

MELCO PLUS

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The Launch of the Mitsubishi Electric Group House Journal

In 1991, on the occasion of the 70th anniversary of Mitsubishi Electric's founding, the in-house journal was renamed to "MELCO." In 2014, to foster a sense of unity within the Mitsubishi Electric Group from the perspectives of consolidated management and global outreach, the group house journal "MELCO PLUS" was launched for the entire Mitsubishi Electric Group. The English version was also introduced for overseas affiliated companies.

Turning the Wisdom and Ingenuity of Each Individual into the Driving Force of the Team

We asked President & CEO Uruma about a review of the first half of fiscal year 2024, challenges for the second half, and progress in My Purpose activities.

(MELCO PLUS Editorial Team)

Kei Uruma

President & CEO, Mitsubishi Electric Corporation



1. Responses to rapid changes in the world
2. Current business conditions and challenges for the second half of the year
3. Expansion of My Purpose activities in Group companies

1

The world is changing rapidly with the situation in the Middle East and Ukraine and fluctuating exchange rates and interest rates. There is also a growing concern in Japan about the possibility of earthquake disasters. What should we be aware of under these circumstances?

There are limits to what a single company can do in response to geopolitical situations and economic and policy trends. Although there will be direct and indirect effects, there is no need to get too excited or upset by each individual change, and I hope that the company will steadily implement measures that should be taken, such as supplementing missing

parts, to achieve our ideal form. On the other hand, regarding natural disasters such as earthquakes, I would particularly like bases in regions with a high risk of disasters to continue reviewing their initial responses and BCPs (Business Continuity Planning) in the event of a disaster.

2

Please tell us about the current business conditions and challenges for the second half of the year.

Compared to our forecast at the beginning of the fiscal year, market recovery has been delayed mainly in FA systems, but we plan to increase production output in FA, air conditioning and other mass-production businesses in line with the demand in growth after market recovery. Therefore, it will be important to determine when and how to step on the accelerator in the second half of the year. In preparation for a sudden increase in orders, I ask that each of you develop the mobility and mechanisms to respond appropriately to market demands.

Due to the long lead time from production to shipment in individual production businesses, it is important to level out and improve the efficiency of production. It is also necessary to improve prices in light of rising procurement costs, including for raw materials.

I feel that the concept of 'ROIC', which emphasizes asset efficiency and profitability, is steadily spreading. At the

Group-Wide Presentation Event for JIT Kaizen¹ in July, Mitsubishi Electric Dalian Industrial Products Co., Ltd. (MID) in China introduced their initiatives to strengthen their business from the perspective of ROIC. By clarifying the roles and responsibilities of not only the manufacturing division but also the accounting, finance, materials, sales, and other divisions, and by involving material suppliers in ROIC improvement initiatives, they have achieved significant results, including reducing production costs, manufacturing costs, shelf stock, and lead times.

I would like to encourage you to spread these initiatives. To increase the ROIC of our business, I believe it is important for each of you to seriously consider what you should achieve, share your wisdom, and work together as a team.

¹ Return on Invested Capital

² Please see page 7 for more details on the Group-Wide Presentation Event for JIT Kaizen.

3

My Purpose activities, which began in the fiscal year 2024, are being expanded to Group companies. Have there been any changes within the company or in the way you interact with your surroundings?

My Purpose represents the will of each individual's ideal form in society. When an individual's purpose overlaps with the company's Purpose, they will feel a sense of fulfillment and excitement at work.

Recently, I have heard that dialogue has been promoted within the workplace through sharing purposes with colleagues and understanding each other's values and ideas. I would like to encourage those who are not yet involved in My Purpose activities to participate and for everyone to start

discussing each other's purposes in the workplace.

I believe that through dialogue, you can become a team that brings out the individuality and strengths of each member, and this will be the driving force that enhances the organizational power of our Group. All executive officers, including myself, take advantage of opportunities such as family training to increase dialogue and work on team building to bring us closer together.

Essential Insights: How the DX Innovation Center is Leading Serendie

In the previous issue, we highlighted three key points to realize the Mitsubishi Electric Group's vision of becoming a "Circular Digital-Engineering Company": what the digital platform Serendie is, how it will change our business, and how employees can make better use of Serendie.

In this issue, the MELCO PLUS Editorial Team interviewed members of the DX Innovation Center (DIC), who are at the forefront of Serendie, to gain insight into their work and the center's workplace culture.

Meet the Team!
The people we interviewed from DIC

This time, we had the opportunity to interview members from five different departments at DIC.
(From left in the photo)

Shigetoshi Nakanishi

Composable Systems Planning Dept.
DX Innovation Center

Nakanishi has long been involved in developing computing and network infrastructures for the power business, including at the Transmission & Distribution Systems Center and the Energy Systems Center. At DIC, his main activities revolve around collaborating with business groups and external partners to provide high-value-added services and make proposals to customers.

Hiroyuki Kubota

Development & Quality Control Dept.
DX Innovation Center

Since joining the company in 2006, Kubota has long been involved in software development at the Kamakura Works. At DIC, he plays a key role in formulating guidelines to advance agile development¹ - a method not traditionally used by Mitsubishi Electric - and serves as a Scrum Master, a role that adjusts and helps team members function effectively as a team, essential for agile development.

