Dear Shareholders,

We wish to extend our sincere gratitude for your continued support.

On February 1, 2021, the Mitsubishi Electric Group celebrated the 100th anniversary of its establishment. We would like to extend our sincere thanks to everyone who has supported us over the years. It is through your assistance that we have continued to engage in business for a century.

Our goals are both to become a group company that responds to the demands of our era and to achieve a higher level of growth through continuous innovation.

We humbly ask for your continued support in our initiatives going forward.

This document has been sent in order to notify you of the 150th Ordinary General Meeting of Shareholders, which will be convened on Tuesday, June 29, 2021.

Included in the material is an overview of Mitsubishi Electric's business operations during fiscal 2021 as well as a summary of its future initiatives.

June 2021
Takeshi Sugiyama, Director, President & CEO

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IMPORTANT NOTICE

The present Notice of Convocation and all of the attached materials are English translations of the original Japanese-language notice, which has been prepared in compliance with requirements under applicable Japanese laws, regulations and/or administrative ordinances. Please note that this English translation is published for the purposes of reference and convenience and UNDER NO CIRCUMSTANCES shall this English translation create any binding effect on Mitsubishi Electric Corporation; ONLY the Japanese original shall have effect on the exercise of shareholders' rights, and only to the extent secured under the laws of Japan. Also, Mitsubishi Electric Corporation makes no warranty of any nature as to the accuracy or preciseness of the present English translation of the Notice of Convocation.

(Stock Code: 6503)
June 4, 2021

To Our Shareholders

Mitsubishi Electric Corporation
2-7-3, Marunouchi, Chiyoda-ku, Tokyo
Takeshi Sugiyama
Director, President & CEO

NOTICE OF CONVOCATION OF THE 150TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders,

The 150th Ordinary General Meeting of Shareholders of Mitsubishi Electric Corporation will be convened as described below.

In order to prevent the spread of the novel coronavirus disease (COVID-19) and also for your safety and security, we strongly request our shareholders to exercise voting rights in writing or via the Internet in advance, and to refrain from attendance at the General Meeting of Shareholders on the designated date, regardless of your health conditions.

You are requested to consider the attached reference materials and exercise your voting rights, indicating your approval or disapproval of each of the proposals put forward for resolution, by no later than 5:30 PM on Monday, June 28, 2021. The pertinent procedures for exercising your voting rights are outlined on pages 12-13.

While we will implement appropriate measures to prevent infections at the meeting venue, we expect the number of available seats to be fewer than usual. Please be advised that some attendees may not be allowed to enter the venue due to the lack of seating. Please see the Company's Website (https://www.MitsubishiElectric.co.jp/ir/meeting/) (Japanese only) for other details regarding our infection prevention measures.

Please note that the location, time, etc., of the Ordinary General Meeting of Shareholders is subject to change depending on the state of the spread of infections. Information regarding changes will be posted on the Company's Website (https://www.MitsubishiElectric.com/en/investors/meeting/). Please check the Website prior to visiting the meeting venue.

Particulars

1. **Meeting Date and Time:** Tuesday, June 29, 2021 at 10:00 AM (entry begins at 9:00 AM)
2. **Meeting Venue:** Palace Hotel Tokyo, 2nd Floor "AOI"
   1-1-1 Marunouchi, Chiyoda-ku, Tokyo
3. **Meeting Agenda**:

Tabling of Reports

Tabling of the Business Report, Consolidated and Non-Consolidated Financial Statements, Independent Auditor's Report and the Audit Committee's Report on Consolidated Financial Statements for the 150th fiscal year (from April 1, 2020 to March 31, 2021)

Matters for Resolution

The Election of Twelve (12) Directors

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1. Shareholders attending the meeting on June 29, 2021 are requested to submit the enclosed Voting Rights Exercise Form at the front desk of the meeting venue.
2. The following items of the Business Report and Consolidated and Non-Consolidated Financial Statements are posted on the Company's Website (https://www.MitsubishiElectric.com/en/investors/meeting/) and therefore are not included in the Notice of Convocation of the 150th Ordinary General Meeting of Shareholders, in accordance with laws and Article 15 of Mitsubishi Electric's Articles of Incorporation.
   (1) Summary of Systems Necessary to Ensure the Properness of Operations of the Company and the Status of the Management

(2) Consolidated Statement of Changes in Equity
(3) Notes to Consolidated Financial Statements
(4) Statement of Changes in Net Assets
(5) Notes to Financial Statements

Statements to be audited, including relevant notes to be disclosed on the Company's Website, have been duly audited by the Audit Committee and Independent Auditor.

3. Please kindly take note that amendments to reference materials, the Business Report and the Consolidated and Non-Consolidated Financial Statements will be posted on the Company's Website (https://www.MitsubishiElectric.com/en/investors/meeting/).

Reference Materials for the 150th Ordinary General Meeting of Shareholders

Reference Items

Item: The Election of Twelve (12) Directors

The terms of office with all the Company's Directors (12 members) will expire at the end of this Ordinary General Meeting of Shareholders. Therefore, Mitsubishi Electric Corporation is to submit an agenda item concerning the election of 12 Directors, including 5 Outside Directors, in line with a decision made by the Nomination Committee.
Details of the candidates are as follows:

No.	Name	Current major positions and assignments at the Company	Status of attendance at Board of Directors' meetings
1	Masaki Sakuyama (Reappointment)	Chairman, Member of the Board	100% (Eight out of eight meetings)
2	Takeshi Sugiyama (Reappointment)	Director, Representative Executive Officer, President & CEO	100% (Eight out of eight meetings)
3	Masahiko Sagawa (Reappointment)	Director, Member of the Audit Committee	100% (Eight out of eight meetings)
4	Tadashi Kawagoishi (Reappointment)	Director, Member of the Compensation Committee, Executive Officer, Accounting and Finance, CFO	100% (Eight out of eight meetings)
5	Takashi Sakamoto (Reappointment)	Director, Member of the Audit Committee	100% (Five out of five meetings)
6	Kei Uruma (Reappointment)	Director, Representative Executive Officer, Senior Vice President, Export Control, Corporate Strategic Planning and Operations of Associated Companies, CSO	100% (Five out of five meetings)
7	Kuniaki Masuda (New Candidate)	Executive Officer, General Affairs and Human Resources	–
8	Mitoji Yabunaka (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Chairman of the Nomination Committee, Member of the Compensation Committee	100% (Eight out of eight meetings)
9	Hiroshi Obayashi (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Chairman of the Audit Committee, Member of the Nomination Committee	100% (Eight out of eight meetings)
10	Kazunori Watanabe (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Chairman of the Compensation Committee, Member of the Audit Committee	100% (Eight out of eight meetings)
11	Hiroko Koide (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Member of the Nomination Committee, Member of the Compensation Committee	100% (Eight out of eight meetings)
12	Takashi Oyamada (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Member of the Nomination Committee, Member of the Audit Committee	100% (Eight out of eight meetings)

Note:
Mitsubishi Electric Corporation held eight Board of Directors meetings during the fiscal year.
The status of attendance for Mr. Takashi Sakamoto and Mr. Kei Uruma are based on the number of the Board of Directors' meetings held after they assumed office on June 26, 2020.

Skill Matrix of the Candidates

The various skills possessed by the Directors are arranged into a matrix and disclosed as follows, with the aim of continuously improving the supervisory function that the Board of Directors of the Company is expected to fulfil.

	Corporate management and corporate strategies	**Internal control and governance**	**Finance and accounting**	**Legal affairs and compliance**	**Human resources and human resources development**	**Global affairs**	**R&D and production**
Masaki Sakuyama	○	○			○	○	○
Takeshi Sugiyama	○	○			○	○	○
Masahiko Sagawa	○	○	○	○			
Tadashi Kawagoishi	○	○	○				
Takashi Sakamoto	○	○				○	
Kei Uruma	○	○			○	○	
Kuniaki Masuda	○	○	○		○		
Mitoji Yabunaka		○			○	○	
Hiroshi Obayashi		○		○	○		
Kazunori Watanabe		○	○		○		
Hiroko Koide	○	○			○	○	
Takashi Oyamada	○	○	○		○		

	Name (Date of Birth)	Career summary, major positions and assignments at the Company and important concurrent positions	The number of shares owned
1	 Masaki Sakuyama (March 17, 1952) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings)	April 1977 Joined Mitsubishi Electric Corporation April 2008 Executive Officer, Energy & Industrial Systems April 2010 Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies June 2010 Director, Member of the Nomination Committee, Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies April 2012 Director, Member of the Nomination Committee, Representative Executive Officer, Executive Vice President, Semiconductor & Device June 2012 Representative Executive Officer, Executive Vice President, Semiconductor & Device April 2014 Representative Executive Officer, President & CEO June 2014 Director, Representative Executive Officer, President & CEO April 2018 Chairman, Member of the Board (current position) **Important concurrent positions:** Outside Director, East Japan Railway Company Outside Auditor, The Japan Atomic Power Company (of which one listed company where Mr. Sakuyama serves as an officer concurrently) **Reasons for the nomination:** Mr. Sakuyama has gained a wide range of experience and insights through his involvement in the Company's business operations as President & CEO. Mitsubishi Electric has thus judged that he is qualified as a Director to oversee the Company's business operations.	121,400
2	 Takeshi Sugiyama (December 29, 1956) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings)	April 1979 Joined Mitsubishi Electric Corporation April 2014 Executive Officer, Living Environment & Digital Media Equipment April 2016 Senior Vice President, Living Environment & Digital Media Equipment April 2017 Representative Executive Officer, Executive Vice President, Living Environment & Digital Media Equipment April 2018 Representative Executive Officer, President & CEO June 2018 Director, Representative Executive Officer, President & CEO April 2021 Director, Representative Executive Officer, President & CEO (current position) **Reasons for the nomination:** As President & CEO, Mr. Sugiyama controls the execution of business closely related to matters to be deliberated at the Board of Directors. Mitsubishi Electric has thus judged that he is qualified as a Director to oversee the Company's business operations.	78,500
3	 Masahiko Sagawa (July 17, 1958) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings)	April 1982 Joined Mitsubishi Electric Corporation April 2012 Senior Vice President, Renesas Electronics Corporation October 2013 Deputy Senior General Manager, Corporate Auditing Div. April 2015 Senior General Manager, Corporate Auditing Div. April 2018 Corporate Adviser June 2018 Director, Member of the Audit Committee (current position) **Reasons for the nomination:** Mr. Sagawa has gained a wide range of experience and insights through positions such as an officer in charge of accounting and finance of an affiliated company and management executive of the Company's internal audit division. Mitsubishi Electric has thus judged that he is qualified as a Director to oversee the Company's business operations.	15,200

	Name (Date of Birth)	Career summary, major positions and assignments at the Company and important concurrent positions	The number of shares owned
4	 Tadashi Kawagoishi (December 7, 1960) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings)	April 1983 Joined Mitsubishi Electric Corporation April 2015 Senior General Manager, Corporate Finance Div. April 2018 Executive Officer, Accounting and Finance June 2018 Director, Member of the Compensation Committee, Executive Officer, Accounting and Finance April 2021 Director, Member of the Compensation Committee, Executive Officer, Accounting and Finance, CFO (current position) **Reasons for the nomination:** As Executive Officer in charge of Accounting and Finance, Mr. Kawagoishi carries out the execution of business closely related to matters to be deliberated at the Board of Directors. Mitsubishi Electric has thus judged that he is qualified as a Director to oversee the Company's business operations.	18,600
5	 Takashi Sakamoto (March 9, 1958) (Status of attendance at Board of Directors' meetings: 100% (Five out of five meetings)	April 1981 Joined Mitsubishi Electric Corporation October 2011 Deputy Senior General Manager, Purchasing Div. April 2012 Senior General Manager, Electronic Systems Group, Planning & Administration Dept. April 2013 Executive Officer, Purchasing April 2017 Senior Vice President, Purchasing April 2019 Senior Advisor June 2020 Director, Member of the Audit Committee (current position) **Reasons for the nomination:** Mr. Sakamoto has gained a wide range of experience and insights through his involvement in the Company's business operations as Executive Officer in charge of Purchasing. Mitsubishi Electric has thus judged that he is qualified as a Director to oversee the Company's business operations.	57,400
6	 Kei Uruma (July 27, 1959) (Status of attendance at Board of Directors' meetings: 100% (Five out of five meetings)	April 1982 Joined Mitsubishi Electric Corporation April 2015 Executive Officer, Factory Automation Systems April 2017 Executive Officer, Public Utility Systems April 2018 Senior Vice President, Public Utility Systems April 2020 Representative Executive Officer, Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies June 2020 Director, Representative Executive Officer, Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies April 2021 Director, Representative Executive Officer, Senior Vice President, Export Control, Corporate Strategic Planning and Operations of Associated Companies, CSO (current position) **Reasons for the nomination:** As Executive Officer in charge of Corporate Strategic Planning, Mr. Uruma carries out the execution of business closely related to matters to be deliberated at the Board of Directors. Mitsubishi Electric has thus judged that he is qualified as a Director to oversee the Company's business operations.	49,800

