2004 Corporate Profile

MITSUBISHI ELECTRIC

Changes for the Better

Ancestry

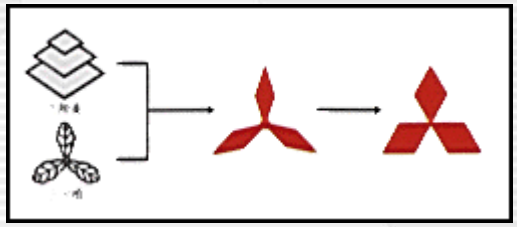
Independent Companies With A Common Ancestry

The year was 1870 and Japan was just emerging from centuries of feudal isolation and racing to catch up with the West. An ambitious young man named Yataro Iwasaki launched what ultimately would become one of the world's largest and most far-reaching enterprises - Mitsubishi.

Today, the Mitsubishi brand remains one of the most recognized in the world. One hundred thirty-nine *independent* companies that trace their roots to the original Mitsubishi are active in nearly every sector of business and industry.

Origin of the Emblem

Yataro Iwasaki, founder of the first Mitsubishi company, created the famous three-diamond mark by combining two images. He blended the three-stacked diamonds of his own family crest with the triple oak leaf crest of the Tosa clan, his first employer.



This emblem is the source of the name Mitsubishi, which means "three diamonds."

MITSUBISHI ELECTRIC
Changes for the Better

Corporate Overview
Mitsubishi Electric Corporation (MELCO)

- Dr. Tamotsu Nomakuchi, President & CEO
- Dr. Ichiro Taniguchi, Chairman
- Founded in 1921, one of 139 independent Mitsubishi companies
- Operations in 35 countries (research, manufacturing, service, sales/marketing, distribution)
- Recorded consolidated group sales of approximately US $31.2 billion in the year ended March 31, 2004
- Approximately 100,000 employees worldwide

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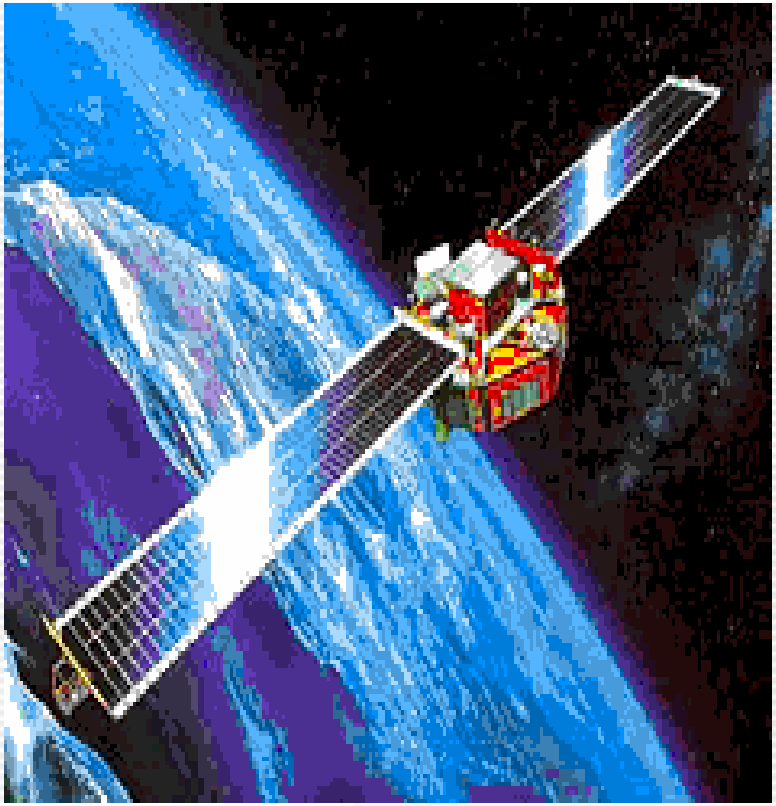
Industries Served
Mitsubishi Electric Corporation (MELCO)



- Consumer Electronics
- Energy
- Heavy Equipment
- Information Technology
- Industrial Technology
- Space & Satellite Communications
- Telecommunications
- Transportation