Atsushi Okazato

Platform Design & Development Dept.
DX Innovation Center

At the Information Technology R&D Center's Monitoring Media System Technology Department, Okazato worked on platform development for smart buildings and technology to detect people's locations. At DIC, he is involved in developing functionality for the Data Analysis System, Web API Integration System, and Subscription Management System, as well as the development of the infrastructure for providing new services that utilize location information and the creation of solutions using this infrastructure.



Yuta Atobe

Strategic Planning Dept. DX Innovation Center

Since joining the company in 2014, Atobe has worked as a security-related engineer at the Information Technology R&D Center. At DIC, he is involved in expanding DX talent and establishing the office environment and information infrastructure for Serendie Street, which will be the hub for technology and human resource exchange.

Shinichi Araki

Business Intelligence Strategic Promotion Dept.
DX Innovation Center

After being involved in the promotion of company-wide collaborative projects, including at the Total Security Business Promotion Department of the Building Systems Group, the Olympic and Paralympic Games Tokyo 2020 Promotion Department, and the Marketing Research & Business Development Dept. and the Digital Marketing Promotion Project Group of the Corporate Marketing Group, Araki is now leading the construction of a CRM System at DIC. This is his first time working in a technical field.

¹ Agile development: A method of development in which small products are iteratively developed in short cycles, based on customer needs.

What We Do: The Work at DIC

Serendie is comprised of four infrastructures: Technology Infrastructure, Co-creation Infrastructure, Human Capital Infrastructure, and Project Promotion Infrastructure.

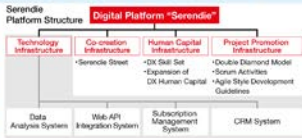
The Technology Infrastructure focuses on delivering new services quickly by conducting iterative trials using digital tools. It also supports creating new businesses and services, while expanding existing ones, by aggregating and analyzing data from various sales support systems across the Mitsubishi Electric Group.

The Co-creation Infrastructure works to operate Serendie Street*, located in Yokohama where DIC is based, serving as a hub for co-creation between the company, external partners, and customers.

The Human Capital Infrastructure works closely with the Corporate Human Resources Group to design educational programs aimed at fostering DX talent, thereby promoting digital transformation across the company.

Lastly, the Project Promotion Infrastructure develops frameworks to accelerate the creation of new businesses through co-creation with external partners and customers.

2 Serendie Street: A dynamic, physical space for co-creation where diverse talents from inside and outside the company gather to tackle various challenges, sparking new ideas through lively discussions.



Our Culture: Life at DIC

DIC brings together people with a wide range of experiences and areas of expertise. We asked interviewees about the significance of working at DIC and their approach to work. Based on five keywords that emerged from our conversations, we summarized the workplace culture at DIC as follows:

- 1 Challenge
- 2 Speed
- 3 Cross-Functional
- 4 Proactivity
- 5 Not afraid of Failure

Serendie represents a major challenge for the Mitsubishi Electric Group, and DIC is at the forefront of this initiative. The DIC team is not only driving the development of Serendie but also thriving in an environment rich with new learning opportunities and experiences.

DIC is responsible for building the Serendie digital platform, which unites diverse assets, solutions, talent, technology, and expertise by harnessing data dispersed throughout the company. Through collaboration with internal departments and external partners, the platform aims to develop services that address both customer needs and societal challenges. Speed is the key word for DIC. The team operates with a sense of urgency every day, ensuring that no business opportunity is overlooked as they work to create innovative solutions. This is driven by their strong commitment to co-creation—working closely with business groups, Mitsubishi Electric Group companies, and external partners.

As a cross-business and cross-functional team, DIC transcends departmental boundaries, working as One Team that is dedicated to

creating new services and businesses.

Given the unprecedented nature of Serendie, the progress will not come from waiting for others to act. Each member of DIC takes initiative, thinking independently and taking actions proactively, even when the path forward is uncertain. There are risks when facing new challenges, but the team is not afraid of failure and taking action.

DIC truly embodies the spirit of Serendie—a fusion of serendipity and digital engineering—through their proactive approach and fearless pursuit of innovation, working as a unified team.



Our Spirit!
 The Fulfillment at DIC

Starting in a new organization means building from the ground up. We spoke with DIC team members, who are working as pioneers despite facing many unknowns and challenges in gaining understanding, about what brings them fulfillment in their work.



Yuta Atobe:

This role is completely different from what I've done before, and my approach to work and the people I collaborate with have shifted. At DIC, I've gained a new perspective—not just of my own division, but of how to help guide the company as a whole. Serendie is a new initiative for the Mitsubishi Electric Group, and we're forging ahead on this uncharted path, not being afraid of failure. We're putting everything we've got into this. Each day I'm tapping into parts of my brain I haven't used before, constantly generating new ideas.

Shinichi Araki:

One of the most rewarding aspects of my work is contributing to DX, which is gaining attention globally. Serendie is a new challenge for the Mitsubishi Electric Group, as is the development of the CRM System. This is my first experience building systems, so there's a lot I'm still learning, but with the support of related divisions, I'm making progress in a way that contributes to our Group's business.