	Name (Date of Birth)	Career summary, major positions and assignments at the Company and important concurrent positions	The number of shares owned
7	 Kuniaki Masuda (July 21, 1964)	April 1987 Joined Mitsubishi Electric Corporation April 2015 Senior General Manager, Planning & Administration Div. of Semiconductor & Device Group October 2020 Senior General Manager, Corporate Human Resources Div. April 2021 Executive Officer, General Affairs and Human Resources (current position) **Reasons for the nomination:** As Executive Officer in charge of General Affairs and Human Resources, Mr. Masuda carries out the execution of business closely related to matters to be deliberated at the Board of Directors. Mitsubishi Electric has thus judged that he is qualified as a Director to oversee the Company's business operations.	5,000
8	 Mitoji Yabunaka (January 23, 1948) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings) (Period of Service: 9 years)	April 1969 Joined the Ministry of Foreign Affairs of Japan January 2008 Vice-Minister, Ministry of Foreign Affairs of Japan (Retired in August 2010) October 2010 Advisor, Nomura Research Institute, Ltd. (Retired in September 2017) June 2012 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation June 2020 Director, Chairman of the Nomination Committee and Member of the Compensation Committee (current position) **Important concurrent positions:** Visiting Professor, Ritsumeikan University Specially Appointed Professor, Osaka University (of which zero listed companies where Mr. Yabunaka serves as an officer concurrently) **Reasons for the nomination and overview of the expected role:** Mr. Yabunaka's experience and insights as an expert in international affairs cultivated through the course of his career are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2012, he has overseen the Company's business operations, and has also served as Chairman of the Nomination Committee and Member of the Compensation Committee. The Company expects him to oversee the Company's business operations if he is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of internal control and governance, human resources and human resources development, and global affairs at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Yabunaka as Outside Director. Mr. Yabunaka will also continue to serve as Chairman of the Nomination Committee and Member of the Compensation Committee after his reelection.	12,300
9	 Hiroshi Obayashi (June 17, 1947) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings) (Period of Service: 8 years)	April 1972 Appointed as Public Prosecutor June 2006 Vice-Minister, Ministry of Justice of Japan July 2008 Superintending Prosecutor, Tokyo High Public Prosecutors Office June 2010 Appointed as the Prosecutor General (Retired in December 2010) March 2011 Attorney-at-law (current position) June 2013 Director, Member of the Nomination Committee and Member of the Audit Committee, Mitsubishi Electric Corporation June 2016 Director, Chairman of the Nomination Committee and Member of the Audit Committee June 2020 Director, Chairman of the Audit Committee and Member of the Nomination Committee (current position) **Important concurrent positions:** Attorney-at-law Outside Auditor, Daiwa Securities Co. Ltd. Outside Audit & Supervisory Board Member, NIPPON STEEL CORPORATION Outside Auditor, Japan Tobacco Inc. (of which two listed companies where Mr. Obayashi serves as an officer concurrently) **Reasons for the nomination and overview of the expected role:** Mr. Obayashi's experience and insights cultivated through the course of his career as a lawyer (public prosecutor, attorney-at-law) are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2013, he has overseen the Company's business operations, and has also served as Chairman of the Audit Committee and Member of the Nomination Committee. The Company expects him to oversee the Company's business operations if he is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of internal control and governance, legal affairs and compliance, and human resources and human resources development at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Obayashi as Outside Director. Mr. Obayashi will also continue to serve as Chairman of the Audit Committee and Member of the Nomination Committee after his reelection.	13,300

	Name (Date of Birth)	Career summary, major positions and assignments at the Company and important concurrent positions	The number of shares owned
10	 Kazunori Watanabe (October 9, 1950) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings) (Period of Service: 6 years)	April 1975 Joined Showa Audit Corporation (currently Ernst & Young ShinNihon LLC) September 1978 Registered as a certified public accountant (current position) March 1980 Registered as a tax accountant (current position) May 2002 Partner, Shin Nihon & Co. (currently Ernst & Young ShinNihon LLC) August 2008 Executive Partner, Ernst & Young ShinNihon LLC (Retired in March 2010) March 2010 Chief, Kazunori Watanabe Certified Public Accountant & Tax Accountant Office (current position) June 2015 Director, Member of the Audit Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation June 2020 Director, Chairman of the Compensation Committee and Member of the Audit Committee (current position) **Important concurrent positions:** Certified Public Accountant Tax Accountant Outside Corporate Auditor, BELLSYSTEM24 Holdings, Inc. (of which one listed company where Mr. Watanabe serves as an officer concurrently) **Reasons for the nomination and overview of the expected role:** Mr. Watanabe's experience and insights as a certified public accountant cultivated over the course of his career are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2015, he has overseen the Company's business operations, and has also served as Chairman of the Compensation Committee and Member of the Audit Committee. The Company expects him to oversee the Company's business operations if he is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of internal control and governance, finance and accounting, and human resources and human resources development at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Watanabe as Outside Director. Mr. Watanabe will also continue to serve as Chairman of the Compensation Committee and Member of the Audit Committee after his reelection.	6,500
11	 Hiroko Koide (August 10, 1957) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings) (Period of Service: 5 years)	May 1993 Joined Nippon Lever K.K. (currently Unilever Japan K.K.) April 2001 Director, Nippon Lever K.K. (Retired in March 2006) April 2006 Joined Masterfoods Ltd. (currently Mars Japan Limited) April 2008 Chief Operating Officer (COO), Mars Japan Limited (Retired in August 2010) November 2010 President and Director, Parfums Christian Dior Japon K.K. (Retired in January 2012) April 2013 Senior Vice President, Global Marketing, Newell Rubbermaid (U.S.) (currently Newell Brands Inc. (U.S.)) (Retired in February 2018) June 2016 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position) April 2018 Director, Vicela Japan Co., Ltd. (Retired in March 2019) **Important concurrent positions:** Outside Director, J-OIL MILLS, Inc. Outside Director, J. FRONT RETAILING Co., Ltd. (of which two listed companies where Ms. Koike serves as an officer concurrently) **Reasons for the nomination and overview of the expected role:** Ms. Koide's experience and insights as a business specialist cultivated over the course of her career in international corporate management are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2016, she has overseen the Company's business operations, and has also served as Member of the Nomination Committee and the Compensation Committee. The Company expects her to oversee the Company's business operations if she is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of corporate management and corporate strategies, internal control and governance, human resources and human resources development, and global affairs at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Ms. Koide as Outside Director. Ms. Koide will also continue to serve as Member of the Nomination Committee and the Compensation Committee after her reelection.	11,000

	Name (Date of Birth)	Career summary, major positions and assignments at the Company and important concurrent positions	The number of shares owned
12	 Takashi Oyamada (November 2, 1955) (Status of attendance at Board of Directors' meetings: 100% (Eight out of eight meetings) (Period of Service: 2 years)	April 1979 Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.) June 2015 Director, Deputy President, Mitsubishi UFJ Financial Group, Inc. April 2016 President, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.) (Retired in June 2017) and Director, Mitsubishi UFJ Financial Group, Inc. (Retired in June 2017) June 2017 Senior Advisor, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.) (current position) June 2019 Director, Member of the Nomination Committee and Member of the Audit Committee, Mitsubishi Electric Corporation (current position) **Important concurrent positions:** Senior Advisor, MUFG Bank, Ltd. Outside Director, Isetan Mitsukoshi Holdings Ltd. Outside Director of the Board, Kyowa Kirin Co., Ltd. (of which two listed company where Mr. Oyamada serves as an officer concurrently) **Reasons for the nomination and overview of the expected role:** Mr. Oyamada's experience and insights as a business specialist cultivated over the course of his career in bank management are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2019, he has overseen the Company's business operations, and has also served as Member of the Nomination Committee and the Audit Committee. The Company expects him to oversee the Company's business operations if he is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of corporate management and corporate strategies, internal control and governance, finance and accounting, and human resources and human resources development at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Oyamada as Outside Director. Mr. Oyamada will also continue to serve as Member of the Nomination Committee and the Audit Committee after his reelection.	3,700

Notes:

1. There is no special interest between any of the candidates and the Company.
2. Messrs. Mitoji Yabunaka, Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada and Ms. Hiroko Koide are five candidates for Outside Directors, as defined under Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
3. Mitsubishi Electric Corporation has named Messrs. Mitoji Yabunaka, Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada and Ms. Hiroko Koide given that they satisfy the requirement of independency in accordance with the Securities Listing Regulations of the Tokyo Stock Exchange as independent directors. The Company has filed notification with the Exchange of such designations.
   In addition, Messrs. Mitoji Yabunaka, Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada and Ms. Hiroko Koide satisfy the requirement of independency guideline for Outside Directors of the Company.
4. Should this Item be approved by shareholders, the composition and chairperson of each committee will be as follows.
   Nomination Committee: Messrs. Mitoji Yabunaka (Chairman), Kuniaki Masuda, Hiroshi Obayashi and Takashi Oyamada and Ms. Hiroko Koide
   Audit Committee: Messrs. Hiroshi Obayashi (Chairman), Masahiko Sagawa, Takashi Sakamoto, Kazunori Watanabe and Takashi Oyamada
   Compensation Committee: Messrs. Kazunori Watanabe (Chairman), Tadashi Kawagoishi, Kuniaki Masuda and Mitoji Yabunaka and Ms. Hiroko Koide
5. Mitsubishi Electric made and entered into agreements with Messrs. Masaki Sakuyama, Masahiko Sagawa, Takashi Sakamoto, Mitoji Yabunaka, Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada and Ms. Hiroko Koide to limit their liability as stipulated in Article 423, Paragraph 1 of the Companies Act. Based on these agreements, the limit of liability is either ¥10 million or the minimum statutory amount, whichever is higher.
6. The Company has concluded a directors and officers liability insurance agreement provided in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The agreement is scheduled to be renewed in June 2021. This insurance policy shall compensate for damages including compensation for damages and legal expenses to be borne by the insured, in the event of a claim for damages submitted by a shareholder or third party, etc. However, claims for damages arising from criminal acts by the executives, etc. shall be exempt from compensation. Should the candidates be reelected or elected, each of the candidates will be insured under the insurance contract. All insurance premiums shall be borne by the Company.
7. To clarify internally and externally the duties and the areas of responsibility of each Executive Officer, the Company, effective April 1, 2021, has assigned the title CxO (Chief x Officer; x signifying the responsible area) to the Executive Officers in charge of the following:
   President & CEO: CEO (Chief Executive Officer)
   In charge of Corporate Strategic Planning: CSO (Chief Strategy Officer)
   In charge of Accounting and Finance: CFO (Chief Financial Officer)
   In charge of Corporate Communication: CCO (Chief Communication Officer)
   In charge of Research & Development: CTO (Chief Technology Officer)
   In charge of IT: CIO (Chief Information Officer)
   In charge of Information Security: CISO (Chief Information Security Officer)
   In charge of Business Innovation: Chief Business DX Officer
   In charge of Process & Operation Reform: Chief Operation DX Officer

(Reference) **Independency Guideline for Outside Directors**

Mitsubishi Electric Corporation nominates persons with experience in company management in the business world, attorneys and academics, among other specialists, who are appropriate to oversee the Company's business operations and not falling under any of the following cases, as candidates for Outside Directors. Each of the following 1), 2), 4) and 5) includes a case in any fiscal year during the past three fiscal years.

1) Persons who serve as Executive Directors, Executive Officers, managers or other employees (hereinafter "business executers") at a company whose amount of transactions with the Company accounts for more than 2% of the consolidated revenue of the Company or the counterparty
2) Persons who serve as business executers at a company to which the Company has borrowings that exceed 2% of the consolidated total assets
3) Persons who are related parties of the Company's independent auditor
4) Persons who receive more than ¥10 million of compensation from the Company as specialists or consultants
5) Persons who serve as Executive Officers (Directors, etc.) of an organization to which the Company offers contribution that exceeds ¥10 million and 2% of the total revenue of the organization
6) Persons who are the Company's major shareholders (holding more than 10% of voting rights) or who serve as their business executers
7) Persons who are related parties of a person or company that have material conflict of interest with the Company

Guidance for the Exercise of Voting Rights

Please read the Reference Materials for the 150th Ordinary General Meeting of Shareholders (pages 3-11) before exercising your voting rights.
The three methods listed below are available for exercising your voting rights.

Attending the Ordinary General Meeting of Shareholders	Mail	The Internet
Shareholders attending the meeting are requested to submit the enclosed Voting Rights Exercise Form at the front desk of the meeting venue. *Please be advised that people other than shareholders with voting rights, such as proxies of shareholders and people accompanying shareholders, will not be permitted to enter the meeting venue (except for people accompanying shareholders with disabilities).	Please complete and send back the enclosed Voting Rights Exercise Form indicating your approval or disapproval of each of the proposals put forward for resolution by the exercise deadline.	Please indicate your approval or disapproval of the agenda by the exercise deadline using the method provided in the following "Instructions for the Exercise of Voting Rights via the Internet."
Meeting Date and Time	**Exercise deadline**	**Exercise deadline**
Tuesday, June 29, 2021 at 10:00 AM (entry begins at 9:00 AM)	The form must arrive at the Company by no later than 5:30 PM on Monday, June 28, 2021.	No later than 5:30 PM on Monday, June 28, 2021

Instructions for the Exercise of Voting Rights via the Internet

Method 1: Scanning the QR code

This method allows users to log in to the site for exercising voting rights without entering the Login ID and temporary password provided in the Voting Right Exercise Form.

1. Please scan the QR code provided on the bottom right of the Voting Right Exercise Form.
   *The "QR code" is a registered trademark of DENSO WAVE INCORPORATED.
2. After accessing the site for exercising voting rights, please follow the instructions provided on the screen to exercise your vote.
   The Login QR code is for one-time use.
   If you wish to re-exercise your voting rights, please review the following "Entering the Login ID and temporary password."

Method 2: Entering the Login ID and temporary password

The site for exercising voting rights: https://evote.tr.mufg.jp/

1. Please access the site for exercising voting rights above from a personal computer, smartphone or mobile phone.
2. Please enter the Login ID and temporary password provided in the Voting Right Exercise Form. Click "Login" button.
3. Please register a new password.
4. Hereafter, please follow the instructions provided on the screen to exercise your vote.

- Shareholders shall bear the fees (Internet connection fees, communications fees, etc.) arising from accessing the site for exercising voting rights.
- Shareholders who use the site for exercising voting rights are requested to change their temporary password once they access the site to exercise their voting rights. Please understand that it is intended to prevent illegal access (i.e. impersonation by a third party) as well as the falsification of voting results.
- The Company will provide shareholders with new Login IDs and temporary passwords with each convocation notice of General Meeting of Shareholders.

Multiple Exercises of Voting Rights

- Please note that if your voting rights were exercised both in written form and via the Internet, the Internet vote shall take precedence.
- In instances where a shareholder exercises their voting rights more than once via the Internet, the very last vote cast shall take precedence. In instances where a shareholder exercises their voting rights more than once using a personal computer, smartphone or mobile phone, the very last vote cast shall take precedence.