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2004 Global 500

FORTUNE

July 26, 2004

THE WORLD'S LARGEST CORPORATIONS

Rank 2003	World's Largest Corporations	Revenues $ M
1	Wal-mart Stores	$263,009.0
2	BP	$232,571.0
3	Exxon Mobil	$222,883.0
4	Royal Dutch/Shell Group	$201,728.0
5	General Motors	$195,324.0
6	Ford Motor	$164,505.0
7	DaimlerChrysler	$156,602.2
8	Toyota Motor	$153,111.0
9	General Electric	$134,187.0
10	Total	$118.441.4
21	Siemens	$80,501.0
54	Samsung Electronics	$54,400.2
62	Boeing	$50,485.0
85	NEC	$43,440.2
97	ThyssenKrupp	$39,188.3
100	BASF	$37,757.0
116	AT&T	$34,529.0
130	Microsoft	$32,187.0
151	**Mitsubishi Electric**	**$29,300.4**
160	Delphi	$28,096.0
170	Walt Disney	$27,061.0
192	Best Buy	$24,901.0
224	Mitsubishi Motors	$22,304.7
229	Alcoa	$21,728.0
250	Bridgestone	$19,877.3
281	3M	$18,232.0
284	Raytheon	$18,109.0
318	General Dynamics	$16,617.0
339	Xerox	$15,701.0
385	Alcatel	$14,161.8
389	Mitsubishi	$14,116.4
437	Office Depot	$12,358.6
493	Samsung	$11,051.4
500	Toronto-Dominion Bank	$10,827.2

MITSUBISHI ELECTRIC
Changes for the Better

Global Company Highlights

1921 - Mitsubishi Electric Corporation established

1923 - Technological licensing agreement signed with Westinghouse Electric International

1924 - Produced the first Mitsubishi vertical-axle hydraulic generator

1928 - Completed the first domestically produced railway substation for the Odawara Kyuko Railway

1931 - Delivered the first Mitsubishi elevator

1935 - Delivered the first Mitsubishi escalator

MITSUBISHI ELECTRIC
Changes for the Better

Global Company Highlights

1938 - Installed the first Mitsubishi electric power-generation equipment

1945 - Began production of radios and speakers

1951 - Introduced Japan's first V-type oil circuit breakers for use on ultrahigh-voltage lines

1953 - Completed Japan's first DD50 diesel-electric locomotive for Japan National Railways

- Launched the first Mitsubishi television

1955 - Received the Deming Prize for quality control

MITSUBISHI ELECTRIC
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Global Company Highlights

1968 - Completed the first Mitsubishi nuclear power generator

1969 - Developed the world's first permanent fuse. Chosen as the prime contractor for Japan's first working satellite for ionosphere sounding

1970 - Introduced the Lossnay heat-exchange ventilation system

1974 - Introduced a large general-purpose computer, MELCOM COSMO 700

MITSUBISHI ELECTRIC
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Global Company Highlights

1976 - Produced Japan's largest-capacity nuclear power generator and full gas-insulated substation

1977 - Launched the ETS-II engineering satellite (the first in a series of ETs for which Mitsubishi is prime contractor)

1978 - Installed the world’s fastest elevator which travels 600 meters per minute

1980 - Supplied Japan's first 45m-diameter radio telescope to Tokyo Planetarium

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Global Company Highlights

1980 - Delivered first Diamond Vision mammoth outdoor color video-display system to Dodger Stadium
1981 - Mitsubishi Electric's first mobile phone introduced
1982 - Introduced the first rear-projection 45-inch TV
1984 - Mass-produced high-output semiconductor lasers for use in optical communications
- Delivered the world's first spiral escalator
1985 - Began marketing 35-inch color televisions with the world's largest direct-view screen

MITSUBISHI ELECTRIC
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Global Company Highlights

1986 - Produced the world's first sequential inference machine, MELCOM PSI

- Introduced a video projector with a 200-inch screen

1988 - Developed a prototype optical neurochip, precursor to the optical neurocomputer

1989 - Listed on the London and Paris stock exchanges

1990 - Purchased the hardware division of the British firm Apricot Computers

MITSUBISHI ELECTRIC
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Global Company Highlights