Atsushi Okazato:

Since joining DIC, the way I work and the number of people I interact with have changed significantly. Here, we're expected to think independently and adapt quickly, often through trial and error, as circumstances evolve daily. To me, that's what defines DIC. Every day I push my mind to the limit, and by the end of the day I'm completely drained—there's no energy left for overtime. However, the experience is fresh and exciting because it's unlike anything I've done before.

Hiroyuki Kubota:

Since joining DIC, many aspects of my work have changed—the content of my tasks, how I approach them, the people I collaborate with, the size of my team, and even the team structure. While DIC as an organization has clearly defined departments and areas of responsibility, there's flexibility to take on work beyond those boundaries if you have the ability. This makes the work engaging but, at the same time, challenging, particularly when it comes to maintaining balance. I use my brain intensively every day, which can be exhausting, but it's deeply fulfilling.



Shigetoshi Nakanishi:

After joining DIC, I felt like I was starting over from square one, just like when I first joined the company. I'm using parts of my brain I haven't used before, so I get completely worn out, but the drive to transform the Mitsubishi Electric Group is what keeps me going. The members of DIC are highly motivated, and we're able to have forward-thinking discussions, which makes every day fulfilling. Since we're working on new services that have never existed before, if you have any concerns or ideas, feel free to reach out to DIC. Let's think about it together!

Bonus: Reflections on the Interview

We spent over seven hours interviewing the team, with each person speaking for more than an hour. Although we couldn't include everything in the article, we truly felt the immense passion and sense of fulfillment from the team members as they tackle various challenges. When we took photos in DIC's open-style meeting space, people—including the Senior General Manager of DX Innovation Center, Nobuo Asahi—gathered one after another, creating a vibrant atmosphere. It was a clear reflection of DIC's workplace culture, where psychological safety is high, and everyone is strongly united by a sense of being One Team.



<p>Trust your team, never betray them. 仲間を裏切らない。 仲間を裏切らない。</p>	<p>Make consultation, with mission and tension. 相談を使命と緊張を持って。 相談を使命と緊張を持って！</p>	<p>Go wild not mild. マイルどより ワイルドに</p>	<p>Productive actions than endless debates. 終わりのない議論より、結果のあるアクションを。 終わりのない議論より、結果のあるアクションを。</p>
<p>Always remember to be professional. プロフェッショナルぶることを常に意識する。</p>	<p>Sharpen technical skills for higher quality onto management. 高度な技術力に磨きをかけ、目標を達成。</p>	<p>Think of product launch as a start, not a goal. ショートラン、ゴールまで。 ショートラン、ゴールまで。</p>	<p>Maximize LTV, not just immediate profits and losses. 顧客生涯価値を最大化し、LTVを最大化。</p>
<p>Do not lie to the society and the future. 社会と未来に、嘘をつかない。</p>	<p>Easily create the world where amuse and save people. 人が楽しく、笑える世界を簡単に創る。</p>	<p>Have the courage and ability to change your game. 変革ゲームを、変えていく勇気と能力。</p>	<p>Global co-creation rather than domestic competition. グローバルな共同創造、国内競争よりも。</p>

The 12 Principles Posted on the Wall

Fiscal 2025 Group-Wide Presentation Event for JIT Kaizen and DQ Small Group Activities

The group-wide presentation event for JIT Kaizen Activities and DQ Small Group Activities was held on July 5.

Below is an overview of the award-winning presentations that received the Best Performance Award and the Special Award, as well as joyful comments from the winners.

Introduction: JIT Kaizen and DQ Small Group Activities at Mitsubishi Electric Group

JIT (Just-in-Time) Kaizen Activities are improvement activities across all business processes, where every employee works to make improvements by thoroughly eliminating waste. This term serves as the collective term for all improvement activities within the Mitsubishi Electric Group.

Among these improvement activities, DQ (Diamond Quality) Small Group Activities focus especially on human resource development. In these activities, small teams voluntarily identify issues and challenges and work through bottom-up efforts to solve multiple workplace problems.

Both JIT Kaizen and DQ Small Group Activities share the common goal of fostering human resource development and

a culture of continuous improvement through solving problems. It is essential that these activities complement each other to deliver results more efficiently and effectively.

This year's group-wide presentation event featured 18 groups for both JIT Kaizen and DQ Small Group Activities, including three groups from overseas. The participating groups were carefully selected from numerous activities through a rigorous screening process. This event also aims to horizontally expand these best practices across the Mitsubishi Electric Group, fostering mutual growth beyond businesses and job types.

