At a Glance

The Mitsubishi Electric Group is committed to providing products, systems, and solutions in its wide-ranging business fields (business areas and segments) of Infrastructure, Industry & Mobility, Life, Business Platform and Semiconductor & Device by combining strengths inside and outside the Group. In addition, in fiscal 2023 the overseas sales ratio of the Mitsubishi Electric Group exceeded 50%, and by developing our businesses globally, we are taking on the challenge of creating new value together with our stakeholders around the world.

Revenue Breakdown by Business Segment

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Revenue %</th>
<th>Revenue (billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>16.7%</td>
<td>973.1</td>
</tr>
<tr>
<td>Industry &amp; Mobility</td>
<td>28.4%</td>
<td>1,660.2</td>
</tr>
<tr>
<td>Life</td>
<td>33.3%</td>
<td>1,947.1</td>
</tr>
<tr>
<td>Others</td>
<td>14.5%</td>
<td>850.5</td>
</tr>
</tbody>
</table>

Global Operations

- **Asia**:
  - Revenue: 607.8 billion yen
  - % of total Revenue: 12.1%
  - Number of consolidated subsidiaries: 31

- **Europe**:
  - Revenue: 2,467.0 billion yen
  - % of total Revenue: 49.3%
  - Number of consolidated subsidiaries: 91

- **Japan**:
  - Revenue: 1,218.9 billion yen
  - % of total Revenue: 24.4%
  - Number of consolidated subsidiaries: 67

- **North America**:
  - Revenue: 84.3 billion yen
  - % of total Revenue: 1.7%
  - Number of consolidated subsidiaries: 3

- **Others**:
  - Revenue: 625.5 billion yen
  - % of total Revenue: 12.5%
  - Number of consolidated subsidiaries: 17

* Inter-segment sales are included in the amounts of the diagram above.

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