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Profile of the Mitsubishi Electric Group

Corporate Data

(As of March 31, 2023)

President & CEO:	Kei Uruma
Phone:	+81 (3) 3218-2111
Established:	January 15, 1921
Paid-in Capital:	¥175,820 million
Shares Issued:	2,147,201,551 shares
Consolidated Revenue:	¥5,003,694 million
Consolidated Total Assets:	¥5,582,519 million
Employees:	149,655

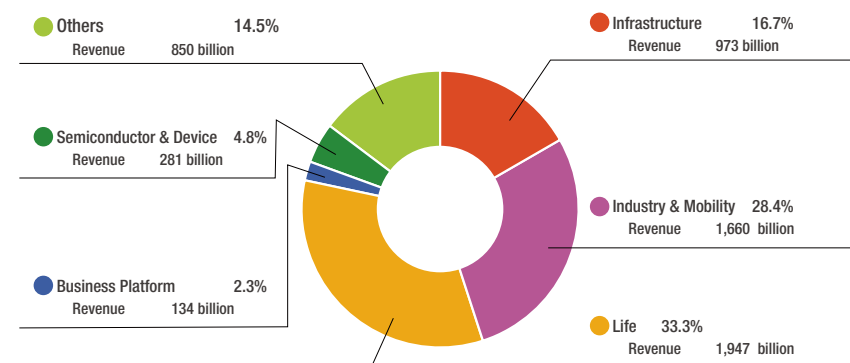
Financial Results

Performance for the Year Ended March 31, 2023

	2022	2023
Revenue	¥4,476,758	¥5,003,694
Operating profit	252,051	262,353
Net profit attributable to Mitsubishi Electric Corp. stockholders	203,482	213,908
Total assets	5,107,973	5,582,519
Bonds and borrowings	217,171	252,265
Mitsubishi Electric Corp. stockholders' equity	2,975,941	3,239,027
Capital expenditure (Based on the recognized value of property, plant and equipment)	167,772	240,971
R&D expenditures	195,144	212,386
		Yen
Per share Amounts:		
Earnings per share attributable to Mitsubishi Electric Corp. stockholders		
Basic	¥95.41	¥101.30
Diluted	95.41	101.30
Cash dividends declared	40	40
		%
Statistical Information		
Operating profit ratio	5.6%	5.2%
Return on equity (ROE)	7.1	6.9
Bonds and borrowings to total assets	4.3	4.5

- The balance of bonds and borrowings and the ratio of bonds and borrowings to total assets do not include lease liabilities.
- R&D expenditures include elements spent on quality improvements which constitute manufacturing costs.
- Diluted earnings per share attributable to Mitsubishi Electric Corp. stockholders is equal to Basic earnings per share attributable to Mitsubishi Electric Corp. stockholders, as no dilutive securities existed.

Revenue by Business Segment



*Sales of each segment include internal sales (transfers) between segments

| Purpose/Management Policy/Corporate Strategy

Purpose

We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity.

Our Values

Trust/Quality/Technology/Ethics and Compliance/Humanity/Environment/Society

Commitment

Changes for the Better

"Changes for the Better" represents the Mitsubishi Electric Group's attitude to "always strive to achieve something better," as we continue to change and grow. Each one of us shares a strong will and passion to continuously aim for change, reinforcing our commitment to creating "an even better tomorrow."