JIT Kaizen Activity – Best Performance Award

Presenters: Narit Ngommanee, Thongchai Treewitkitchakorn, and Kittitak Dangdangwading from Mitsubishi Electric Asia Co., Ltd. (AMEC)

Presentation Theme:

Driving AMEC's Production Innovation through In-House Development and Deployment of IT and Automation. Cultivation of key personnel for automation and skill improvement. Reduction in manufacturing lead time by 10 days (from 50 to 40 days); Annual cost reduction of 17.9 million Baht; Capital investment savings of 19.5 million Baht

Activity Results:

The overseas elevator market is increasingly focused on price and shorter delivery time, creating an urgent need for improvements to boost sales. To strengthen cost competitiveness and shorten lead time, AMEC has pursued improvements under the concept of "Self-Making" by applying automation and IT technologies. Their efforts included: (1) Automation of design and procurement operations, (2) Real-time monitoring of new product prototypes, (3) Streamlining of structural component painting lines, (4) Implementation of internally-developed automation, such as the introduction of Automated Guided Vehicle (AGV) and Autonomous Mobile Robot (AMR), at the Automation Center¹. Through these initiatives, they successfully achieved a reduction in manufacturing and prototyping lead time and costs. Furthermore, learning and practical application at the Automation Center allowed everyone to engage positively and actively, which they feel is the greatest achievement.

¹ Center for learning and practicing automation skills within AMEC



Joyful Comments from the Winners

We are truly delighted that our activities have been recognized with the Best Performance Award, allowing us to share the joy as a team. This achievement has boosted everyone's confidence and strengthened our mindset for continuous improvement. Moving forward, we will continue embracing further transformation and challenges in response to the changing business environment.

DQ Small Group Activity – Best Performance Award

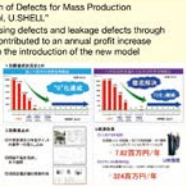
Presentation Team: Mitsubishi Electric (Guangzhou) Compressor Co., Ltd. (MGQ) - Zhaoyang Compressor

Presentation Theme:

Operation "Eradication of Defects for Mass Production of the New LNK Model, U.SHELL"

Activity Results:

Amid challenging market conditions, they developed the new LNK large-capacity compressor to strengthen their business structure. For this new model, they adopted resistance welding to improve discharge pipes as a new manufacturing method, which initially resulted in leakage defects. They tackled these issues by thoroughly applying the "Go (Five) Gen Shugi" (an approach based on actual sites, actual products, actual conditions, and principles) including the principles of resistance welding and the mold structure of equipment to explore root causes. Their analysis also extended beyond their operations to investigate processes at their suppliers. By improving not only their processes and methods but also those of their suppliers, they were able to enhance both quality and productivity. Ultimately, they achieved their goal of zero defects, reduced in-process defects by 7.82 million yen annually, and secured 324 million yen in annual profit from the introduction of the new model, contributing to the company's performance.



Joyful Comments from the Winners

Our persistent efforts to improve the issues associated with the new model, in collaboration with other departments and suppliers, were recognized with the Best Performance Award, which was our pride for us. This award has been a great source of motivation for us. We will share the knowledge and experience we gained with departments and continue striving for further growth.

JIT Kaizen Activity – Special Award

Presenters: Hyi Yang, Shengdong Li, and Xia Li from Mitsubishi Electric Dalian Industrial Products Co., Ltd. (MDI)

Presentation Theme:

Promotion of Enhancement Activity for the INV Business Based on Return On Invested Capital (ROIC) Perspective Deepening JIT Kaizen Activities in Response to Market Fluctuations

Activity Results:

ROIC improved by 5.2 points; Operating profit improved by 10 points; Working capital improved by 14 points; Fixed assets improved by 10 points

Following the COVID-19 pandemic, the inverter market contracted, shifting toward a price-focused trend, which intensified the market competition and worsened business performance. Based on advice from the finance department, they set a goal of achieving 4.0% ROIC, deployed an ROIC tree, linked financial metrics with various improvement activities, and promoted improvement activities across all Enterprise Content Management (ECM)/Supply Chain Management (SCM) domains. Their initiatives included: (1) Operating profit improvement: Cost reductions through design changes of electronic components and dual-sourcing strategy, reduced working time by improving equipment-cleaning methods, and energy savings for equipment by the implementation of E-JIT; (2) Working capital improvement: Enhanced information sharing with suppliers to limit parts deliveries and adopted VMI to shorten order LT; (3) Fixed asset improvement: Strengthened equipment maintenance to postpone investments, among other measures. These efforts resulted in a 10-point improvement in operating profit, a 14-point improvement in working capital, and a 10-point improvement in fixed assets, achieving a 5.2-point increase in ROIC.



Joyful Comments from the Winners

In this JIT activity focused on ROIC, we all became active participants and advanced the project with consideration from various perspectives while staying mindful of the company's overall business performance. Winning the Special Award and being able to report these achievements as an MDI team makes us truly happy. We will continue striving toward even higher goals in the future.

DQ Small Group Activity – Special Award

Presentation Team: Shizuoka Works, Gunma Factory – Gunma Works DX

Presentation Theme:

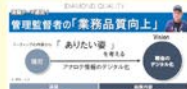
"Improving the Quality of Supervisory Work" – Share-no-ba: A New Way of Connection

Activity Results:

Achieved operational optimization valued at 8.67 million yen per year and fostered the development of an open culture through next-generation communication using DX

At the Gunma Factory, they aimed to transform traditional morning meetings¹ by utilizing DX. They introduced "Share-no-ba," a platform conveniently combining Microsoft Power Platform and Teams, which integrates around 20 functions, including announcements from supervisors, production performance, troubleshooting, and planned leaves. This platform enabled real-time information sharing and faster decision-making. As a result, they achieved annual operational efficiency worth 8.67 million yen/year. Furthermore, communication within the organization improved, with supervisors (including factory managers) visiting the production floor more frequently. This created an environment where even difficult issues could be easily discussed, fostering a culture of addressing issues by the entire organization. Share-no-ba has now been recognized as a "growth platform" and continues to evolve.