1991 - Created Mitsubishi Electric America Foundation

1992 - Developed an artificial retina chip

1993 - Installed the world's fastest passenger elevator (750 meters per minute) in the Landmark Tower, Yokohama, Japan

1994 - Received the Stratospheric Ozone Protection Award from the U.S. Environmental Protection Agency

1996 - Established a joint venture in China for the production of semiconductors

MITSUBISHI ELECTRIC
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Global Company Highlights

1997 - Introduced the Pedion, an ultra-thin mobile computer

- Introduced practical use of artificial retina technology

- Introduced the first Plasma television

1998 - Started mass production of the world's first artificial retina chip

1999 - Installed Japan National Astronomical Observatory's Subaru Telescope, which uses Mitsubishi's actuator technologies, on Mauna Kea, Hawaii

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Global Company Highlights

2000 - Introduced world's largest big-screen, high-definition upgradeable projection television using Digital Light Processing technology

2001 - Introduced MegaView Wall (50-inch data wall display), designed for demanding applications such as command and control room environments

- Mitsubishi Electric and subsidiaries contributed more than US$1 million for recovery efforts and disaster relief in the US to help those who were affected by the September 11, 2001 terrorist attacks

MITSUBISHI ELECTRIC
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Global Company Highlights

2002 - Introduced 50” HD-upgradeable 16:9 widescreen plasma television

- MEAA’s employees received 2001 Honda Supplier Award for Quality and Delivery

- Traffic monitoring project using Mitsubishi Electric technology was named as a “Best of ITS” award winner at the Intelligent Transportation Society of America conference held April 29-30, 2002

MITSUBISHI ELECTRIC
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Global Company Highlights

2002 - MEAA received GM Supplier of the Year Award for third straight year

- Diamond Vision selected by Celine Dion Productions for installation of the largest indoor LED video screen at Caesars Palace Coliseum

- Celestica recognized Mitsubishi Electric's Semiconductor Operations with first-year Global Supplier Award.

- MEPPI Broke Ground for Ozone Systems Headquarters and Factory

MITSUBISHI ELECTRIC
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Global Company Highlights

2002 - Mitsubishi Electric's Diamond Vision Unveiled New Transportable Outdoor Display

- Mitsubishi Electric Announced New Semiconductor Division to Support North American Optoelectronic and Microwave/RF Customers

2003 - Mitsubishi Digital Electronics unveils the world's largest HDTV, the 82-inch WL-82913.

MITSUBISHI ELECTRIC
Changes for the Better

North America Corporate Overview

- Akira Tasaki, Chief Representative, Americas Region
- Established in 1973
- Operations in 30 locations in 20 states, Mexico and Canada
- Manufacturing plants in OH, KY, PA, and Mexico
- FY 2003 revenues of approximately $2.0 billion (US)
- Approximately 4,000 employees

MITSUBISHI ELECTRIC
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North American Industries Served

- Automotive
- Consumer Electronics
- Elevators & Escalators
- Information Technology
- Industrial Technology
- Heating, Air Conditioning & Ventilation
- Heavy Machinery
- Medical Systems
- Power Products
- Semiconductor Devices
- Sports & Entertainment
- Telecommunications
- Transportation

MITSUBISHI ELECTRIC
Changes for the Better

MEUS Mission Statement

To provide innovative, customer-focused technology solutions that revolutionize people's lives.

MITSUBISHI ELECTRIC
Changes for the Better

MEUS Corporate Values

- We will put the customer's needs first
- We will increase communication across company and business unit lines to capitalize on the ideas of our employees
- We will never be satisfied with past successes, but use them to build for the future
- We will value our employees and reward result-oriented employee performance in a fair and consistent manner.
- We will continue to learn
- We will contribute in meaningful ways to our communities

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Mitsubishi Electric's US Holdings Inc.