Please direct queries to the Help Desk as shown below:

Mitsubishi UFJ Trust and Banking Corporation
Transfer Agent Department (Help Desk)
Toll-free number (Japan only): 0120-173-027
Office hours: From 9:00 AM to 9:00 PM (JST)

Business Report

(April 1, 2020 to March 31, 2021)

I. Matters Relating to the Mitsubishi Electric Group

1. Business Development and Results

The economy in fiscal 2021 continued to see recovery in China mainly owing to an increase in capital expenditures for fixed assets, particularly in public investment, as an effect of political measures. Japan, the U.S. and Europe experienced a significant economic slowdown due to the serious impact of the novel coronavirus diseases (COVID-19) in the first quarter, but saw recovery in the corporate sector in general, while the paces of recovery in the household sector varied depending on the situation of the expansion of COVID- 19.

Under these circumstances, the Mitsubishi Electric Group has been working even harder than before to promote growth strategies rooted in its advantages, while continuously implementing initiatives to strengthen its competitiveness and business structure. As a result, the business performance for fiscal 2021 is as follows.

Revenue

Revenue increased for the second half of fiscal 2021 but decreased in the annual results by 271.0 billion yen from the previous fiscal year to 4,191.4 billion yen as revenue decreased in all segments due to the serious impact of COVID-19 primarily in the first half. Industrial Automation Systems segment saw a decrease in the automotive equipment business due to decreased demand for new cars in all regions except for China. The factory automation systems business remained substantially unchanged from the previous fiscal year due to an increase in demand relating to 5G and semiconductor despite stagnation in automotive-related demand worldwide and machinery- and building-related demand in Japan. Home Appliances segment saw a decrease in a part of air conditioners due to limited economic activities outside Japan and restrained capital expenditures worldwide. Meanwhile, there was some demand for residential air conditioners during stay-at-home period.

Operating Profit

Operating profit increased for the second half but decreased in the annual results by 29.4 billion yen from the previous fiscal year to 230.1 billion yen as operating profit decreased in all segments except for Energy and Electric Systems segment. Operating profit ratio decreased by 0.3% from the previous fiscal year to 5.5% due primarily to decreased revenue.

The cost ratio increased by 0.3% from the previous fiscal year due primarily to lowered operation caused by decreased revenue of Industrial Automation Systems segment despite an improvement in Energy and Electric Systems segment due to a shift in project portfolios. Selling, general and administrative expenses decreased by 63.4 billion yen from the previous fiscal year due mainly to reduced cost, while selling,

general and administrative expenses to revenue ratio remained substantially unchanged from the previous fiscal year. Other profit (loss) decreased by 4.9 billion yen from the previous fiscal year due primarily to increased loss on impairment of fixed assets, while other profit (loss) to revenue ratio remained substantially unchanged from the previous fiscal year.

Profit before income taxes

Profit before income taxes decreased by 23.2 billion yen from the previous fiscal year to 258.7 billion yen due mainly to a decrease in operating profit despite an improvement in non-operating expenses owing to improved gain/loss on foreign exchange. Profit before income taxes to revenue ratio was 6.2%.

Net profit attributable to Mitsubishi Electric Corporation stockholders

Net profit attributable to Mitsubishi Electric Corporation stockholders decreased by 28.7 billion yen from the previous fiscal year to 193.1 billion yen due primarily to decreased profit before income taxes and the impact of reduced income taxes as a result of the reorganization of its affiliated company outside Japan in the previous fiscal year. Net profit attributable to Mitsubishi Electric Corporation stockholders to revenue ratio was 4.6%.

ROE decreased by 1.7% from the previous fiscal year to 7.5%.

Consolidated Performance (Billions of yen)

Fiscal period / Classification	149th Fiscal 2020	150th Fiscal 2021	
Revenue	4,462.5	4,191.4	Down 6% YoY
Operating profit	259.6	230.1	Down 11% YoY
Profit before income taxes	281.9	258.7	Down 8% YoY
Net profit attributable to Mitsubishi Electric Corp. stockholders	221.8	193.1	Down 13% YoY

Revenue by Business Segment (Billions of yen)

Business Segment	150th Fiscal 2021	
	Revenue	As a percentage of revenue
Energy and Electric Systems	1,270.2	26.8
Industrial Automation Systems	1,248.5	26.3
Information and Communication Systems	380.1	8.0
Electronic Devices	205.2	4.3
Home Appliances	1,038.3	21.9
Others	603.0	12.7
Subtotal	4,745.6	100.0
Elimination and corporate	(554.2)	—
Total	4,191.4	—

Note: The figures shown in this table include internal revenue between segments (transfer). The later section "Information by Business Segment" reflects the figures computed at the same condition.

Revenue by Location (Billions of yen)

Location	149th Fiscal 2020		150th Fiscal 2021	
	Revenue	As a percentage of revenue	Revenue	As a percentage of revenue
Japan	2,610.3	58.5	2,430.8	58.0
North America	432.0	9.7	379.2	9.1
Asia (excluding Japan)	919.9	20.6	926.5	22.1
Europe	437.2	9.8	391.6	9.3
Others	62.9	1.4	63.1	1.5
Overseas	1,852.1	41.5	1,760.5	42.0
Total	4,462.5	100.0	4,191.4	100.0

Note: Revenue is shown by country and region based on customer location.

Information by Business Segment

		149th (Fiscal 2020)	150th (Fiscal 2021)	YoY
Energy and Electric Systems	Revenue	¥1,307.3 billion	¥1,270.2 billion	Down 3%
	Operating profit	¥82.3 billion	¥108.9 billion	Up ¥26.6 billion
Principal products (as of March 31, 2021): Turbine generators, hydraulic turbine generators, nuclear power plant equipment, motors, transformers, power electronics equipment, circuit breakers, gas insulated switchgears, switch control devices, surveillance-system control and security systems, transmission and distribution ICT systems, large display devices, electrical equipment for locomotives and rolling stock, wireless and wired communications systems, network camera systems, elevators, escalators, building security systems, building management systems, and others				

The market of the social infrastructure systems business saw a decrease in demand relating to power generation worldwide and the reconsideration of the capital expenditure plans by railway companies in Japan due to the impact of COVID-19, while investment in public utilities for preventing and reducing disaster risks and demand relating to the electricity systems reform remained buoyant in Japan. In this environment, the business saw a decrease in orders from the previous fiscal year due primarily to decreases in the transportation systems and the power systems businesses in Japan, while revenue increased from the previous fiscal year due mainly to progress in orders already received for projects in the power systems business and an increase in the public utility systems business in Japan.

The market of the building systems business saw decreased demand in new installations and renewals of elevators and escalators worldwide due to delay in construction and the reconsideration of the capital expenditure plans that happened in stagnation caused by the impact of COVID-19. In this environment, the business saw decreases in both orders and revenue from the previous fiscal year due primarily to decreases in Asia and Japan.

As a result, revenue for this segment decreased by 3% from the previous fiscal year to 1,270.2 billion yen.

Operating profit increased by 26.6 billion yen from the previous fiscal year to 108.9 billion yen due mainly to a shift in project portfolios and cost improvement.

Industrial Automation Systems		149th (Fiscal 2020)	150th (Fiscal 2021)	YoY
	Revenue	¥1,349.4 billion	¥1,248.5 billion	Down 7%
	Operating profit	¥68.9 billion	¥40.5 billion	Down ¥28.3 billion
Principal products (as of March 31, 2021): Programmable logic controllers, inverters, servomotors, human-machine interface, motors, hoists, magnetic switches, no-fuse circuit breakers, short-circuit breakers, transformers for electricity distribution, time and power meters, uninterruptible power supply, industrial fans, computerized numerical controllers, electrical discharge machines, laser processing machines, industrial robots, clutches, automotive electrical equipment, electric powertrain system, car electronics and car mechatronics, car multimedia, and others				

The market of the factory automation systems business saw an increase in demand relating to 5G and semiconductor outside Japan and demand relating to increased mask production in China, while there was continuing stagnation in automotive-related demand worldwide and machinery- and building-related demand in Japan. In this environment, the business saw an increase in orders due primarily to an increase in demand relating to semiconductor and lithium-ion battery, while revenue remained substantially unchanged from the previous fiscal year.

The market of the automotive equipment business saw a decrease in demand for new cars in all regions except for China due to the impact of COVID-19 primarily in the first half. In this environment, the business saw decreases in both orders and revenue from the previous fiscal year due mainly to a decrease in electrical components despite an increase in electric vehicle-related equipment such as motors and inverters.

As a result, revenue for this segment decreased by 7% from the previous fiscal year to 1,248.5 billion yen.

Operating profit decreased by 28.3 billion yen from the previous fiscal year to 40.5 billion yen due mainly to decreased revenue.

Information and Communication Systems		149th (Fiscal 2020)	150th (Fiscal 2021)	YoY
	Revenue	¥455.5 billion	¥380.1 billion	Down 17%
	Operating profit	¥26.4 billion	¥16.4 billion	Down ¥10.0 billion
Principal products (as of March 31, 2021): Satellite communications equipment, satellites, radar equipment, antennas, missile systems, fire control systems, broadcasting equipment, network security systems, information systems equipment, systems integration, and others				

The market of the information systems and service business saw delays and cancellations of system development projects, particularly in the manufacturing industry, due to the impact of COVID-19. In this environment, the business saw decreases in both orders and revenue from the previous fiscal year due mainly to a decrease in the system integrations business.

The electronic systems business saw decreases in both orders and revenue from the previous fiscal year due primarily to a decrease in large-scale projects for the

defense systems business.

As a result, revenue for this segment decreased by 17% from the previous fiscal year to 380.1 billion yen.

Operating profit decreased by 10.0 billion yen from the previous fiscal year to 16.4 billion yen due mainly to decreased revenue.

		149th (Fiscal 2020)	150th (Fiscal 2021)	YoY
Electronic Devices	Revenue	¥208.7 billion	¥205.2 billion	Down 2%
	Operating profit	¥8.7 billion	¥6.2 billion	Down ¥2.4 billion
Principal products (as of March 31, 2021): Power modules, high-frequency devices, optical devices, LCD devices, and others				

The market of the electronic devices business saw a slowdown in demand for power modules used in railcar and industrial applications, while demand for high frequency and optical devices relating to next-generation data centers remained buoyant. In this environment, the business saw an increase in orders from the previous fiscal year due primarily to an increase in power modules used in automotive applications, while revenue decreased by 2% from the previous fiscal year to 205.2 billion yen due mainly to decreases in TFT-LCD modules and power modules used in industrial and railcar applications despite an increase in high frequency and optical devices, particularly in optical communication devices.

Operating profit decreased by 2.4 billion yen from the previous fiscal year to 6.2 billion yen due mainly to decreased revenue.

		149th (Fiscal 2020)	150th (Fiscal 2021)	YoY
Home Appliances	Revenue	¥1,090.2 billion	¥1,038.3 billion	Down 5%
	Operating profit	¥78.2 billion	¥75.7 billion	Down ¥2.4 billion
Principal products (as of March 31, 2021): Room air conditioners, package air conditioners, chillers, showcases, compressors, refrigeration units, air-to-water heat pump boilers, ventilators, hot water supply systems, IH cooking heaters, LED bulbs, indoor lighting, LCD televisions, refrigerators, electric fans, dehumidifiers, air purifiers, vacuum cleaners, jar rice cookers, microwave ovens, and others				

The market of the home appliances business saw a decrease in demand for a part of air conditioners globally due primarily to the impact of COVID-19 causing lockdowns and considerable limitation of economic activities outside Japan, particularly in the first half, and restrained capital expenditure worldwide. Meanwhile, there was demand for residential air conditioners due to increased time at home. In this environment, the business saw a decrease in revenue by 5% from the previous fiscal year to 1,038.3 billion yen due primarily to a decrease in a part of air conditioners.

Operating profit decreased by 2.4 billion yen from the previous fiscal year to

75.7 billion yen due mainly to decreased revenue.

		149th (Fiscal 2020)	150th (Fiscal 2021)	YoY
Others	Revenue	¥659.6 billion	¥603.0 billion	Down 9%
	Operating profit	¥26.0 billion	¥13.6 billion	Down ¥12.4 billion
Principal products (as of March 31, 2021): Procurement, logistics, real estate, advertising, finance, and other services				

Revenue decreased by 9% from the previous fiscal year to 603.0 billion yen due primarily to decreases in services and engineering at affiliated companies.

Operating profit decreased by 12.4 billion yen from the previous fiscal year to 13.6 billion yen due mainly to decreased revenue.

2. Capital Expenditures

During fiscal 2021, the Mitsubishi Electric Group made decisions to invest a total of ¥116.5 billion, down 50% compared to the previous fiscal year, by putting non-urgent capital expenditures on hold and revising their details and timing in order to narrow down investment projects, in response to changes in the business environment caused by the spread of COVID-19.

Principal capital expenditures per segment are as follows:

Segment	Amount* (Billions of Yen)	Major Projects Completed within Consolidated Basis Fiscal 2021	Major Ongoing Projects within Consolidated Basis Fiscal 2021
Energy and Electric Systems	27.5	Itami Works Facility for development verification and distribution of electrical equipment for locomotives and rolling stock	Mitsubishi Electric Public Utility Equipment Corporation Facility for assembly and testing for electrical equipment for locomotives and rolling stock
Industrial Automation Systems	33.7	Mitsubishi Electric Automotive Czech s.r.o New plant to produce motors and inverters for electric motor vehicles (Czech Republic)	Himeji Works Facility for increased production of motors and inverters used in electric vehicles
Information and Communication Systems	16.2	–	–
Electronic Devices	10.8	Power Device Works Facility for increased production of power devices	Power Device Works Development of new manufacturing facility
Home Appliances	17.9	–	–
Others	10.4	Information Technology R&D Center Facility to test ZEB (net Zero Energy Building)-related technologies	Mitsubishi Electric Logistics Corporation New distribution center in Hirohata, Himeji district

*Figures shown in this table are based on investment decisions.

3. Research and Development

(1) Basic Policy on Research and Development

The Company advances the following research and development with a balanced approach. These R&D efforts reinforce and reform our existing businesses and promote the creation of new value, in order to solve a variety of social issues through advanced technologies and contribute to the realization of a sustainable society.

(i) Thoroughly enhance core technologies that drive increased profitability
(ii) Continuously deepen common fundamental technologies that form the foundation for the Company's businesses
(iii) Investigate and create new technologies as the source of future growth

In fiscal 2022, the Company will particularly work to accelerate the application of AI technologies in its businesses, build out and enhance its IoT technology infrastructure, and reform development methods through DX. The Company will also accelerate development and create value through proactive utilization of open innovation with universities and other external R&D institutions.