¹ A daily meeting held before work hours to share information



Joyful Comments from the Winners

Our team's efforts to create "Share-no-ba" earned a "bonus of unity" across departments. We are delighted that our new challenge has earned us the Special Award. We will continue to share both our successes and failures with our colleagues as we aim for even greater achievements.

Review by CQO Yoshikazu Nakai

For those of us involved in manufacturing, two key approaches are essential: a passionate spirit to take on challenges and a smart attitude toward analyzing issues as investigated from a practical perspective to implement the PDCA cycle. I am delighted to see that both of these are reflected in your presentations.

This year's group-wide presentation event showcased exceptionally high levels across all presentations, making it highly competitive. Among them, the four presentations selected as the Best Performance Award and Special Award stood out for active support and engagement by the entire location, including executives. This was particularly impressive. I look forward to seeing many of you take on this challenge again next year.



Scenes from the Group-Wide Presentation Event



Same as the previous year, participants who triumphed in fierce competitions at their respective locations took part in the group-wide presentation event this year

The presentations, filled with creativity and enthusiasm, sparked many questions from the executives

After the event, a lively networking session was held, providing participants with opportunities to interact with each other

Enhancing Communication at Production Sites

Development of Translation Signage™

In this section, we are introducing an initiative aimed at overcoming language barriers and promoting communication in production environments where employees of various nationalities work together. By doing so, the initiative seeks to improve safety and quality on the production sites and create a more worker-friendly environment.

This activity involves "organizational culture reforms" and "quality assurance reforms"—a part of the reforms in three key areas led by the Three Key Reforms Div.—and it was through this initiative that the new solution, "Translation Signage™", was developed.

We interviewed Tsutomu Matsubara, the project leader from the Business Innovation Group, and Masato Hirai from the Integrated Design Center, who oversaw the development.



Tsutomu Matsubara



Masato Hirai

Can you tell us about the communication challenges at the production sites and the goals of the project?

From 2022 to 2023, we had opportunities to observe and conduct interviews at the production sites of Shizuoka Works, Gunma Works, and Mitsubishi Electric Home Appliance Co., Ltd. As a result, we realized that the number of international employees was much higher than we had initially imagined. At the Gunma Works, 20–30% of the total workforce consists of employees from various nationalities who speak their native languages, including Portuguese, Tagalog, Vietnamese, and more.

What became apparent were various communication challenges with these employees. The scene where we particularly felt this was during the daily morning meetings. These meetings are conducted in groups, where group leaders or supervisors give instructions and convey important information such as safety, quality, and the day's tasks in Japanese.

Although international employees are hired based on a certain level of Japanese proficiency, it's difficult for them to fully understand the rules, instructions, or the reasons behind why certain procedures must be followed. This has led to issues such as reduced work quality and/or poor communication among employees, resulting in a decline in motivation.

Through this initiative, we aim to resolve these multilingual communication challenges at the production sites, improve work quality and efficiency, and foster a more comfortable working environment.

Challenges at Production Sites with International Employees:

- Decline in quality due to insufficient understanding of operations
- Decreased motivation due to difficulties in daily communication

What specific initiatives were implemented at the production sites?

The Integrated Design Center, Corporate Quality Assurance Reengineering Group, Corporate Marketing Group, and Business Innovation Group collaborated to develop "Translation Signage™," which has been undergoing demonstrational experiments at Shizuoka Works and Gunma Works since December last year. "Translation Signage™" is a communication tool developed based on feedback from production site staff. It allows for the simultaneous

display of information in multiple languages on a signage display, making it suitable for sharing information with multiple people. By displaying instructions from group leaders in multiple languages on a large screen simultaneously, we could develop a solution ensuring that necessary information is conveyed more accurately during morning meetings, onboarding training, and work education sessions.

Can you tell us about the details of the pilot testing at Shizuoka Works and Gunma Works?

We began the pilot testing at Gunma Works in four production groups starting in December 2023. Each morning, the Works holds a 10-minute morning meeting. The content spoken by the group leader in Japanese is displayed simultaneously in multiple languages. Normally, a script is prepared in advance on a personal computer and displayed on the Translation Signage display, but if there are any urgent messages, real-time voice input is also possible using a smartphone.



Morning meeting at Gunma Works

How has the pilot testing been evaluated at the production sites?

In a questionnaire conducted among international employees from the four production groups at Gunma Works who participated in the pilot test, 91% responded that "The morning meetings became easier to understand." The group leaders on the site also shared positive feedback, such as "The meetings have become more efficient because we can now communicate with employees of various native languages simultaneously," and "The atmosphere at the workplace has brightened."

● Feedback from International Employees



Salomão

I feel I am valued by the company.

It shows that the company cares about us. With translation available, I think dispatch workers will want to stay longer, and they might even invite acquaintances.



Fukuda

I've become more interested in the morning meetings.

Without translation, I couldn't understand what was being said, and I lost interest in the morning meetings. But with the signage, I can listen with interest.