- Mitsubishi Electric & Electronics USA, Inc. (MEUS)
- Mitsubishi Digital Electronics America, Inc. (MDEA)
- Mitsubishi Electric Automation, Inc. (MEAU)
- Mitsubishi Electric Automotive America, Inc. (MEAA)
- Mitsubishi Electric Power Products, Inc. (MEPPI)
  - Diamond Vision Displays
- Mitsubishi Electric Research Laboratories, Inc. (MERL)

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MELCO Subsidiaries /JV Companies

- Amlift International, Inc.
- Mitsubishi Electric Finance America (MEFA)
- MELCO de Mexico S.A. de C.V. (MELMEX)
- Mitsubishi Electric Sales Canada, Inc. (MESCA)
- Diamond Link, Inc. (DLI)
- NEC-Mitsubishi Electronics Display of America (NMD-A)
- Optrex America, Inc.
- Powerex, Inc.
- Renesas Technology America, Inc.
- SPC-Electronics America, Inc. (SPC-A)

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MEUS Business Units

- Car Vision Division (CVD)
- Elevator & Escalator Division (EED)
- HVAC Advanced Products Division (HVAC)
- International Purchasing Division (IPD)
- Latin America Core Center (LACC)
- Medical Systems Division (MSD)
- Semiconductor Division (SCD)
- SUBARU Telescope Engineering Office (SEO)
- Telecommunications & Network System Division (TNSD)
- Wireless Communication Business Division

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MEUS Service Departments, Americas Corporate Office

- Accounting/Finance
- Corporate Communications
- Corporate Strategic Planning
- Credit Department
- Expatriate Relations
- Human Resources & Administration
- Information Technology
- Legal
- Logistics
- Public Affairs/Government Relations

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US Operations – MDEA Products

- **MDEA Products - Irvine, CA**
  - HD Projection TVs
  - LCD and Plasma displays
  - HD receivers and tuners
  - Digital DVD players and VCRs
  - Projectors
  - Thermal printers
  - Security devices
  - Medical & photo imaging
  - Video Walls

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US Operations – MEPPI Products

- **MEPPI Products – Pittsburgh, PA**
  - Gas Circuit Breakers
  - Custom Power Systems
  - Flexible AC Transmission
  - Uninterruptible Power Systems
  - Ozone Water Treatment Systems
  - Large Power Transformers
  - Broadband Communications
  - Medical Products
  - DiamondVision Stadium and Arena Screens

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US Operations - MEUS Products

- **Mitsubishi Electric & Electronics USA – Cypress, CA**
  - Semiconductor Devices
  - Heating and Air-Conditioning Systems
  - Air Purifiers
  - Elevators
  - Escalators

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US Operations - MEAU Products

- **Mitsubishi Electric Automation - Chicago, IL**
  - Industrial Sewing Equipment
  - Programmable Logic Controllers
  - Uninterruptible Power Systems
  - Computer Numerical Controllers
  - Motion Control Systems
  - Variable Frequency Drives

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US Operations - MEAA Products

- **Mitsubishi Electric Automotive America - Sales, Detroit, MI**
  - Ignition Coils, Starters, Alternators, Sensors
  - In-Car Entertainment Systems
  - Vehicle Navigation Systems
  - Intelligent Transportation Systems Components

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US Operations - MERL Products

- **Mitsubishi Electric Research Laboratories - Cambridge, MA**
  - Advanced Digital Television
  - Artificial Intelligence
  - Computer Vision
  - Spoken Language Interfaces
  - Audio Visual Processing
  - Digital Communications

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Community Relations

Since its inception, Mitsubishi Electric US has been committed to giving back to the communities in which our employees live and work.

In 1991, the Company created the Mitsubishi Electric America Foundation, which is dedicated to helping young people with disabilities use technology to maximize their potential and fully participate in society. To date, the foundation has contributed nearly US $3 million to programs that enhance the independence, productivity and community inclusion of young people with disabilities.

MITSUBISHI ELECTRIC
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MITSUBISHI ELECTRIC AMERICA
foundation

Environment

Creating Together...Fostering a Cyclical Society

Mitsubishi Electric has a long history of developing and manufacturing products that both serve the public and help preserve the environment. Examples include water treatment equipment and manufacturing systems that employ original high-concentration ozone technology to substitute for hazardous chemicals; power generation systems that use clean energy sources, and numerous other products that incorporate the latest in energy-saving technologies. "Creating together" with you, we will foster a cyclical society that preserves the ecosystem and allows sustainable development for future generations.

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To learn more about us...

www.MitsubishiElectric.com

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