During fiscal 2021, the total R&D expenses for the entire Group have amounted to 190.5 billion yen (8% decrease compared to the previous fiscal year). Representative achievements are as follows.

(2) Major R&D Achievements in Fiscal 2021

Development of Radar-based Tsunami-flooding Prediction AI

Incorporating the AI technology "Maisart"[*1], the Company has developed an AI technology[*2] that forecasts water inundation depths[*3] nearly simultaneously with the detection of a tsunami with a high degree of accuracy. This development trains an AI on the relationship between flow speed and inundation depths using simulations of various earthquakes. When an earthquake occurs, the AI detects the tsunami and observes the flow speed via radar, and calculates the inundation depth at the prediction site. The new system is able to provide a more accurate prediction in just several seconds after the detection of the tsunami, while the conventional system took several minutes to make a prediction.

Through this development, the Company will support rapid formulation of evacuation plans and prevent or mitigate disasters in local inland areas.

[*1] Mitsubishi Electric's AI creates the State-of-the-ART in technology: Mitsubishi Electric's AI technology brand aimed at making every device smarter

[*2] Developed jointly with Society for the Promotion of Construction Engineering of the General Incorporated Foundation

[*3] Height of water level measured from the ground

Development of Dialogue-summarizing AI Based on Knowledge Processing

There is growing demand for automatic generation of reports summarizing dialogues with customers, in order to improve operator efficiency regarding customer-support operations via telephone and other media[*1]. Using the AI technology "Maisart", the Company has developed a dialogue-summarizing technology based on knowledge processing, which generates a report in appropriate written language. This technology uses the results of training on past voice dialogues and written reports, and automatically corrects homonyms and colloquial expressions into written language. Compared to the conventional AI, the new AI is able to generate reports that require less corrections by the operators, halving[*2] the preparation time of final reports.

Through this technology, the Company will contribute to the streamlining of report preparation work at call centers and other locations.

*1 Source: Call Center White Paper 2019 (41.8% of surveyed call centers responded that this was an issue)

*2 Determined in preliminary tests conducted at the Company's call center

Development of New Technology to Realize Small, High-efficiency GaN Power Amplifier Module for 5G*1 Base-Stations

5G base-stations operate many multiple-element antennas in a coordinated manner. For this reason, the antenna elements must be mounted densely on the base-station, and there is demand to reduce the size of each component as well as their power consumption. The Company has developed a new technology to realize a gallium nitride (GaN) power amplifier module for 5G base-stations. This module offers a combination of compact footprint and extra-high power-efficiency exceeding an unprecedented rating*2 through proprietary high-density mounting technology and high-efficiency circuit-design technology. This technology reduces footprint by blocking interference between chip components based on advanced electromagnetic field analysis methods. It also uses GaN transistors capable of highly efficient operation, which reduce power loss by minimizing the number of chip components.

The module will help to improve installability due to the compact footprint and to reduce the power consumption of 5G base-stations.

*1 5G: Fifth-generation mobile communication system

*2 According to internal research as of July 14, 2020.

4. Topics

Completed Construction of SUSTIE Net Zero-energy Building (ZEB) Test Facility

In October 2020, the Company completed construction of the SUSTIE net zero-energy building (ZEB) test facility on the premises of its Information Technology R&D Center. The SUSTIE test facility is utilized for wide-ranging demonstrations and verifications, accelerating the further development of ZEB technologies and applying them in the Company's businesses as they become available. In addition to ZEB, research and development will be advanced in accordance with the Company's "ZEB+" philosophy: the concept for enhancing building functionality, including services for maintaining value in terms of productivity, comfort, convenience and business continuity throughout a building's lifecycle.

In line with the Company's support for SDGs*, the facility will facilitate accelerated development and testing of increasingly common ZEB-compliant energy-conservation related technologies as well as contribute to the realization of more comfortable and energy-efficient indoor environments.

* SDGs: "Sustainable Development Goals" adopted by the United Nations as goals to achieve towards 2030

Realizing Effective Ventilation with Ventilation Device Equipped with CO_2 Sensor

As ventilation grows in importance amid the spread of COVID-19, the Company is contributing to the realization of comfortable spaces by improving the environments used by large numbers of people through effective ventilation.

In November 2020, the Company developed the industry-first*1 duct ventilators with CO_2 sensors. This ventilator realizes effective ventilation of densely occupied spaces by detecting increases in CO_2 concentration levels, often adopted to evaluate indoor air quality, and automatically adjusting the ventilated air volume in response.

The Company has incorporated this technology in its new product, the Ceiling-Suspended Exposed Lossnay for Schools, a model of its high-performance heat-exchange ventilation system*2, and plans to respond to a wider range of needs and scenarios going forward.

*1 According to internal research as of October 8, 2020 in duct ventilator products

*2 A ventilation system that is capable of more efficient ventilation by use of fan air supply and exhaust than conventional ventilation systems that use natural air supply and fan exhaust; also capable of controlling changes in temperature via heat exchange

Winning Top Score in Enterprise Environmental Initiative Assessment by CDP

In December 2020, the international NGO CDP* gave the Company its highest "A List" rankings for climate change and water activities. These top ratings recognize the environmental focus of the Company's commercial activities, and its strategies in particular, as well as its timely and appropriate information disclosure related to the environment. The Company has been named to the A List for the first time in two years making it a total of four times, in the climate change category, and for five consecutive years in the water category. Additionally, in February 2021, the Company was named to the CDP's highest ranking "Supplier Engagement Leaderboard" for its climate-change initiatives throughout its supply chain.

Going forward, the Company will continue to contribute to decarbonization

and a more sustainable future by reducing environmental impact in global supply chains, improving the energy efficiency of its products and systems, and building social infrastructure.

* The CDP is an international non-governmental organization (NGO) that surveys, evaluates, and discloses environmental activities by companies and municipalities. Its evaluation results are used by over 500 institutional investors.

Mitsubishi Electric Group Celebrates 100th Anniversary

On February 1, 2021, the Company celebrated the 100th anniversary of its establishment.

On the occasion of its 100th anniversary, the Company has revised its corporate philosophy system to update the Group's reason for existence as well as the core values and attitude that all employees are asked to embrace and cherish in serving customers and society as a whole.

Mitsubishi Electric, which is profoundly grateful to many stakeholders who have supported the Group over the decades, including employees as well customers and business partners, is resolved to become a group company that responds to the demands of the new era and earns the trust of stakeholders. Based on the new corporate philosophy system, the Group aims to contribute to the realization of a vibrant and sustainable society by addressing diversifying social challenges through continuous innovation over the next 100 years.

[Mitsubishi Electric Group's New Corporate Philosophy System]

<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: We develop relationships based on strong mutual trust with all stakeholders including society, customers, shareholders, suppliers, and employees working together.

Quality: We ensure the satisfaction of society and customers by providing products and services of the best quality.

Technology: We provide society with new value by enhancing technology and onsite capabilities.

Ethics and Compliance: We act with high ethical standards and comply with laws and social norms.

Humanity: We prioritize health and safety, promote diversity and respect personalities and human rights.

Environment: We strive to protect and improve the global environment, doing so in harmony with nature.

Society: We contribute to the development of a better society as a corporate citizen.

<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."

[About Mitsubishi Electric's 100th Anniversary Logo]
The logo symbolizing the Company's centennial anniversary expresses the idea of transformation over the next 100 years. At a glance, the logo appears to be a simple pattern of slanted red and white lines, but by adjusting one's gaze the number "100" can be seen, even when the logo is turned upside down. By encouraging people to look at things from different perspectives, the logo expresses the Mitsubishi Electric Group's strong will to create new value and transform itself over the next 100 years.

Also see the Mitsubishi Electric Group 100th Anniversary website:
https://www.MitsubishiElectric.com/en/100th/

5. Corporate Agenda

The global economy is expected to make progress in recovery in general as an effect of political measures in various countries and regions, particularly the U.S. and China, although the impact of COVID-19 on economy remains uncertain.

On the occasion of its 100th anniversary, Mitsubishi Electric Corporation has revised its corporate philosophy system, comprising its Purpose[*1], Our Values[*2], and Commitment[*3], to update the Group's reason for existence as well as the core values and attitude that all employees are asked to embrace and cherish in serving customers and society as a whole. The Company is resolved to become a group company that responds to the demands of the new era and earns the trust of stakeholders over the next 100 years as well. To achieve this, the Group will address diversifying social challenges by striving further to create value, starting with the "realization of a sustainable global environment and safety, security and comfort in society" by providing integrated solutions combining products, systems, and services from inside and outside the Group in the four fields of Life, Industry, Infrastructure, and Mobility.

The Group will also continue to evolve its threefold balanced management policy conducted thus far, which consist of "Growth," "Profitability & Efficiency," and "Soundness." The Group will strive to further increase its corporate value through both wheels of economic and social value, by establishing a solid business foundation and aiming for sustainable growth; realizing sustainability through all of our activities; and contributing to the achievement of the 17 sustainable development goals (SDGs)[*4], which are shared worldwide.

Toward sustainable growth, the Group will shift its resources to highly profitable businesses and businesses with growth potential by strategically investing business resources into key growth businesses, in order to improve profitability by enhancing its business portfolio strategies. The Group will also create new businesses that respond to changes in customer values through the promotion of open innovation, incorporation of new fields and technologies, pursuit of synergy and other means, and expand its solutions business centered around data integration and utilization. Additionally, the Group will further boost its efforts to strengthen its management constitution, including operational re-engineering and improvements to productivity.

In order to maximize business synergy, the Group will build and reinforce an optimal business structure including business reorganization and revising functional responsibilities for the entire corporate Group, to enhance competitiveness in Japan, the U.S., Europe and China, while also focusing on meeting demands in growing markets. To this end, the Group will take part in collaborations, mergers and acquisitions and other strategic activities with a view to supplementing missing products and technologies, securing distribution-/service-network in new regions and markets, and acquiring new talent. Furthermore, while carrying out capital cost-conscious management, the Group will continue the following measures: optimizing resource distribution including R&D investments and capital expenditures through continuous reevaluation of its business portfolio; strengthening its development and production capability that will contribute to the strengthening of its integrated comprehensive manufacturing capability; emphasizing on quality from the early stages of design and development; increasing its productivity through Just-in-Time production including enhancement of work efficiency in indirect departments; streamlining its human resources structure and allocating them appropriately; further improving its financial standing; and improving its comprehensive business and capital

efficiency from a medium and long term perspective, while aiming for further dissemination of Mitsubishi Electric's version of ROIC[*5], a comprehensive business efficiency indicator.

Through these measures, the Group will strive to create further value in order to achieve the goals of its Medium-Term Management Plan towards fiscal 2026.

In these efforts, the Mitsubishi Electric Group will strive to contribute to the environment through its products and services by means including technological innovation, with the key themes of decarbonization and the circular economy. Under the Group's Environmental Vision 2021, which targets the Group's 100th anniversary year, the Group expects to meet its targets of reducing CO_2 emissions from product usage by 30% compared to fiscal 2001 and 30% from product manufacturing across the entire Group compared to fiscal 1991[*6]. Additionally, targeting the year 2030, the Group will strive to meet the following greenhouse gas reduction targets certified under the SBTi[*7]: an 18% reduction (compared to fiscal 2017) under scopes 1 & 2, and a 15% reduction (compared to fiscal 2019) under scope 3. Additionally, the Group will strive to disclose the risks and opportunities brought by climate change, based on the recommendations of the TCFD[*8]. The Group will work in accordance with the Environmental Sustainability Vision 2050, created as a new long-term environmental management vision for the year 2021 and onward.

With regard to legal and ethical compliance, the Group takes its recent issues of work-related, information security, and product and service quality extremely seriously, and is promoting a number of initiatives to prevent recurrence as a top management priority. The Group is responding to its work-related issues through a Group-wide effort to realize a working environment where all employees can work energetically with peace of mind while maintaining their physical and mental health, by advancing the Mitsubishi Electric Workplace Reform Program based on third-party inspections by outside experts. With regard to security, based on past incidents of unauthorized access, the Group will reinforce our information security infrastructure and strengthen measures against the latest attack patterns, which are becoming increasingly sophisticated and elaborate. With regard to improper quality-related conduct, as measures to prevent recurrence, the Group will enhance education to fundamentally reform quality awareness and culture, and strengthen its quality control system with the aim of ensuring compliance with relevant laws, regulations, and contractual specifications. Additionally, the Group as a whole will diligently work to further disseminate compliance awareness by strengthening its organizational compliance frameworks through inculcating compliance policy, enhancing internal control measures and internal training. The Group also intends to improve its corporate governance through continuous promotion of measures such as compliance with Japan's Corporate Governance Code, while striving for appropriate and timely disclosure of information, in order to acquire a higher level of trust from society, customers, shareholders, suppliers, and employees working together.

Steadily executing the strategies above, the Mitsubishi Electric Group will work to further enhance its corporate value. Looking ahead, the Group asks for the understanding and support of all its stakeholders.

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

*2 Our Values are:

Trust: We develop relationships based on strong mutual trust with all stakeholders including society, customers, shareholders, suppliers, and employees working together.

Quality: We ensure the satisfaction of society and customers by providing products and services of the best quality.

Technology: We provide society with new value by enhancing technology and onsite capabilities.

Ethics and Compliance: We act with high ethical standards and comply with laws and social norms.

Humanity: We prioritize health and safety, promote diversity and respect personalities and human rights.

Environment: We strive to protect and improve the global environment, doing so in harmony with nature.

Society: We contribute to the development of a better society as a corporate citizen.

*3 Commitment: "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."

*4 SDGs: "Sustainable Development Goals" adopted by the United Nations as goals to achieve towards 2030

*5 ROIC (Mitsubishi Electric version): A comprehensive business efficiency indicator which is calculated by asset items (fixed assets, working capital, etc.) per different segments (and not by capital and liability) so that it is easier to track and improve.

*6 Base fiscal years of reduction targets:

Mitsubishi Electric Corporation: 1990; Associated companies in Japan: 2000; Associated companies outside Japan: 2005

*7 Science-Based Targets initiative: an international initiative by the United Nations Global Compact (UNGC), World Wildlife Fund for Nature (WWF), CDP, and World Resources Institute (WRI) that calls for setting targets for the reduction of carbon dioxide emissions based on scientific evidence.