I can immediately understand what the group leader is saying.

I used to struggle to keep up with the group leader's talk as it took time to translate in my head. With Translation Signage, I can immediately understand what the group leader is saying.



Costa

● Feedback from the Group Leaders on the Site



Ishida

Basic rules are now being followed, and thus quality has improved.

The fundamental principles of operation—"stop, call, wait"—which we've been emphasizing since before the introduction, are finally being enforced. As a result of being able to communicate the purpose and intention behind the rules, in-process quality has also improved.

The on-site atmosphere has improved. The quality of group members would further improve.

I feel that the expressions of the group members have brightened. It has become easier to talk to the members when greeting them after the morning meetings. International group members even commented, "It was sad that you didn't use it today." When the Translation Signage was not used, attendance rates have also improved.



Kamita

Can you tell us about future challenges and developments?

One challenge is that the translation for spoken language is often not grammatically correct, making it very difficult to achieve accurate translations with current audio recognition technology. The Translation Signage has functions that allow us to create sentences while checking whether the translation is accurate, and we would like to utilize these functions to achieve even higher precision in communication on sites. In the future, we will advance initiatives aimed at acquiring new

customers. We plan to offer a beta version of the Translation Signage for free and conduct monitoring for a certain period to gain deeper insights into customer needs. Based on the results, we will add necessary functions and continue to address further communication challenges in production sites. This time we featured the Translation Signage, but we intend to progressively develop and launch other new services as well.

Mitsubishi Electric Group's Initiatives for Promoting DE&I

—Promoting Activities for LGBTQ Awareness in Japan

The Mitsubishi Electric Group has adopted the fundamental principle of "Growing together with our people and building a brighter future with the power of human capital" as the core of its HR Department mission. It believes that fostering a workplace environment where diverse and versatile employees can fully express their individuality and abilities, and work with enthusiasm, is essential for sustainable growth. With this belief, the Group has been actively promoting DE&I (Diversity & Inclusion). Starting this fiscal year, it has added the perspective of "E (Equity)" to these efforts. In this issue, we spoke with Kanemoto, Head of the DE&I Promotion Office, about the Group's DE&I Initiatives.



Maki Kanemoto,
Senior Manager,
DE&I Promotion Office,
Global Human Resources Div.,
Corporate Human Resources Group

Q1. What exactly is DE&I?

DE&I stands for Diversity, Equity, and Inclusion—concepts aimed at fostering an environment where these three elements coexist. Achieving this state helps create a better workplace environment and ultimately leads to enhanced value creation as a company. In particular, the perspective of Equity was recently added to emphasize the importance of providing appropriate opportunities and support

tailored to individual differences, enabling diverse employees to fully express their individuality and abilities.

In July, we established the DE&I definition and DE&I statement for the Group. At the same time, we launched a DE&I website (in Japanese only) for external audiences to share information on our initiatives.

Q2. What initiatives are being carried out to promote DE&I?

We are engaged in various initiatives, and one example is promoting LGBTQ+ awareness. At the Group, unless specific considerations are required due to regional, national, or religious circumstances, we strive to build an LGBTQ-friendly organization through the efforts shown on the right.

1. LGBTQ: An umbrella term representing sexual minorities, derived from the first letters of Lesbian, Gay, Bisexual, Transgender, and Queer/Questioning/Other.



Mitsubishi Electric employees showing their support at the Tokyo Rainbow Parade

- Mitsubishi Electric Corporation's Initiatives**
1. Hosting MELCO PRIDE MONTH every June: Alongside messages from senior management, this year's activities included: Company-wide dissemination of LGBTQ-related information (weekly updates during the month); Film screenings and talk sessions with experts; Conducting an awareness survey
 2. Operation of the Mitsubishi Electric Ally Community, a voluntary group of employees committed to understanding and supporting the LGBTQ community: Community operation via Microsoft Teams and quarterly study sessions; Sponsorship and participation in external Rainbow Pride events (Tokyo, Nagoya, Osaka, and Kyushu)
 3. Development of HR systems: Procedures for recognizing same-sex marriage and the establishment of an external consultation contact point
 4. LGBTQ information dissemination via the company portal site

Q3. What can we employees do to promote DE&I?

If this is the first time that employees in Japan have heard the term LGBTQ, we encourage them to explore the information provided internally through Initiatives 1 and 4 above or information from external sources to become familiar with the issue. For those who have heard the term but are unsure what actions to take, we invite them to participate in the Ally Community above mentioned in Initiative 2 to

become a supporter in fostering understanding at their workplace. Through the Ally Community, they can gain deeper insights into considerations needed by LGBTQ individuals by attending study sessions with external experts and LGBTQ individuals. They can also expand their knowledge and network by participating in external events.

Q4. Lastly, what are your parting words to the MELCO PLUS readers?

Our Group is committed to promoting DE&I by enhancing the organizational environment and fostering a deeper understanding of LGBTQ among all employees in Japan. We aim to create a workplace

where everyone can thrive as they are. Your understanding and support are greatly appreciated.

Colleagues of the Mitsubishi Electric Group

We spotlighted on our colleagues from Mitsubishi Electric Group companies around the world to introduce their work responsibilities, motivations and future goals.

