitsubishi Electric promotes philanthropic activities with an emphasis on the three categories of social welfare, global environmental preservation and scientific technological advancement. For more information about philanthropic activities around the world, please refer to the pages on philanthropic activities.



Employee Participation Program "Woodland Preservation Project"

Mitsubishi Electric works to reduce environmental impact through its business activities. As part of this, we are involved in the "Satoyama" Woodland Preservation Project to restore parks, woodlands, rivers and other natural areas located close to our business sites while gaining the understanding of the government and local community members. This project that our employees play a key role in is a vital program in the field of environmental preservation.

Project in Action

From young employees to corporate officers, everyone works together in the project. Under the slogan "down-to-earth and sustainable," we implement nature conservation activities designed to match the particular circumstances of each region. In some sections of the Woodland Preservation Project, outdoor classrooms are held to help children learn about the mechanisms of the earth's natural cycles.



Forest thinning



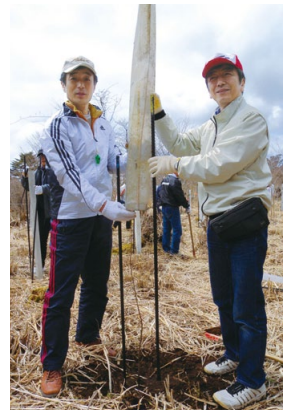
Outdoor classroom



Restoring unused agricultural land



Activity to restore the natural woodlands of Mt. Fuji



■ SOCIO-ROOTS Fund

The Mitsubishi Electric SOCIO-ROOTS Fund was established in 1992 as a gift program in which the Company matches any donation made by an employee, thus doubling the goodwill of the gift. Many employees participate in the Fund each year. As of March 2013, the Fund had provided a total of approximately ¥950 million to some 1,670 various social welfare facilities and programs.

Donations

Each Mitsubishi Electric office makes creative efforts to facilitate donation by its employees, and carry out charity bazaars, charity auctions, vending machine donations and other such fund-raising activities as suits their site and workplace.



Donation of "talking TVs"
 —Products that exhibit our strengths—

To support people who have visual impairments, we donate our REAL series of LCD TVs to relevant organizations. These TVs are "talking TVs," so-called because they read aloud program listings, operational menus, and other text information.

Cooperation in the Inochi-no-Baton (Baton of Life) installation project (Inazawa city, Aichi prefecture)

—Action suited to local needs—



Mitsubishi Electric contributes donations from the SOCIO-ROOTS Fund to the Inochi-no-Baton (Baton of Life) installation project launched by the Inazawa Council of Social Welfare in 2011 in response to the increase in single-member households in Japan.

Donations for the Great East Japan Earthquake

—Activities prompted by our employees—



A presentation ceremony held in April 2013
 In response to appeals from our employees, we are making ongoing efforts to support children affected by the earthquake.
 In FY2013, we donated a sum of 33.5 million yen to 12 relevant organizations.

■ Science & Technology

To create inquisitive minds and promote a desire to learn among young people who will lead the development of the next generation of technologies, Mitsubishi Electric supports the engineers of tomorrow by sponsoring science lessons and workshops held by its employees, in addition to providing academic aid in the forms of donations and scholarships.

Project in Action

As a social contribution activity befitting an electrical manufacturer, Mitsubishi Electric has been sponsoring science lessons for children since 2010 to introduce, in phases, some of the unique mechanisms and key technologies behind our products. Children learn the enjoyment of science while taking part in experiments and quizzes.



Foundations

The Mitsubishi Electric America Foundation (MEAF) and the Mitsubishi Electric Thai Foundation (METF), both of which were founded in 1991, play a central role in implementing social welfare and science and technology promotion activities outside Japan. MEAF works in the United States to promote the full inclusion of youth with disabilities in society. METF grants scholarships to university students and sponsors elementary school lunch support programs in Thailand.