Scope 1: Direct emissions resulting from fuel use within the company; Scope 2: Indirect emissions associated with the use of externally purchased electricity and heat, Scope 3: Indirect emissions from the entire value chain other than Scope 1 and 2 emissions

*8 TCFD (Task Force on Climate-related Financial Disclosures): A task force for the disclosure of climate-related financial information led by the private sector. The TCFD was established at the request of the G20 Finance Ministers and Central Bank Governors.

6. Trends in Operating Results and Financial Condition

(Billions of yen, except per share data)

(1) The Mitsubishi Electric Group (Consolidated)

i. U.S. Accounting Standards

	147th Period Fiscal 2018
Net sales	4,431.1
Operating income	318.6
Income before income taxes	364.5
Net income attributable to Mitsubishi Electric Corp.	271.8
Basic net income per share attributable to Mitsubishi Electric Corp.	¥126.70
Total assets	4,264.5

ii. IFRS

	147th Period Fiscal 2018	148th Period Fiscal 2019	149th Period Fiscal 2020	150th Period Fiscal 2021
Revenue	4,444.4	4,519.9	4,462.5	4,191.4
Operating profit	327.4	290.4	259.6	230.1
Profit before income taxes	353.2	315.9	281.9	258.7
Net profit attributable to Mitsubishi Electric Corp. stockholders	255.7	226.6	221.8	193.1
Basic earnings per share attributable to Mitsubishi Electric Corp. stockholders	¥119.19	¥105.65	¥103.41	¥90.03
Total assets	4,305.5	4,356.2	4,409.7	4,797.9

Note: The Group has adopted the International Financial Reporting Standards (IFRS) from the 148th fiscal period (fiscal 2019). Accordingly, IFRS-compliant figures are also presented for the 147th fiscal period (fiscal 2018).

(2) Mitsubishi Electric Corporation (Non-Consolidated)

	147th Period Fiscal 2018	148th Period Fiscal 2019	149th Period Fiscal 2020	150th Period Fiscal 2021
Net sales	2,675.8	2,717.7	2,639.2	2,459.2
Ordinary income	214.1	184.4	143.2	177.5
Net income	203.0	164.5	157.8	185.5
Net income per share	¥94.61	¥76.70	¥73.59	¥86.48
Total assets	2,886.5	2,841.1	2,866.8	3,057.0

7. **Principal Offices** (As of March 31, 2021)

(1) Mitsubishi Electric Corporation

1. Head Office: Tokyo

2. Marketing Bases:

Branch Name	Location (Prefecture)	Branch Name	Location (Prefecture)
Hokkaido Branch Office	Hokkaido	Chubu Branch Office	Aichi
Tohoku Branch Office	Miyagi	Kansai Branch Office	Osaka
Kanetsu Branch Office	Saitama	Chugoku Branch Office	Hiroshima
Kanagawa Branch Office	Kanagawa	Shikoku Branch Office	Kagawa
Hokuriku Branch Office	Ishikawa	Kyushu Branch Office	Fukuoka

3. Research Laboratories

Laboratory Name	Location (Prefecture)	Laboratory Name	Location (Prefecture)
Information Technology R&D Center	Kanagawa	Manufacturing Engineering Center	Hyogo
Industrial Design Center	Kanagawa	Component Production Engineering Center	Hyogo
Living Environment Systems Laboratory	Kanagawa	Advanced Technology R&D Center	Hyogo
Design Systems Engineering Center	Hyogo	Automotive Electronics Development Center	Hyogo

4. Manufacturing Facilities

Business Segment	Facility Name	Location (Prefecture)
Energy and Electric Systems	Inazawa Works	Aichi
	Itami Works	Hyogo
	Transmission & Distribution Systems Center	Hyogo
	Communication Networks Center	Hyogo
	Kobe Works	Hyogo
	Energy Systems Center	Hyogo
	Power Distribution Systems Center	Kagawa
	Nagasaki Works	Nagasaki
Industrial Automation Systems	Nagoya Works	Aichi
	Sanda Works	Hyogo
	Himeji Works	Hyogo
	Fukuyama Works	Hiroshima
Information and Communication Systems	Information Systems & Network Service Division	Kanagawa
	Kamakura Works	Kanagawa
	Communication Systems Center	Hyogo

Business Segment	Facility Name	Location (Prefecture)
Electronic Devices	High Frequency & Optical Device Works	Hyogo
	Power Device Works	Fukuoka
	LCD Division	Kumamoto
Home Appliances	Gunma Works	Gunma
	Shizuoka Works	Shizuoka
	Nakatsugawa Works	Gifu
	Kyoto Works	Kyoto
	Air-Conditioning & Refrigeration Systems Works	Wakayama

(2) Subsidiaries

Please refer to Section 11. Principal Subsidiaries.

8. **Employees** (As of March 31, 2021)

Business Segment	Number of employees	Year-on-Year increase (decrease)
Energy and Electric Systems	47,697	845
Industrial Automation Systems	32,975	(569)
Information and Communication Systems	13,900	(1,142)
Electronic Devices	5,323	(108)
Home Appliances	27,545	83
Others	12,603	(40)
Common	5,610	66
Total	145,653	(865)

Notes: 1. Employees whose job and functions are not directly attributable to any of the aforementioned business segments are included in the line titled as "common".

2. Breakdown of employees: 92,685 located in Japan; 52,968 located overseas.

9. **Fund Raising**

Mitsubishi Electric Corporation repaid the borrowings reaching their maturities within fiscal 2021, while procuring working capital through loans from financial institutions.

As a result, the balance of bonds and borrowings as of the end of fiscal 2021 stood at ¥248.8 billion, a decrease of ¥18.1 billion compared with the previous fiscal year.

10. Principal Lenders (As of March 31, 2021)

The Mitsubishi Electric Group has introduced a Group financing system, and is striving to improve the efficiency of funding operations through aggregation and financing of funds between Group companies.

The main financial institutions providing loans to the Group during the fiscal year were as follows.

(Billions of yen)

Name of Lender	Outstanding Borrowings
MUFG Bank, Ltd.	61.2
Mizuho Bank, Ltd.	30.3
The Norinchukin Bank	25.6
Meiji Yasuda Life Insurance Company	14.2

The borrowings on the Company's non-consolidated balance sheet include loans from financial institutions and loans from associated companies received through the Group financing system.

11. Principal Subsidiaries (As of March 31, 2021)

(1) Subsidiaries in Japan

Subsidiary Name	Business Segment	Paid-in capital (millions)	Owner -ship	Principal Business Activities	Location
Mitsubishi Electric Building Techno-Service Co., Ltd.	Energy and Electric Systems	¥5,000	100.0%	Sale, installation and maintenance of the Company's elevators and escalators and other building equipment	Tokyo
Mitsubishi Electric Lighting Corporation	Home Appliances	¥3,790	100.0%	Manufacture and sale of lighting equipment, lamps, and related components	Kanagawa
Mitsubishi Precision Co., Ltd.	Information and Communication Systems	¥3,170	74.8%	Manufacture and sale of simulators and precision electronic equipment	Tokyo
The Kodensha Co., Ltd.	Others	¥1,520	50.1%	Contractor undertaking electrical construction, sale of the Company's products	Tokyo

(2) Overseas Subsidiaries

Region	Subsidiary Name	Business Segment	Paid-in capital (millions)	Owner -ship	Principal Business Activities	Location
North America	Mitsubishi Electric Automotive de Mexico, S.A. de C.V.	Industrial Automation Systems	938.038 Mexican Peso	100.0%	Manufacture and sale of automotive equipment	Mexico
North America	Mitsubishi Electric US, Inc.	—	$31.623	100.0%	Sale and distribution of Group products	United States
North America	Mitsubishi Electric Automotive America, Inc.	Industrial Automation Systems	$28.00	100.0%	Manufacture and sale of automotive equipment	United States
Asia	Mitsubishi Electric Air Conditioning Systems Manufacturing Turkey Joint Stock Company	Home Appliances	406.2 Turkish lira	100.0%	Manufacture and sale of air conditioners	Turkey
Asia	Mitsubishi Electric (Guangzhou) Compressor Co., Ltd.	Home Appliances	$122.22	100.0%	Manufacture and sale of rotary compressors for air conditioners	China
Asia	Mitsubishi Electric (Hong Kong) Ltd.	—	1,012.317 Hong Kong dollar	100.0%	Sale and distribution of Group products	Hong Kong
Europe	Mitsubishi Electric Europe B.V.	—	€100.597	100.0%	Sale and distribution of Group products	The Netherlands
Europe	Mitsubishi Electric Air Conditioning Systems Europe Ltd.	Home Appliances	14.90 pound	100.0%	Manufacture and sale of industrial air conditioners	The United Kingdom
Europe	Mitsubishi Electric Hydronics & IT Cooling Systems S.p.A.	Home Appliances	€10.00	100.0%	Design, manufacture, and sale of industrial air conditioning equipment	Italy
Other	Mitsubishi Electric Australia Pty. Ltd.	—	11.00 Australian dollar	100.0%	Sale and distribution of Group products	Australia

Notes: 1. Mitsubishi Electric US, Inc., Mitsubishi Electric (Hong Kong) Ltd., Mitsubishi Electric Europe B.V. and Mitsubishi Electric Australia Pty. Ltd. sell and distribute the products produced by Mitsubishi Electric Corporation and/or the companies belonging to the Group, and marketed by multiple business segments.

2. The paid-in capital of Mitsubishi Electric Automotive de Mexico S.A. de C.V. has fluctuated due to additional financing.

Number of Consolidated Subsidiaries

Region	Japan	Overseas					Total
		North America	Asia	Europe	Other	Subtotal	
Number	96	14	68	24	3	109	205

II. Matters Related to Mitsubishi Electric Corporation

1. Matters Related to Shares (As of March 31, 2021)

(1) Authorized shares: 8,000,000,000 shares

(2) Shares issued and outstanding 2,147,201,551 shares

(3) Number of shareholders 106,185

(4) Outstanding share information by shareholder category

Category	Number of Shareholders	Number of Shares Held (Thousand shares)	Percentage of Ownership
Government and municipal public organizations	1	0	0.0%
Financial institutions	174	899,048	41.9%
Traders of financial instruments	91	54,935	2.5%
Other corporations	1,249	103,100	4.8%
Foreign corporations *et al.*	996	830,265	38.7%
Individual *et al.*	103,674	259,850	12.1%

(5) Principal shareholders (Top 10)

Shareholder	Holdings of the Company's Shares	
	Number of Shares Held (Thousand Shares)	Percentage of Ownership
The Master Trust Bank of Japan, Ltd. (Trust Account)	202,419	9.4%
SSBTC CLIENT OMNIBUS ACCOUNT	104,086	4.8%
Custody Bank of Japan, Ltd. (Trust Account)	100,811	4.7%
Meiji Yasuda Life Insurance Company	81,862	3.8%
Nippon Life Insurance Company	61,639	2.9%
Custody Bank of Japan, Ltd. (Trust Account 7)	44,053	2.1%
Mitsubishi Electric Group Employees Shareholding Union	43,971	2.0%
Custody Bank of Japan, Ltd. (Trust Account 4)	36,778	1.7%
JP MORGAN CHASE BANK 380055	33,086	1.5%
Custody Bank of Japan, Ltd. (Trust Account 5)	30,667	1.4%

Note: Shareholder ratio calculations deduct 427,421 company-owned shares.

(6) Status of the Company's shares granted to the Company's officers as consideration for execution of duties during the fiscal year

Stock compensation granted during the fiscal year is as stated in 2) ii. b. of "2. (4) The Policy for Determining Compensation for Directors and Executive Officers" below, and the status of grant are as stated in "2. (6) Total Number of Shares Granted as Compensation for Directors and Executive Officers" below.

2. Directors and Executive Officers

(1) Directors (As of March 31, 2021)

1) Title, positions held and important concurrent posts of Directors

Title	Name	Positions Held	Important Concurrent Positions
Chairman	Masaki Sakuyama		Outside Director, East Japan Railway Company Outside Auditor, The Japan Atomic Power Company
Director	Takeshi Sugiyama		
Director	Masahiko Sagawa	Member of the Audit Committee	
Director	Shinji Harada	Member of the Nomination Committee, Member of the Compensation Committee	
Director	Tadashi Kawagoishi	Member of the Compensation Committee	
Director	Takashi Sakamoto	Member of the Audit Committee	
Director	Kei Uruma		
Outside Director	Mitoji Yabunaka	Chairman of the Nomination Committee, Member of the Compensation Committee	Visiting Professor, Ritsumeikan University Specially Appointed Professor, Osaka University Outside Director, Takasago Thermal Engineering Co., Ltd.
Outside Director	Hiroshi Obayashi	Chairman of the Audit Committee, Member of the Nomination Committee	Attorney-at-Law Outside Auditor, Daiwa Securities Co. Ltd. Outside Audit & Supervisory Board Member, NIPPON STEEL CORPORATION Outside Auditor, Japan Tobacco Inc.
Outside Director	Kazunori Watanabe	Chairman of the Compensation Committee, Member of the Audit Committee	Certified Public Accountant Tax Accountant Outside Corporate Auditor, BELLSYSTEM24 Holdings, Inc.
Outside Director	Hiroko Koide	Member of the Nomination Committee, Member of the Compensation Committee	Outside Director, Honda Motor Co., Ltd. Outside Director, J-OIL MILLS, Inc.
Outside Director	Takashi Oyamada	Member of the Nomination Committee, Member of the Audit Committee	Senior Advisor, MUFG Bank, Ltd. Outside Director, Isetan Mitsukoshi Holdings Ltd. Outside Director of the Board, Kyowa Kirin Co., Ltd.

Notes: 1. Directors Takeshi Sugiyama, Shinji Harada, Tadashi Kawagoishi, and Kei Uruma all concurrently serve as Executive Officers.
2. Directors Takashi Sakamoto and Kei Uruma were newly elected and took office at the 149th Ordinary General Meeting of Shareholders held on June 26, 2020.
3. Directors Nobuyuki Okuma and Akihiro Matsuyama retired upon the expiration of their terms of office at the end of the 149th Ordinary General Meeting of Shareholders held on June 26, 2020.
4. Mr. Masahiko Sagawa, a member of the Audit Committee, has many years of extensive experience in the Corporate Accounting and Finance Division of the Company and associated companies. Mr.