Mitsubishi Elevator India Private Ltd.(IMEC) Raghu Lingappa

Q1 Can you describe your job responsibilities?

I joined IMEC as a buyer in the purchasing department, responsible for ordering mechanical components for elevators. Later, I became actively involved in local procurement of key elevator components, such as sheave ropes, rails, and shaft hoistways, which were previously purchased from overseas suppliers.

After the COVID-19 pandemic, a strategic sourcing division was established within the purchasing department, and I was transferred to this new department. I am currently responsible for planning supplier strategies, developing new suppliers, executing contracts, conducting supplier evaluations, promoting local procurement and reducing cost through value engineering (VE) activities. I also support new product development, specification expansion, and design change activities in collaboration with the team. Recently, my role has further expanded, and I am now serving as the deputy section head for the entire purchasing section.

1. A systematic method of functional study aimed at achieving the necessary functions at the minimum cost by evaluating the value of a product or service in terms of the relationship between the required functions and costs.



Mitsubishi Elevator India Private Ltd.(IMEC)
Raghu Lingappa

Q2 What aspects of your job give you satisfaction?

After the establishment of IMEC's factory, the India-specific models, "NEXIEZ-LITE MR" and "NEXIEZ-LITE MRL" were launched. I was involved in their development and gained valuable insights into the certification approval process for suppliers and components.

Building on this experience and knowledge, under the guidance of the Inazawa Building Systems Works, IMEC developed a new model called "DELITE". The purchasing department played a crucial role in sourcing components within the project's schedule by developing 11 new suppliers. The goal of the sourcing division was to achieve the target cost for this cost-effective model. After rigorous negotiations with vendors, we successfully met the target cost, demonstrating the sourcing division's commitment and effectiveness. I feel a great sense of pride in having played a significant role in leading the sourcing division to contribute to the organization's goals. Additionally, I represented IMEC along with the engineering team at the 12th Asia Target Costing & VE Contest, hosted by Mitsubishi Electric Asia (Thailand) Co., Ltd. (ME-TH). We presented a VE activity theme focused on design changes to the counterweight guide rail system with the aim of reducing costs for the DELITE model. We secured 3rd place in this global contest. I am deeply grateful to the IMEC management for providing us with this wonderful opportunity.



India specific model
NEXIEZ-LITE MR

Q3 Tell us about your failure at work and what you learned from it.

Soon after I joined IMEC, I focused on local procurement of key elevator components. The challenges at the time were finding equivalent raw materials that met the Indian standards while adhering to the existing specifications, and selecting suitable vendors.

One of the components we localized was the solid guide rail for the NEXIEZ-LITE MR model. After finalizing the raw materials and pricing, we began development. Despite the selected vendor having supplied similar components to other elevator manufacturers, they could not meet the dimensions specified in the drawings. Although the sample initially seemed promising, it did not meet the required coefficient of friction, and after several trials, it failed the drop test. While we eventually took countermeasures and obtained approval for the sample, the entire process was delayed, missing the project deadline and causing a significant financial impact.

Though it was a setback, I used this experience to improve my approach for subsequent projects. I learned that in addition to considering raw materials and target prices, it is crucial to assess the vendor's capability, quality standards, and consistent ability to meet all requirements. I plan to continue this approach and provide high-quality services. All necessary countermeasures. Using this new approach, we successfully developed the solid guide rail for the NEXIEZ-LITE MRL model in the most efficient manner.

Q4 What are your future work goals?

IMEC aims to expand sales by strengthening nationwide sales network and providing more products that meet regional needs. Preparing the team and suppliers for this goal is my primary responsibility. Additionally, I aspire to lead key benchmarking projects that will enlarge the boundaries of industry standards. I love working in such a challenging environment under the guidance of management.

Going forward, my goals are (1) to enhance my team's management and negotiation skills and (2) to ensure that the team can achieve target costs and streamline project schedules. I will continue to set ambitious targets and strive to meet them, thereby making a significant contribution to the organization's success.

Company Outline

Mitsubishi Elevator India Private Ltd.(IMEC)

Since beginning operation through local agents in 1985, Mitsubishi Elevator has been responding to growing demand in the Indian elevator market for residential, commercial, office, and hotel buildings. In 2013, IMEC was established to capture this growing market and provide high-quality services. IMEC's factory, located in the Venagol Industrial Area near Bengaluru, began commercial production in September 2016. IMEC handles the sales, manufacturing, installation, maintenance, and modernization of elevators and escalators in India. Currently, it sells approximately 2,000 elevators annually.



IMEC building

Mitsubishi Electric do Brasil Comercio e Servicos Ltda. (MEB)

Development of the MEB Truck

In 2023, MEB (Brazil) developed the MEB Truck, a mobile showroom that aims to directly introduce Mitsubishi Electric's technologies and products. Normally, showrooms require visitors to travel to where they are located but, the MEB Truck is mobile and can travel directly to the customer's location, allowing more people to experience Mitsubishi Electric's technologies and services.

The MEB Truck features an Energy Efficiency panel, an industrial collaborative robot, and an Interactive City section showcasing a variety of solutions to improve energy efficiency and productivity in industrial plants.