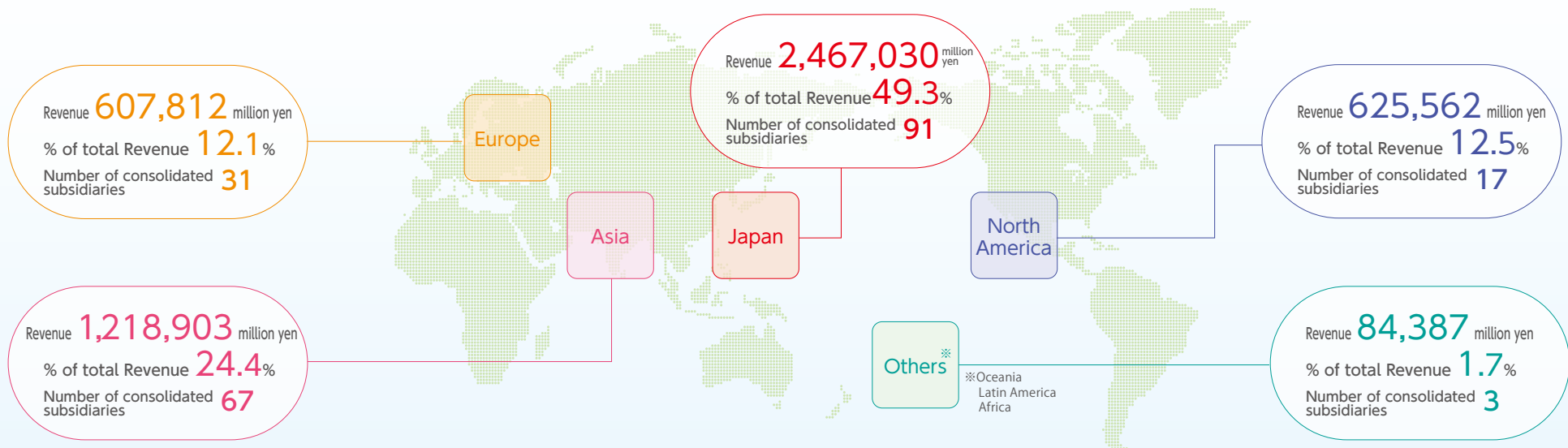
Management Policy

In addition to realizing well-balanced corporate management from the three perspectives of growth, profitability/efficiency, and soundness, we will return to our fundamental principle of "addressing social challenges through our businesses" and position the realization of sustainability as the cornerstone of our management. From this approach, we will pursue a sustained enhancement of our corporate value and fulfill our responsibility to society, to our customers, shareholders and employees, and to all other stakeholders.

Corporate Strategy

Through co-creation and by integrating knowledge within and outside the Group, we will transform into a "Circular Digital-Engineering" company that provides evolved integrated solutions thereby contributing to solving various social issues.

| Global Operations



Mitsubishi Electric's Business Segments

Building Systems



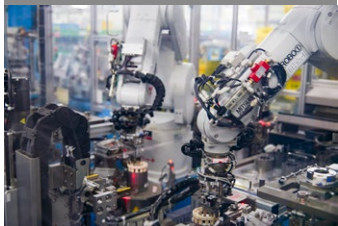
Contributing to the smart development of cities and buildings by providing solutions in building space

Mitsubishi Electric elevators and escalators in operation in over 90 countries around the world realize high transportation efficiency, safety, and security using advanced technology. What is more, by using IoT and AI to operate elevators, air conditioning, lighting, and other building systems flexibly in response to the flow of people in buildings, we contribute to the realization of smart buildings and smart cities that are efficient and comfortable.

Main products

- Elevators ■ Escalators ■ Building management systems ■ Building security systems
- Net zero energy buildings (ZEB) ■ Smart city building solutions ■ Total building management services
- Building diagnosis and consulting ■ Comprehensive renovation of building facilities

Factory Automation Systems



Underpinning global manufacturing by providing value-added products, solutions and services

We are a major FA supplier whose wide range of automation technologies from PLCs to laser processing machines underpin manufacturing. Our e-F@ctory concept also offers solutions to Digital Manufacturing challenges by utilizing FA and IT technologies to reduce the total cost of development, production and maintenance.

Main products

- Edge and Programmable Logic Controllers (PLCs) ■ Servo systems
- Industrial and collaborative robots ■ Circuit breakers ■ Energy-saving support systems
- NC controllers ■ Laser processing machines ■ 3D (metal) printers ■ Software

Public Systems



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

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

Main products

- Water treatment systems ■ Air traffic management systems
- Road information management systems ■ Large-scale visual information systems
- Disaster information systems

Energy Systems



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

Energy systems represent a core business that Mitsubishi Electric has been engaged in since our founding. We have played a major role in the development of power infrastructure around the world in all phases, from power generation to transmission and distribution. Mitsubishi Electric will work to maintain a balance between the active development of new businesses including "digital energy" and "renewable energy business," and delivering a stable supply of electricity, with a view to achieving the social challenge of carbon neutrality.