Kazunori Watanabe, a member of the Audit Committee, is a certified public accountant. They all possess considerable knowledge and experience in the fields of finance and accounting.

5. Mitsubishi Electric Corporation appointed Directors, namely, Messrs. Masahiko Sagawa and Takashi Sakamoto as the Standing Members of the Audit Committee to attend important meetings such as Executive Officer meetings, collect information including from Internal Auditors, conduct investigations such as interview with the execution divisions and other sections in a continuous and effective manner, while sufficiently cooperating with the divisions in charge of internal control.
6. Mitsubishi Electric Corporation has filed a notification on the nomination of its five Outside Directors, namely, Messrs. Mitoji Yabunaka, Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada and Ms. Hiroko Koide, as Independent Directors to the Tokyo Stock Exchange in accordance with its directives and on the grounds that these individuals' nomination is in conformity with the requirement of independency.
   Five Outside Directors, namely, Messrs. Mitoji Yabunaka, Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada and Ms. Hiroko Koide, satisfy the requirement of independency guidelines of Outside Directors of the Company.
7. Among the important concurrent positions of outside directors, the Company maintains business relationships with Osaka University, Takasago Thermal Engineering Co., Ltd., Daiwa Securities Co. Ltd., NIPPON STEEL CORPORATION, Honda Motor Co., Ltd. and MUFG Bank, Ltd. It does not maintain special relationships with any of these that would conflict with the interest of its shareholders.

2) Overview of the limited liability agreements

Mitsubishi Electric Corporation made and entered into agreements with three Directors, namely, Messrs. Masaki Sakuyama, Masahiko Sagawa and Takashi Sakamoto, and five Outside Directors, namely, Messrs. Mitoji Yabunaka, Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada and Ms. Hiroko Koide, to limit their liability as stipulated in Article 423, Paragraph 1 of the Companies Act. Based on these agreements, the limit of liability is either ¥10 million or the minimum statutory amount, whichever is higher.

3) Principal activities of Outside Directors

Name	Principal Activities and Overview of Duties Performed in Their Expected Roles
Mitoji Yabunaka	He sufficiently fulfills the role expected of an Outside Director while also serving as the Chairman of the Nomination Committee, by attending Board of Directors' meetings, Nomination Committee meetings, and Compensation Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of internal control and governance, human resources and human resources development, and global affairs, and oversees the management of the Company. 100% (eight out of eight) attendance at Board of Directors' meetings.
Hiroshi Obayashi	He sufficiently fulfills the role expected of an Outside Director while also serving as the Chairman of the Audit Committee, by attending Board of Directors' meetings, Nomination Committee meetings, and Audit Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of internal control and governance, legal affairs and compliance, and human resources and human resources development, and oversees the management of the Company. 100% (eight out of eight) attendance at Board of Directors' meetings and 100% (fourteen out of fourteen) attendance at Audit Committee meetings.
Kazunori Watanabe	He sufficiently fulfills the role expected of an Outside Director while also serving as the Chairman of the Compensation Committee, by attending Board of Directors' meetings, Audit Committee meetings, and Compensation Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of internal control and governance, finance and accounting, and human resources and human resources development, and oversees the management of the Company. 100% (eight out of eight) attendance at Board of Directors' meetings and 100% (fourteen out of fourteen) attendance at Audit Committee meetings.
Hiroko Koide	She sufficiently fulfills the role expected of an Outside Director by attending Board of Directors' meetings, Nomination Committee meetings, and Compensation Committee meetings, where she proactively expresses opinions based on her wide range of experience and deep insight into the fields of corporate management and corporate strategies, internal control and governance, human resources and human resources development, and global affairs, and oversees the management of the Company. 100% (eight out of eight) attendance at Board of Directors' meetings.
Takashi Oyamada	He sufficiently fulfills the role expected of an Outside Director by attending Board of Directors' meetings, Nomination Committee meetings, and Audit Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of corporate management and corporate strategies, internal control and governance, finance and accounting, and human resources and human resources development, and oversees the management of the Company. 100% (eight out of eight) attendance at Board of Directors' meetings and 100% (fourteen out of fourteen) attendance at Audit Committee meetings.

Note: Mitsubishi Electric Corporation held eight Board of Directors meetings during the fiscal year.

(2) Executive Officers (As of March 31, 2021)

Title	Name	Positions Held
Representative Executive Officer President & CEO	Takeshi Sugiyama	
Representative Executive Officer Senior Vice President	Yasuyuki Ito	In charge of Export Control and Building Systems
Representative Executive Officer Senior Vice President	Kei Uruma	In charge of Corporate Strategic Planning and Operations of Associated Companies
Senior Vice President	Satoshi Matsushita	In charge of Business Innovation
Senior Vice President	Hiroshi Onishi	In charge of Automotive Equipment
Senior Vice President	Yoshikazu Miyata	In charge of Factory Automation Systems
Senior Vice President	Tadashi Matsumoto	In charge of Living Environment & Digital Media Equipment
Executive Officer	Masahiro Fujita	In charge of IT and Research & Development
Executive Officer	Jun Nagasawa	In charge of Advertising and Domestic Marketing
Executive Officer	Shinji Harada	In charge of General Affairs, Human Resources and Public Relations
Executive Officer	Tadashi Kawagoishi	In charge of Accounting and Finance
Executive Officer	Takakazu Murozono	In charge of Auditing and Legal Affairs & Compliance
Executive Officer	Koichi Orito	In charge of Information Systems & Network Service
Executive Officer	Juichi Shikata	In charge of Purchasing
Executive Officer	Yoshihisa Hara	In charge of Electronic Systems
Executive Officer	Atsuhiro Yabu	In charge of Information Security and Total Productivity Management & Environmental Programs
Executive Officer	Satoshi Kusakabe	In charge of Government & External Relations, Economic Security, Export Control and Intellectual Property
Executive Officer	Yoji Saito	In charge of Global Strategic Planning & Marketing
Executive Officer	Hideki Fukushima	In charge of Public Utility Systems
Executive Officer	Noriyuki Takazawa	In charge of Energy & Industrial Systems
Executive Officer	Yuzuru Saito	In charge of Semiconductor & Device

Notes: 1. Representative Executive Officer, President & CEO Takeshi Sugiyama, Representative Executive Officer, Senior Vice President Kei Uruma, Executive Officers Shinji Harada and Tadashi Kawagoishi also serve concurrently as Directors.
2. The category, Important Concurrent Positions, does not apply to all 21 Executive Officers.
3. Of those listed above, Representative Executive Officer, Senior Vice President Yasuyuki Ito, Senior Vice President Hiroshi Onishi, Executive Officers Masahiro Fujita, Shinji Harada and Takakazu Murozono retired upon the expiration of their terms of office on March 31, 2021.

4. Executive Officers as of April 1, 2021 are as follows:

Title	Name	Positions Held
Representative Executive Officer President & CEO	Takeshi Sugiyama	CEO
Representative Executive Officer Senior Vice President	Kei Uruma	In charge of Export Control, Corporate Strategic Planning and Operations of Associated Companies, CSO
Representative Executive Officer Senior Vice President	Tadashi Matsumoto	In charge of Building Systems
Senior Vice President	Satoshi Matsushita	In charge of Business Innovation, Chief Business DX Officer
Senior Vice President	Yoshikazu Miyata	In charge of Factory Automation Systems
Senior Vice President	Jun Nagasawa	In charge of Auditing, Legal Affairs & Compliance and Corporate Communication (Sustainability, Public Relations and Advertising), CCO
Senior Vice President	Koichi Orito	In charge of Information Systems & Network Service
Executive Officer	Tadashi Kawagoishi	In charge of Accounting and Finance, CFO
Executive Officer	Juichi Shikata	In charge of Purchasing
Executive Officer	Yoshihisa Hara	In charge of Electronic Systems
Executive Officer	Atsuhiro Yabu	In charge of Automotive Equipment
Executive Officer	Satoshi Kusakabe	In charge of Government & External Relations, Economic Security, Export Control and Intellectual Property
Executive Officer	Yoji Saito	In charge of Global Strategic Planning & Marketing
Executive Officer	Hideki Fukushima	In charge of Public Utility Systems
Executive Officer	Noriyuki Takazawa	In charge of Energy & Industrial Systems
Executive Officer	Yuzuru Saito	In charge of Semiconductor & Device
Executive Officer	So Suzuki	In charge of Living Environment & Digital Media Equipment
Executive Officer	Eiichiro Mitani	In charge of Process & Operation Reform and IT, Chief Operation DX Officer, CIO
Executive Officer	Shozui Takeno	In charge of Information Security and Total Productivity Management & Environmental Programs, CISO
Executive Officer	Kunihiko Kaga	In charge of Research & Development, CTO
Executive Officer	Katsuya Furuta	In charge of Domestic Marketing
Executive Officer	Kuniaki Masuda	In charge of General Affairs and Human Resources

Note: To clarify internally and externally the duties and the areas of responsibility of each Executive Officer, the Company, effective April 1, 2021, has assigned the title CxO (Chief x Officer; x signifying the responsible area) to the Executive Officers in charge of the following:
President & CEO: CEO (Chief Executive Officer)
In charge of Corporate Strategic Planning: CSO (Chief Strategy Officer)
In charge of Accounting and Finance: CFO (Chief Financial Officer)

In charge of Corporate Communication: CCO (Chief Communication Officer)
In charge of Research & Development: CTO (Chief Technology Officer)
In charge of IT: CIO (Chief Information Officer)
In charge of Information Security: CISO (Chief Information Security Officer)
In charge of Business Innovation: Chief Business DX Officer
In charge of Process & Operation Reform: Chief Operation DX Officer

(3) Directors' and Executive Officers' Compensation

	Number Receiving Payment	Total Compensation Amount (Millions of yen)	Total Compensation Amount by Type			
			Fixed-amount Compensation (Millions of yen)	Performance-based Compensation (Millions of yen)		Retirement Benefit (Millions of yen)
					Stock Compensation	
Directors	5	227	156	-	-	71
Outside Directors	5	71	61	-	-	10
Executive Officers	21	2,173	852	1,050	525	271

Notes: 1. The number of Directors receiving compensation does not include Outside Directors or Directors who concurrently hold posts as Executive Officers.
2. Regarding Executive Officers who assumed the office in the 149th fiscal year, there was a difference amounting to ¥62 million between the total compensation disclosed for the previous fiscal year and the compensation paid during fiscal 2021. Said difference was not included in the amount disclosed above.
3. The details of the performance indices that were selected as the basis for the calculation of the amount and number of the performance-based compensation, the reason for the selection of such performance indices, the calculation method for the performance-based compensation, and the results relating to such performance indices are as stated in 2) ii. b. of "(4) The Policy for Determining Compensation for Directors and Executive Officers" below.
4. As an incentive plan, the Company has adopted a performance-based stock compensation plan as compensation for Executive Officers, with the main purpose of realizing a higher level of growth and further raising management awareness that places importance on the interest of shareholders. The BIP (Board Incentive Plan) Trust has been adopted for the compensation plan whereby 50% of performance-based compensation will be granted to Executive Officers as stock compensation, i.e., non-monetary compensation, after a three-year deferment period. Details of this stock compensation are as stated in 2) ii. b. of "(4) The Policy for Determining Compensation for Directors and Executive Officers" below.

(4) The Policy for Determining Compensation for Directors and Executive Officers

With regard to the policy for determining compensation for Directors and Executive Officers, the revised policy determined at the Compensation Committee meeting held on February 18, 2021, is stated below. Under the policy for determining compensation for Directors and Executive Officers prior to the revision, the retirement benefits for Directors and Executive Officers were to be decided by the Compensation Committee on the basis of the monthly amount of compensation and the number of service years, etc. Under the revised policy, the retirement benefits shall be terminated for Directors after the conclusion of the Ordinary General Meeting of Shareholders held in June 2021, and for Executive Officers from April 1, 2021. Directors and Executive Officers who assumed office prior to the termination date of retirement benefits shall be paid retirement benefits at the time of retirement for the term of office until the termination date of the retirement benefits, in accordance with the Regulations on the Retirement Benefits of Directors and Executive Officers determined by the

Compensation Committee.

1) Basic Policies
   i. As a Company with a Three-committee System, the Company segregates the supervisory function and the execution function of management. The supervisory function of management is assigned to the Board of Directors and the execution function of management is assigned to the Executive Officers. The compensation scheme for Directors and the compensation scheme for the Executive Officers will be set differently, corresponding to the contents and responsibilities of each of the duty and position.
   ii. Directors give advice to and supervise the Company's management from an objective point of view, and therefore, the basic policy of the compensation scheme for Directors is the payment of fixed-amount compensation.
   iii. The compensation scheme for the Executive Officers focuses on incentives for the realization of management policies and the improvement of business performance, and performance-based compensation will be paid in addition to the payment of fixed-amount compensation, based on the following basic policies:
      a. The compensation scheme should raise awareness of the contribution to the improvement of the mid- and long-term business performance, and to the enhancement of the Group's corporate value.
      b. The compensation scheme should be closely linked with the company's performance and be highly transparent and objective.
      c. The compensation scheme should mainly aim at sharing of interest with shareholders and raising management awareness which places importance on the interest of shareholders.
   iv. In order to introduce from the outside objective points of view and specialized knowledge about the executive compensation scheme, the Company will employ external compensation consultants, and deliberate the compensation level, compensation scheme, etc. with the support of such consultants, taking into consideration external data concerning compensation in major Japanese corporations developing their businesses globally, the domestic economic environment, industry trends, management conditions, etc.

2) The System and the Policy for Determining Compensation for Directors and Executive Officers
   i. Compensation for Directors:
      The fixed-amount compensation shall be a monthly fixed amount set at a level considered reasonable, while taking into account the contents of the Directors' duties and the Company's conditions, etc.

ii. Compensation for Executive Officers:

a. The fixed-amount compensation shall be a monthly fixed amount set at a level considered reasonable, while taking into account the contents of the Executive Officers' duties and the Company's conditions, etc.

b. Performance-based compensation shall be paid as indicated below, at a certain period each year.

