This is the gender pay gap report 2019 for the UK registered branch of Mitsubishi Electric Europe B.V.; a company registered under the laws of the Netherlands; and is a snapshot as of 5th April 2019.

- The mean gender pay gap is 33.9%.
- The median gender pay gap is 38.5%.
- The mean gender bonus gap is 45.1%.
- The median gender bonus is 26.1%.
- The proportion of male employees in Mitsubishi Electric Europe B.V. receiving a bonus is 78.1% and the proportion of female employees receiving a bonus is 80.9%.

<table>
<thead>
<tr>
<th>Band</th>
<th>Males</th>
<th>Females</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>45.0%</td>
<td>55.0%</td>
<td>Includes all employees whose standard hourly rate places them at or below the lower quartile</td>
</tr>
<tr>
<td>B</td>
<td>81.4%</td>
<td>18.6%</td>
<td>Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median</td>
</tr>
<tr>
<td>C</td>
<td>83.6%</td>
<td>16.4%</td>
<td>Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile</td>
</tr>
<tr>
<td>D</td>
<td>91.5%</td>
<td>8.5%</td>
<td>Includes all employees whose standard hourly rate places them above the upper quartile</td>
</tr>
</tbody>
</table>

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Statement

Diversity and Inclusion is of critical importance to our business and at Mitsubishi Electric we apply equal pay for all employees. Our gender pay gap figures reflect the current reality that we have more men than women in senior roles within the organisation.

We wholly support the government’s efforts to address this issue and whilst there is no quick fix, we are committed and determined to improving gender representation and building a diverse and inclusive workforce across our business.

I, Yoji Saito, President & CEO, confirm that the information in this statement is accurate.

Signed: [Signature]
Date: 20th March 2020