Mitsubishi Electric America Foundation

The Mitsubishi Electric America Foundation works to empower youth with disabilities to lead productive lives, providing grants for innovative projects that help build their leadership and employability skills. An example is the American Association of People with Disabilities Summer Internships Program, which places students with disabilities in Congressional and Federal Offices in Washington, D.C. MEAF also works with Mitsubishi Electric employee volunteers in local communities in the United States to make Changes for the Better in the lives of youth with disabilities, and other charitable causes. Since 1991, MEAF has invested more than \$11 million in U.S. communities, and Mitsubishi Electric employee volunteers have provided more than 45,000 hours of volunteer time. MEAF has been recognized with awards from the American Foundation for the Blind.



An alumnus of the 2007 MEAF-AAPD Congressional Internship Program



Employee volunteers work with students on Disability Mentoring Day.

Mitsubishi Electric Thai Foundation

The Mitsubishi Electric Thai Foundation launched a scholarship program in 1993 to promote science and technology development in Thailand. Every year, students in three engineering universities in Thailand are selected to receive the scholarship. Recipients are students who excel in academics but are not able to receive sufficient financial resources from their family to devote themselves to their studies. In fiscal 2012, another regional school was included in Mitsubishi Electric's Scholarship program. The Mitsubishi Electric Thai Foundation also engages in a program that purchases fertilizer and feedstock and works with elementary school students to grow vegetables and raise livestock, with the cooperation of employees of local Mitsubishi Electric offices. The fruits of their labor are included in lunches for elementary school students who do not have the means to buy school lunches. At the same time, the program teaches children about the importance and joys of growing and raising food.



Comparison with ISO 26000

XX

Core Subjects	Issues	References	Page
Organizational governance	—	<ul style="list-style-type: none"> • Our Policy of CSR • Promotional System for CSR • Corporate Governance • Responsibility to Customers <ul style="list-style-type: none"> — Increasing Customer Satisfaction • Responsibility to Business Partners • Responsibility to Shareholders & Investors • Responsibility to Employees <ul style="list-style-type: none"> — Creating a Fulfilling Workplace • As a Corporate Citizen 	P.6 P.6 P.6 P.34 ~ 35 P.36 ~ 37 P.37 P.39 P.43 ~ 45
Human rights	<ol style="list-style-type: none"> 1. Due diligence 2. Human rights risk situations 3. Aboidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social and cultural rights 8. Fundamental principles and rights at work 	<ul style="list-style-type: none"> • Responsibility to Employees <ul style="list-style-type: none"> — Workforce Diversity & Equal Opportunity — Respecting Human Rights 	P.38 P.40 ~ 41
Labour practices	<ol style="list-style-type: none"> 1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplace 	<ul style="list-style-type: none"> • Responsibility to Employees <ul style="list-style-type: none"> — Workforce Diversity & Equal Opportunity — Creating a Fulfilling Workplace — Maintaining a Favorable Working Environment — Supporting Career Development — Ensuring Occupational Safety & Health 	P.38 P.39 P.40 P.41 P.42
The environment	<ol style="list-style-type: none"> 1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats 	<ul style="list-style-type: none"> • Environmental Responsibility <ul style="list-style-type: none"> — From the President — Environmental Vision 2021 — Environmental Management — 7th Environmental Plan — Environmental Performance — Respecting Biodiversity 	P.22 P.23 P.23 P.24 P.25 ~ 28 P.29 ~ 30
Fair operating practices	<ol style="list-style-type: none"> 1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights 	<ul style="list-style-type: none"> • Compliance • Risk Management • Mitsubishi Electric Group's Intellectual Property Activities • Responsibility to Business Partners 	P.7 ~ 9 P.10 ~ 13 P.13 ~ 14 P.36 ~ 37
Consumer Issues	<ol style="list-style-type: none"> 1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumer's health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness 	<ul style="list-style-type: none"> • Responsibility to Customers <ul style="list-style-type: none"> — Ensuring Consistent Quality — Providing Easy-to-Use Products — Increasing Customer Satisfaction — Responding to Product-Related Issues • Risk Management 	P.31 P.32 ~ 34 P.34 ~ 35 P.35 P.10 ~ 13
Community involvement and development	<ol style="list-style-type: none"> 1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment 	<ul style="list-style-type: none"> • As a Corporate Citizen 	P.43 ~ 45

※ XXX

About the Report
About Us
President's Message
CSR Policy
Special Features
Environmental Responsibility
Social Responsibility
Comparison with ISO 26000