- The Group strives to achieve sustainable growth and further improvement of corporate value through its threefold balanced management policy of "Growth," "Profitability & Efficiency" and "Soundness." The Group has defined consolidated revenue of ¥5 trillion or more and an operating profit ratio of 8% or more as fiscal 2021 targets. The payment reference amount for performance-based compensation is based on the consolidated business performance such as net profit attributable to Mitsubishi Electric Corp. stockholders, in line with this policy and these targets. The Company's business performance for fiscal 2021 is as stated in the above "6. Trends in Operating Results and Financial Condition."
- Compensation for Executive Officers are set within a range of ±20% the payment reference amount, reflecting business performance in their respective business segments.
- With the purposes of meshing the interest of shareholders with the Executive Officers and further raising management awareness that places importance on the interest of shareholders, and increasing the incentives for the improvement of business performance from the mid- and long-term perspectives, 50% of performance-based compensation will be paid in the form of shares. Share-based compensation consists of Company stocks issued after a three-year deferment period. The Company sets a rule that the Executive Officers are required to continue to hold the Company stocks issued until 1 year has passed from resignation, in principle.

c. If the Company achieves the consolidated revenue of ¥5 trillion or more and the operating profit ratio of 8% or more, which are the growth targets for fiscal 2021, the basic composition of the compensation will be as follows: basic compensation 30%, and performance-based compensation 70%, of which the ratio of mid- and long-term incentives (share-based compensation in the performance-based compensation) is 35% of the total compensation. If the consolidated business performance is within the growth targets for fiscal 2021, the percentage of performance-based compensation shall fluctuate between the range of 0% to 70%.

iii. Other important matters regarding the decision on details of compensation given to individual Directors, etc.

Regarding the stock compensation of the performance-based compensation of Executive Officers, if there has been any serious breach of responsibilities by the Executive Officer, or if the Executive Officer has resigned for personal reasons against the will of the Company, the Company may confiscate the rights to receive the granting of shares or demand the refund of cash equivalent to the value of the granted shares, etc., from such Executive Officer by resolution of the Compensation Committee. Additionally, if certain grounds arise that materially impact the management of the Company, the Company may reduce the fixed-amount compensation of Executive Officers by resolution of the Compensation Committee.

iv. Decision-making process, etc.:

The Company decides on compensation decision policies for Directors and Executive Officers, and the compensation given to individuals based on these policies, through the Compensation Committee, a majority of which is comprised of outside directors. The details of the activities of the Compensation Committee are reported to the Board of Directors on a case-by-case basis. The Compensation Committee meeting was held four times in fiscal 2021.

(5) The Grounds for Determination by the Compensation Committee that the Details of Compensation Given to Individuals Observe the Determination Policy

The fixed-amount compensation to individual Directors and Executive Officers has been deliberated and determined by the Compensation Committee by utilizing external data on the compensation of major companies in Japan operating globally and taking into account the contents of the duties of the Directors and Executive Officers. As for the performance-based compensation for individual Executive Officers, individual compensation has been determined upon setting a payment reference amount by the Compensation Committee based on the Company's consolidated business results for fiscal 2021 (profit attributable to Mitsubishi Electric Corp. stockholders), within a range of ±20% of the payment reference amount, reflecting business performance in their respective business segments. Furthermore, the retirement benefits paid to Directors and Executive Officers who retired during fiscal 2021 were determined upon deliberation of their individual payments by the Compensation Committee, based on the Regulations on the Retirement Benefits of Directors and Executive Officers formulated under the policy prior to the revision. Based on the above, the Compensation Committee has determined that the details of compensation given to individuals observe the determination policy.

(6) Total Number of Shares Granted as Compensation for Directors and Executive Officers

	Number of Shares Granted	Number of Recipients
Directors (excluding Outside Directors) and Executive Officers	215,500	22
Outside Directors	-	-

Notes: 1. The above includes former Directors and Executive Officers.

2. The above number of shares granted is the number of shares that were actually granted to Directors and Executive Officers. Of the shares that Directors and Executive Officers are entitled to be granted, 216,020 shares have been converted in the trust and delivered as cash equivalent to the disposal price, based on the regulations for granting shares.

3. Matters Related to the Directors and Officers Liability Insurance (D&O Insurance)

The Company has concluded a directors and officers liability insurance (D&O Insurance) agreement provided in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The scope of the insured under this insurance policy includes the Company, the Company's executives, important employees, dispatched Outside Directors, and their heirs. This insurance policy shall compensate for damages and legal expenses to be borne by the insured, in the event of a claim for damages submitted by a shareholder or third party, etc. However, claims for damages arising from criminal acts by the executives, etc. shall be exempt from compensation. All insurance premiums shall be borne by the Company.

4. Status of the Independent Auditor

(1) Name of the Independent Auditor

KPMG AZSA LLC

(2) Compensation Paid to the Independent Auditor in Fiscal 2021

(Millions of yen)

	Payment
1) Compensation and other payments to the Independent Auditor by Mitsubishi Electric Corporation	264
2) A total of financial returns payable on monetary and other assets by Mitsubishi Electric Corporation and its subsidiaries	492

Notes: 1. In its auditing agreements with independent auditors, the Company makes no distinction between compensation for audits as defined by the Companies Act or for audits as defined under the Financial Instruments and Exchange Law. The total of compensation for such audits is included in 1) in the above table.

2. Aside from audit work defined in Article 2, Paragraph 1 of the Certified Public Accountant Law, Mitsubishi Electric Corporation has paid the Independent Auditor a fee for advisory services related to assessment of the Company's accounting operations.
3. Ten of the Company's principal overseas subsidiaries have been audited by audit corporations in alliance with the Independent Auditor retained by Mitsubishi Electric Corporation.
4. Audit Committee determined that the compensation for Independent Auditors were legitimate and agreed to the amount, as it was based on the estimated audit hours taking into account the audit policies and plans for fiscal 2021, which were confirmed with the Independent Auditors, and as the compensation unit price was a reasonable amount.

(3) Policy on Dismissal or Non-Reappointment of the Independent Auditor

1) The Independent Auditor may be dismissed in the event that it:
   a. Commits any breach or omission of due fulfillment of the responsibilities of its work;
   b. Acts in a manner that is inappropriate for an independent auditor; or,
   c. Is involved in any sort of incident or activity that is deemed to fall within the scope of (a) and (b) above.
2) In addition to the event as contemplated in 1) above, for such reasons as (but not limited to) amelioration of the audit quality, the Company may opt, as necessary, not to renew the retention or appointment of the Independent Auditor.

5. Summary of Systems Necessary to Ensure the Properness of Operations of the Company and the Status of the Management

(1) For the execution of the duties of the Audit Committee, its independence is secured by assigning employees whose job is exclusively to assist the Audit Committee members. In addition, internal regulations regarding the processing of expenses and debts incurred in the execution of the duties of the Audit Committee members are established and such expenses and debts are properly processed.

A system for reporting to the Audit Committee is developed to report information about the Company and its subsidiaries to the Audit Committee via the divisions in charge of internal control, and an internal whistle-blower system is developed and its details are reported to the Audit Committee members.

Furthermore, the Audit Committee members attend important meetings including Executive Officer meetings and conduct investigations such as interviews with Executive Officer and the executives of the Company's offices and subsidiaries, and undertake deliberations to determine audit policies, methods, implementation status, and results of the audit by regularly receiving reports from the Independent Auditor and Executive Officers in charge of audits.

(2) Internal regulations and systems to ensure the properness of operations within the Mitsubishi Electric Group are established. Executive Officers take responsibility for constructing such systems within the areas over which they are appointed. Important matters are deliberated by convening Executive Officer meetings.

Executive Officers regularly monitor the status of management of the systems. The divisions in charge of internal control monitor the status of design and management of internal control system and regulations. Also an internal whistle-blower system is established and the matters reported thereto are informed to the Audit Committee members.

Furthermore, the status of management of the system is audited by internal auditors, and the audit results are reported regularly to the Audit Committee via Executive Officers in charge of audit.

Details of this section are posted on the Company's Website (https://www.MitsubishiElectric.com/en/investors/meeting/).

[Details Disclosed on the Company's Website]

(1) For the execution of the duties of the Audit Committee, its independence is secured by assigning employees whose job is exclusively to assist the Audit Committee members. In addition, internal regulations regarding the processing of expenses and debts incurred in the execution of the duties of the Audit Committee members are established and such expenses and debts are properly processed.

A system for reporting to the Audit Committee is developed to report information about the Company and its subsidiaries to the Audit Committee via the divisions in charge of internal control, and an internal whistle-blower system is developed and its details are reported to the Audit Committee members.

Furthermore, the Audit Committee members attend important meetings including Executive Officer meetings and conduct investigations such as interviews with Executive Officer and the executives of the Company's offices and subsidiaries, and undertake deliberations to determine audit policies, methods, implementation status, and results of the audit by regularly receiving reports from the Independent Auditor and Executive Officers in charge of audits.

Item	Matters resolved	Status of management
The matters prescribed by the applicable Ordinance of the Ministry of Justice as those necessary for the execution of the duties of the Audit Committee	■Assign employees whose job is exclusively to assist the Audit Committee. ■The Senior General Manager of the Corporate Human Resources Division will consult with Audit Committee members regarding the evaluation of performance by and relocation of employees exclusively assisting the Audit Committee. ■Establish a system for reporting information about the Company and its subsidiaries to the Audit Committee via the divisions in charge of internal control. ■Establish internal regulations and systems to protect people who reported information about the Company and its subsidiaries to the Audit Committee. ■Establish internal regulations regarding the processing of expenses and debts incurred in the execution of the duties of the Audit Committee members. ■Establish the following structures and systems in relation to other audits by the Audit Committee: 1. Conduct investigation of the Company and its subsidiaries. 2. Undertake deliberations to determine audit policies, methods, implementation status and results of the audit by regularly convening debriefing sessions between the Independent Auditor and Executive Officers in charge of audits.	■Employees whose job is exclusively to assist the Audit Committee are assigned and are assisting the Audit Committee. ■The Senior General Manager of the Corporate Human Resources Division consults with Audit Committee members regarding the evaluation of performance by and relocation of employees exclusively assisting the Audit Committee. ■Reporting systems are established based on the type of information, and information about the Company and its subsidiaries is reported to the Audit Committee via the divisions in charge of internal control. ■Results of internal audit are reported to the Audit Committee on a regular basis from the internal auditors via the Executive Officers in charge of audits. ■An internal whistle-blower system is developed and its details are reported to the Audit Committee members. ■Internal regulations and systems to protect people who reported information about the Company and its subsidiaries to the Audit Committee are established and are thoroughly informed in the Group. ■Internal regulations regarding the processing of expenses and debts incurred in the execution of the duties of the Audit Committee members are established, and such expenses and debts are properly processed. ■The Audit Committee members attend important meetings including Executive Officer meetings, and conduct investigations such as interviews with Executive Officers and the executives of the Company's offices and subsidiaries. ■The Audit Committee undertakes deliberations to determine audit policies, methods, implementation status and results of the audit by regularly receiving reports from the Independent Auditor and Executive Officers in charge of audits and exchanging opinions.

(2) Internal regulations and systems to ensure the properness of operations within the Mitsubishi Electric Group are established. Executive Officers take responsibility for constructing such systems within the areas over which they are appointed. Important matters are deliberated by convening Executive Officer meetings.

Executive Officers regularly monitor the status of management of the systems. The divisions in charge of internal control monitor the status of design and management of internal control system and regulations. Also an internal whistle-blower system is developed and its details are reported to the Audit Committee members.

Furthermore, the status of management of the system is audited by internal auditors, and the audit results are reported regularly to the Audit Committee via Executive Officers in charge of audit.

Item	Matters resolved	Status of management	
The development of systems necessary to ensure that the execution of duties by Executive Officers complies with laws and regulations and the Articles of Incorporation	Establish internal regulations ensuring that the Executive Officers' performance and execution of duties is in accordance with laws and regulations the Articles of Incorporations. Internal auditors shall monitor the status of management.	■Internal regulations ensuring that the Executive Officers' performance and execution of duties is in accordance with laws and regulations and the Articles of Incorporations are established. Their duties are executed in accordance with these internal regulations. ■Compliance training is implemented for all Executive Officers on a regular basis. Points of concern for Executive Officers in light of legal reform and social trends are provided.	Executive Officers take responsibility for constructing systems to ensure the properness of operations of the Group within the areas over which they are appointed, and regularly monitor the status of management of the systems. The divisions in charge of internal control monitor the status of design and management of internal control system and regulations. Also an internal whistle-blower system is developed and its details are reported to the Audit Committee members. The status of management of the systems is audited by internal auditors, and the audit results are reported regularly to the Audit Committee via Executive Officers in charge of audit.
Other systems prescribed by the applicable Ordinance of the Ministry of Justice as systems necessary to ensure the properness of operations of the company, and of the corporate group formed by the company and its subsidiaries	The following systems shall be established in order to ensure the properness of operations of the Company. ■Establish internal regulations related to the record keeping and information management regarding Executive Officers' performance and execution of duties. ■Executive officers shall take responsibility for constructing risk management systems related to possible losses within the areas over which they are appointed. ■Executive officers shall take responsibility for ensuring management efficiency within the areas over which they are appointed. ■Establish the following systems ensuring that employees' performance and execution of duties is in accordance with laws and the Articles of Incorporation. 1. Establish internal regulations and action guidelines regarding ethics and compliance. 2. Implement an internal whistle-blower system. ■Important matters shall be deliberated at Executive Officer meetings. ■Internal auditors shall monitor the status of management.	■Internal regulations related to the record keeping and information management regarding Executive Officers' performance and execution of duties are established. Record keeping and information management are carried out in an appropriate manner. ■Executive Officers take responsibility for constructing risk management systems related to possible losses within the areas over which they are appointed. Important matters are deliberated by convening Executive Officer meetings. ■Executive officers take responsibility for ensuring management efficiency within the areas over which they are appointed. Important matters are deliberated by convening Executive Officer meetings. ■Internal regulations and action guidelines regarding ethics and compliance are established, based on which the performance and execution of duties is carried out. ■Various types of compliance-related trainings are implemented for employees on a regular basis.	