The MEB Truck visits began in late 2023 and have had success with clients, events, and educational institutions everywhere it has visited. Those who experience the MEB Truck are impressed by its innovative design and functionality. The interactive nature of the MEB truck also allows visitors to experience Mitsubishi Electric's products and technologies firsthand, enhancing their understanding and appreciation of the experience.

MEB will continue to provide more local users with the opportunity to experience the MEB Truck and establish awareness of the Mitsubishi Electric Group's brand and its solutions.



MEB Truck



Collaborative Robot



Interactive City

Mitsubishi Electric Saudi Ltd. (MELSA)

Interacting with children who need support

MELSA (Saudi Arabia) is carrying out various initiatives to make a better impact on and revitalize local communities through "social contribution," one of its important values.

On December 24, 2023, MELSA visited the Children with Disability Association (CDA), a facility in Riyadh that provides aid to children in need of support. At CDA, after a tour of the facility provided by Executive Director Al Tamimi, the staff spent a fun time participating in various activities with the children.

Seeing the children smiling, playing lively, and happy was not only an invaluable opportunity for MELSA employees to develop emotional connections, but also a very meaningful and valuable experience in sharing the concepts of compassion, kindness, and inclusion.

MELSA will contribute to creating rich communities through these kinds of activities and continue to support and walk together with local communities toward positive change and a bright future.



(From left) Mami Harano, Khibud Aash



Hiroyuki Mizutan, MELSA President & CEO and Majed Alharbi, MELSA HR Department Manager, handing out presents to children



CDA tour and activity venue

Mitsubishi Electric Sales Malaysia Sdn. Bhd. (MESM)

Mitsubishi Elevator Malaysia Sdn. Bhd. (MELM)

Mitsubishi Electric (Malaysia) Sdn. Bhd. (MEM)

Mitsubishi Electric Asia Pte. Ltd. (MEAP(ACO))

Live in Harmony with Nature - Mitsubishi Electric Group's Mangrove Planting Event

On International Day for the Conservation of the Mangrove Ecosystem on July 26, 2024, 97 participants from MESM, MELM, MEM & MEAP (ACO) planted 200 mangrove saplings and 200 mangrove seedlings at Parit Kasim, Muar, Johor, Malaysia. The collaborative event was to enhance the mangrove forest there and support the local community in their conservation efforts. Local government officials were present to show their endorsement.

Masanori Yamada, MEAP Director and ACO GM for Public Relations & Communications, highlighted Mitsubishi Electric's "Live in Harmony with Nature" initiative and the importance of mangrove preservation in his message to the audience.

Mangrove ecosystems provide coastal protection and biodiversity conservation, and act as effective carbon sinks, thus offering significant ecological, economic, and social values. However, many mangrove ecosystems in Malaysia are under threat. This site was chosen as it is newly identified for preservation and as a field for public education.

Mitsubishi Electric Group's participants, under the local community's guidance, actively engaged in the planting activities in the muddy environment. They gained a deeper appreciation for mangrove ecosystem and had lots of fun.



All hands-on deck putting seedlings into nursery bags



(From left) Hiroko Sato, Bu Fan, Masanori Yamada, Seij Funkawa, Elizabeth Wong

TOPICS

President's Award

Individual Project Award

Presented for significant individual achievements in technology, market development, results, etc.

Corporate Total Productivity Management Group (Component Production Engineering Center)

Self-propelled organization that led to the recognition of GUINNESS WORLD RECORDS for "the fastest robot to solve a puzzle cube" and improved the presence of our Group's technological capabilities

The attempt leading to recognition of GUINNESS WORLD RECORDS for "the fastest robot to solve a puzzle cube," announced on May 23, won the President's Award. On September 6, Uruma had a discussion with the award winners' representatives.

This initiative is an activity to encourage the mentality of taking on challenges within the Component Production Technology Center, and the Guinness record attempt was the result of those in charge who wanted to externally promote the high level of Mitsubishi Electric's

technical capabilities, such as servomotors. More than 211 people's posts were made on social media in the seven days following the press announcement, and the event was featured by more than 120 media outlets both in Japan and overseas, greatly helping to externally promote the technical capabilities of Mitsubishi Electric's products.

This series of achievements, the voluntary and proactive efforts of the people in charge of making them, and a workplace where the spirit of taking on challenges in each individual is respected, tolerated,

and actively supported, were highly evaluated as important achievements that were made possible through the development of a self-reliant organizational culture by both individuals and the workplace. To present the awards in a timely manner, this project has been implemented on an on-going basis.

MELCO PLUS Editor's Note

The Paris 2024 Olympic and Paralympic Games have concluded. After seeing athletes from all over the world competing as hard as they can, my motivation has increased both professionally and personally. I would like to continue providing articles that will bring everyone joy at the Mitsubishi Electric Group through the Group's in-house journal

Yoshihito Yamashita

MELCO PLUS Editorial Team, Public Relations Division, Mitsubishi Electric Corporation



(From left) Akihiro Sakazaki, Kai Uruma, Yui Nozomi, Naoki, from left) Susumu Nakano, Naoki Mura, Toriyasu Ito, Soroko Sakamoto (outside the frame) Take Taka