Main products

- Turbine generators ■ System protection and control systems ■ Vacuum breakers ■ Transformers
- Power receiving and distribution systems ■ Grid stabilization systems ■ Switchgears
- Battery energy storage control systems ■ Power conversion systems ■ Power ICT solutions

Transportation Systems



Mitsubishi Electric as a leader in railway solutions providing a full range of equipment and systems for rolling stock

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

Main products

- Propulsion systems ■ Air conditioning systems for rolling stock
- Train control and management systems ■ Train vision ■ Power systems
- Transportation operation systems

Automotive Equipment



Contributing to the advancements in next-generation mobility with a broad lineup of products

We have developed and successfully mass produced the Advanced Driver Assistance System (ADAS) that combines a high-efficiency motor and inverter for xEV vehicle, camera, and high-precision locator etc. by leveraging our technology cultivated through the development of many kinds of in-vehicle equipment products that hold a leading market share globally. Going forward, we will help make safer, more secure, and comfortable cars for everyone, by incorporating the various needs of our changing automobile society into automotive equipment.

Main products

- Electrification components ■ ADAS products
- Electric power steering system products ■ Engine management products
- Charging & Starting products

Space Systems



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

We have participated in the development of more than 650 satellites in various countries around the world. We are able to conduct all aspects of satellite development in-house, including design, production, and testing using our test facilities that can reproduce the environment in space. We are also a world leader in large telescopes, too, having been involved with the Subaru Telescope in Hawaii and the ALMA Telescope in Chile.

Main products

- Satellites
- Large telescopes
- Satellite control system

Air Conditioning Systems



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

We provide not only in Japan but around the world with a broad range of highly energy-efficient air conditioning systems for houses, stores, offices, buildings, factories, and industrial facilities while featuring environmentally compatible, energy-saving technologies. In the area of industrial cooling and heating, we also offer a wide range of products and systems such as refrigerating machines, chillers, and water heaters for a variety of users, from warehouses and factories to ice skating rinks.

Main products

- Room air conditioners
- Commercial air conditioners
- Refrigeration systems, water heaters, and industrial cooling and heating systems

Information & Communication Systems



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

We provide products for optical communication systems that enable high-speed transfers of content-rich data, such as HD videos, existing communications infrastructure including Internet. We also contribute to making better society through various solutions, including wireless communication systems for smart meters to optimize energy use and network camera systems to make society safer and more secure.

Main products

- Optical communication systems
- Wireless communication systems
- Network camera systems

Home Appliances



Making the lives of our customers more comfortable

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

Main products

- Refrigerators and freezers
- Vacuum cleaners
- Rice cookers
- Lossnay
- EcoCute
- Lighting fixtures

Semiconductors & Devices



Leading the way in realizing Green Transformation (GX) by providing key devices underpinning a more affluent society

We supply semiconductors and devices that enable energy conservation and seamless communication systems as key devices in equipment used in a wide range of fields, from home electronics to space. In particular, power semiconductor devices are used in a truly wide range of fields, such as power control systems and motor control systems for home appliances, industrial equipment, electric vehicles and railways, as well as wind turbines and photovoltaic systems. The performance of our products helps to lower energy usage in each of these fields, too.

Main products

- Power semiconductor modules
- Optical devices
- High frequency devices

IT Solutions



Realizing comfort and convenience with IT

We provide IT solutions that underpin a more affluent life and society for use by companies and in social infrastructure. Using cutting edge digital technology from AI to IoT, we help our customers realize DX (digital transformation) to transform customers' work processes and create new value and business models, in addition to solving various social issues.

Main products

- Automated radar terminal systems
- Flight information systems
- Large-scale network systems
- Large-scale security systems