Item	Matters resolved	Status of management	
	The following systems shall be established in order to ensure the properness of operations within the Group. ■Executive officers shall manage the subsidiaries within the areas over which they are appointed. ■Establish action guidelines shared throughout the Group regarding ethics and compliance. ■Create a specialized organization for integrated management of the Group companies. ■Build systems for reporting matters relating to the performance and execution of duties of the Group companies, managing risks of possible losses, and ensuring the efficiency of performance and execution of duties, and establish management standards. Important matters shall be deliberated and reported at Executive Officer meetings. ■Conduct regular audits of subsidiaries by internal auditors.	■Executive Officers take responsibility for managing the subsidiaries within the areas over which they are appointed. ■Action guidelines shared throughout the Group regarding ethics and compliance are established and thoroughly informed in the Group. ■A specialized organization for the management of associated companies is created for the integrated management of the Group companies. ■In order to ensure the properness of operations within the Group, management standards for the Group companies are established. Important matters of the Group companies are deliberated and reported by convening Executive Officer meetings.	

6. Basic Policy Regarding Control over the Company

At present, Mitsubishi Electric Corporation has not formulated basic policies or anti-takeover measures.

The Company aims to further enhance corporate value in incessant pursuit of growth and *better-than-ever* business results. Through proactive IR activities, the Company endeavors to convey timely information to investors and financial markets, regarding its management policies, strategies and business results.

However, due to the possibility that large volumes of shares may be purchased, the Company believes it is necessary to take appropriate steps in response to any action not in conformity with the objective of enhancing the Company's corporate value, or in contrary to the common interest of shareholders. Looking forward, the Company will maintain a careful watch over social trends and examine avenues of action.

7. Policy on the Determination of Dividends from Surplus

(1) Medium- to long-term policy

Mitsubishi Electric Corporation shall remain focused on enhancing corporate value as its ultimate objective. The Company aims to maintain a balance between distributing profits that reflect earnings conditions for the respective fiscal year and strengthening its financial standings by improving internal reserves. From this perspective, the Company's fundamental policy is to improve overall shareholder returns.

(2) Dividends for the fiscal year ended March 31, 2021

In the fiscal year ended March 31, 2021, Mitsubishi Electric Corporation decided to pay a fiscal year-end dividend of ¥26 per share in line with its performance and financial standing during the fiscal period.

As a result, the annual dividend for the fiscal year ended March 31, 2021, amounted to ¥36 per share, which includes an interim dividend of ¥10 per share paid on December 2, 2020.

Note: Fiscal year-end dividends will be paid on Wednesday, June 2, 2021.

Consolidated Financial Statements

Consolidated Statement of Financial Position

(March 31, 2021)

(Millions of yen)

Assets		Liabilities	
Current assets	2,846,972	Current liabilities	1,505,381
Cash and cash equivalents	767,406	Bonds, borrowings and lease liabilities	152,657
Trade receivables	906,831	Trade payables	541,774
Contract assets	274,231	Contract liabilities	174,666
Other financial assets	51,657	Other financial liabilities	157,750
Inventories	743,782	Accrued expenses	302,418
Other current assets	103,065	Accrued income taxes	30,959
Non-current assets	1,950,949	Provisions	97,292
Investments accounted for using the equity method	205,464	Other current liabilities	47,865
		Non-current liabilities	421,929
Other financial assets	353,624	Bonds, borrowings and lease liabilities	212,774
Property, plant and equipment	857,645	Net defined benefit liabilities	161,388
		Provisions	5,435
Goodwill and intangible assets	153,512	Deferred tax liabilities	5,759
		Other non-current liabilities	36,573
Deferred tax assets	183,134		
Other non-current assets	197,570	Total liabilities	1,927,310
		Equity	
		Mitsubishi Electric Corp. stockholders' equity	2,754,293
		Common stock	175,820
		Capital surplus	202,777
		Retained earnings	2,266,490
		Accumulated other comprehensive income (loss)	111,801
		Treasury stock, at cost	(2,595)
		Non-controlling interests	116,318
		Total equity	2,870,611
Total assets	4,797,921	Total liabilities and equity	4,797,921

Consolidated Statement of Profit or Loss

(April 1, 2020 to March 31, 2021)

(Millions of yen)

Revenue	4,191,433
Cost of sales	3,017,059
Selling, general and administrative expenses	953,602
Other profit (loss)	9,423
Operating profit	230,195
Financial income	12,136
Financial expenses	2,828
Share of profit of investments accounted for using the equity method	19,251
Profit before income taxes	258,754
Income taxes	57,071
Net profit	201,683
Net profit attributable to:	
Mitsubishi Electric Corp. stockholders	193,132
Non-controlling interests	8,551

[Reference]

Consolidated Statement of Cash Flows

(April 1, 2020 to March 31, 2021)

(Millions of yen)

Cash flows from operating activities	542,119
Cash flows from investing activities	(176,552)
Free cash flow	365,567
Cash flows from financing activities	(157,352)
Effect of exchange rate changes on cash and cash equivalents	21,632
Net increase (decrease) in cash and cash equivalents	229,847

Financial Statements

Balance Sheet

(March 31, 2021)

(Millions of yen)

Assets		Liabilities	
Current assets:	1,708,743	Current liabilities:	1,330,819
Cash and cash equivalents	399,123	Electronically recorded obligations – operating	90,857
Notes receivable	4,419	Trade accounts payable	312,884
Trade accounts receivable	613,684	Short-term loans payable	532,502
Contract assets	241,513	Current portion of bonds payable	20,000
Finished goods	74,357	Lease obligation	2,595
Raw materials	44,639	Other accounts payable	95,417
Work in process	150,696	Accrued expenses	106,747
Advance payments	19,987	Income taxes payable	8,625
Other	160,418	Advances received	77,334
Allowance for doubtful accounts	(98)	Reserve for product warranties	37,319
Noncurrent assets:	1,348,326	Reserve for loss on construction contracts	26,802
Property, plant and equipment	443,666	Other	19,731
Buildings, net	220,300	Noncurrent liabilities:	265,826
Structures, net	12,508	Long-term loans payable	244,100
Machinery and equipment, net	93,058	Lease obligations	5,008
Vehicles, net	365	Reserve for retirement benefits	11,377
Tools, furniture and fixtures, net	25,124	Reserve for loss on investments in foreign subsidiaries and affiliates	671
Land	48,280	Reserve for directors' retirement benefits	1,176
Lease assets, net	3,881	Reserve for competition-law-related expenses	1,945
Construction in progress	40,147	Asset retirement obligations	386
Intangible fixed assets	39,303	Other	1,159
Software	25,035	Total liabilities	1,596,645
Other	14,268	Net assets	
Investments and other assets	865,356	Shareholders' equity:	1,357,228
Investment in securities	246,713	Common stock	175,820
Investment in subsidiaries and affiliates	427,010	Capital surplus	181,321
Long-term loans receivable	9,326	Legal capital surplus	181,140
Long-term prepaid expenses	3,169	Other capital surplus	181
Deferred tax assets	47,681	Retained earnings	1,002,682
Other	132,217	Legal retained earnings	43,955
Allowance for doubtful accounts	(764)	Other retained earnings	958,727
		Reserve for reduction entry	9,583
		General reserve	300,000
		Retained earnings brought forward	649,144
		Treasury stock	(2,595)
		Valuation and translations adjustments:	103,195
		Unrealized gains (losses) on securities	103,459
		Deferred gains (losses) on hedges	(264)
		Total net assets	1,460,424
Total assets	3,057,070	Total liabilities and net assets	3,057,070

Statement of Income

(April 1, 2020 to March 31, 2021)

(Millions of yen)

Net sales		2,459,282
Cost of sales		1,949,500
Gross profit		509,781
Selling, general and administrative expenses		444,150
Operating income		65,630
Non-operating income		
Interest and dividends	117,613	
Other	15,814	133,427
Non-operating expenses		
Interest	2,837	
Other	18,699	21,537
Ordinary income		177,521
Extraordinary income		
Transfer pricing taxation adjustments	16,519	
Gain on sales of property, plant and equipment	12,246	28,766
Extraordinary loss		
Loss on impairment	2,783	2,783
Income before income taxes		203,503
Income taxes-current		15,983
Income taxes-deferred		1,993
Net income		185,526

Independent Auditor's Report

April 26, 2021

Takeshi Sugiyama
President and CEO
Mitsubishi Electric Corporation

KPMG AZSA LLC
Tokyo Office, Japan

Hideaki Koyama (Seal)
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Naoki Matsumoto (Seal)
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Yukihiko Ishiguro (Seal)
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the consolidated financial statements, which comprise the consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated statement of changes in equity and the related notes of Mitsubishi Electric Corporation ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group"), as at March 31, 2021 and for the year from April 1, 2020 to March 31, 2021 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Audit committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of

disclosure items required under International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards.

The audit committee is responsible for overseeing the executive officers and the directors' performance of their duties including the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with it all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which are required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:
The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

Independent Auditor's Report

April 26, 2021

Takeshi Sugiyama
President and CEO
Mitsubishi Electric Corporation

KPMG AZSA LLC
Tokyo Office, Japan

Hideaki Koyama (Seal)
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Naoki Matsumoto (Seal)
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Yukihiko Ishiguro (Seal)
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets and the related notes, and the supplementary schedules of Mitsubishi Electric Corporation ("the Company") as at March 31, 2021 and for the year from April 1, 2020 to March 31, 2021 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and the supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and Others* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Audit committee for the Financial Statements and Others

Management is responsible for the preparation and fair presentation of the financial statements and the supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The audit committee is responsible for overseeing the executive officers and the directors' performance of their duties including the design, implementation and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and Others

Our objectives are to obtain reasonable assurance about whether the financial statements and the supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and the supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the supplementary schedules, including the disclosures, and whether the financial statements and the supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with it all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which are required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

Audit Committee Report

The Audit Committee has conducted audits of the Directors and Executive Officers of the Company with regard to their performance of duties during the 150th fiscal period (April 1, 2020 to March 31, 2021). A report covering the methodology and findings of the audit follows.

1. Methodology and Scope of Audit

The Company's Audit Committee monitored and examined the content of resolutions of the Board of Directors related to matters set forth in Article 416, Paragraph 1, Item 1, Sections 2 and 5 of the Companies Act, as well as the structure of the Company's internal control system as set forth in the aforementioned resolutions. To this end, the Audit Committee received periodic reports from Directors, Executive Officers and employees regarding the content of the above resolutions, along with the constitution and operating effectiveness of the above-referred internal control system. The Audit Committee, where necessary, sought explanations and voiced opinions on these matters. At the same time, the Audit Committee conducted audits using the following methods.

(a) In accordance with its established policies and procedures, the Audit Committee attended important meetings, received reports on business activities from Directors and Executive Officers, sought explanations where necessary, and perused documents pertaining to important decisions, and also surveyed properly the condition of operations and assets at the Company's head office and key operational facilities, in collaboration with the divisions in charge of internal control. Where necessary, the Audit Committee sought reports on the operations and assets of subsidiaries.

(b) In addition to monitoring and examining the activities of the independent auditor to ensure that it maintains its independent position and that it conducts its auditing duties properly, the Audit Committee received reports from the Independent Auditor regarding the status of its activities and sought explanations when necessary. Furthermore, the Independent Auditor notified the Committee that it was adhering to "Quality Management Standards Regarding Audits" (Business Accounting Council of the Financial Services Agency, October 28, 2005) as it worked to improve its system "to ensure that its duties are properly executed," as stipulated in Article 131 of the "Company Accounting Regulations." The Committee sought explanations where necessary.

Based upon the above methods, the Audit Committee carefully examined the Business Report and its supplementary schedules, the consolidated financial statements (consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of changes in equity and notes to consolidated financial statements), the non-consolidated financial statements (balance sheets, statements of income, statements of changes in shareholders' equity and notes to non-consolidated financial statements) and their supplementary schedules for the fiscal year ended March 31, 2021.

2. Audit Results

(1) Results of the Audit of the Business Report and Supplementary Schedules

(a) The Business Report and Supplementary Schedules present fairly, in conformity with applicable laws and regulations and the Company's Articles of Incorporation, the conditions of the Company.

(b) In executing their duties, the Directors and Executive Officers have not made any significant transactions or actions deemed to be in contradiction of any laws or the Company's Articles of Incorporation.

(c) The content of the Board of Directors' resolutions related to internal control systems as set forth in Article 416, Paragraph 1, Item 1, Sections 2 and 5, of the Companies Act is adequate. Moreover, we find no issues of concern with regard to contents of the Business Report and the performance of Directors and Executive Officers in their duties related to internal control systems.

As mentioned in the Business Report, issues of work-related, information security, and product and service quality have been recently identified at the Group. The Audit Committee has confirmed that the Company is implementing response measures as follows: with regard to work-related issues, the Company is promoting the Mitsubishi Electric Workplace Reform Program and working to prevent recurrence; with regard to information security issues, the Company is working to reinforce information security measures based on the analysis of the cause of each issue; and with regard to improper quality-related conduct, the Company is enhancing education to fundamentally reform quality awareness and culture, and strengthening its quality control system with the aim of ensuring compliance with relevant laws, regulations, and contractual specifications. The Audit Committee will continue to closely monitor the progress of these measures to prevent recurrence, in order to ensure their steady implementation.

(2) Results of the Audit of Consolidated Financial Statements

The procedures and report of the audit by the Independent Auditor, KPMG AZSA LLC, are adequate.

(3) Results of the Audit of Non-Consolidated Financial Statements and Supplementary Schedules

The procedures and report of the audit by the Independent Auditor, KPMG AZSA LLC, are adequate.

April 26, 2021

The Audit Committee
Mitsubishi Electric Corporation

Hiroshi Obayashi, Committee Chairman
Masahiko Sagawa, Committee Member (Standing)
Takashi Sakamoto, Committee Member (Standing)
Kazunori Watanabe, Committee Member
Takashi Oyamada, Committee Member

Note: Hiroshi Obayashi, Kazunori Watanabe and Takashi Oyamada are Outside Directors as prescribed under Article 2, Item 15 and Article 400, Paragraph 3 of the Companies Act.