

CONSOLIDATED FINANCIAL RESULTS

Consolidated Financial Results Briefing for the First Quarter of Fiscal 2026

MITSUBISHI ELECTRIC CORPORATION

July 31, 2025



Contents

1. Key Points		P2
2. Q1 FY26 Financial Results		P4
3. FY26 Forecast		P16
4. Supplementary Materials		P19
4-1. Revenue and Operating Profit by Segment		P20
4-2. Revenue and Operating Profit by Segment (Forecast)		P21
4-3. Order Trends of Mass Production Businesses		P22

1 Key Points

Key Points

- **Q1 FY26: Revenue ¥1,312.8 bn (+¥26.4 bn YoY), Operating Profit ¥111.9 bn (+¥53.3 bn YoY)**
 - Although impacted by the stronger yen, both revenue and profit increased YoY, mainly due to increases in sales in the Infrastructure and Life segments and the factory automation systems business, as well as the impact of the share-transfer of the company's subsidiary. Both revenue and operating profit reached record highs for Q1.
- **FY26 Forecast: Revenue ¥5,400.0 bn, Operating Profit ¥430.0 bn (unchanged from the previous announcement)**
 - Although sales volume forecasts for the automotive equipment business have been revised, revenue and profit forecasts remain unchanged from the previous announcement, supported by a weaker-than-expected yen in Q1 and reflecting an increase in demand related to artificial intelligence (AI) in the factory automation systems business.
 - The impact of U.S. tariff policies is expected to remain unchanged from the previous forecast (–¥30.0 bn), taking into account increased costs up to the additional reciprocal tariffs and the feasibility of various countermeasures at this stage such as reflecting the costs on product prices.
 - Mitsubishi Electric Group will steadily promote initiatives to strengthen the resilience of its management structure, including improvements in product prices, cost reductions, and the optimization of indirect costs.

2

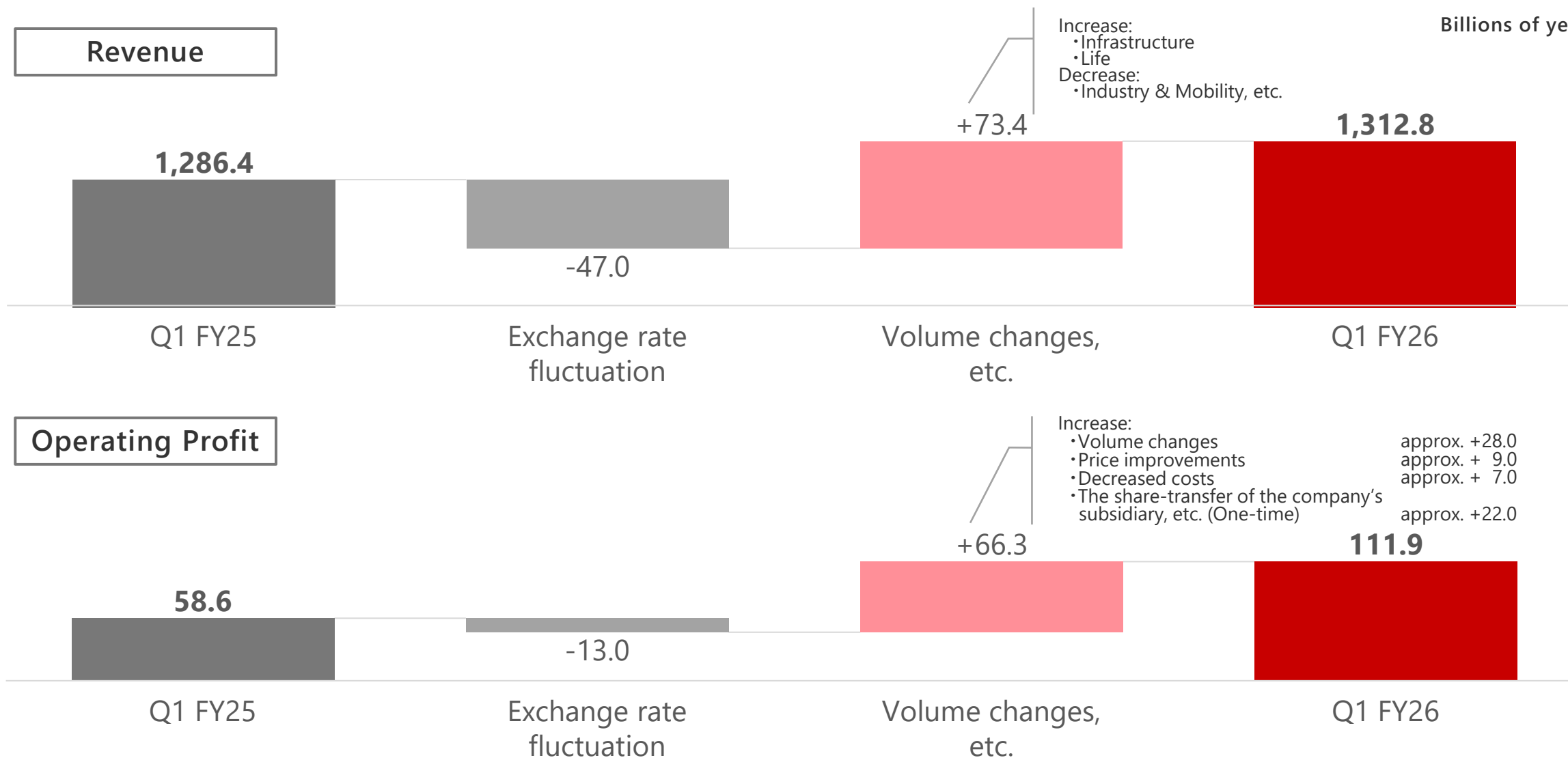
Q1 FY26 Financial Results

Consolidated Financial Results (Q1)

Billions of yen	Q1 FY25	Q1 FY26	YoY	
Revenue	1,286.4	1,312.8	+26.4	102%
Operating profit	58.6	111.9	+53.3	191%
%	4.6%	8.5%	+3.9pt	-
Profit before income taxes	76.1	124.0	+47.9	163%
Net profit attributable to Mitsubishi Electric Corp. stockholders	49.1	90.9	+41.7	185%
	USD	¥158	¥144	
	EUR	¥170	¥165	
	CNY	¥21.8	¥19.9	

Factors Leading to Changes in Revenue and Operating Profit (Q1)

Billions of yen



Consolidated Statement of Profit or Loss (Q1)

Billions of yen	Q1 FY25		Q1 FY26		YoY
Revenue	1,286.4	100.0%	1,312.8	100.0%	+26.4
Cost of sales	913.5	71.0%	897.5	68.4%	-16.0
Selling, general and administrative expenses	316.0	24.6%	321.4	24.5%	+5.4
Other profit (loss)	1.8	0.2%	18.1	1.4%	+16.2
Operating profit	58.6	4.6%	111.9	8.5%	+53.3
Financial income/expenses	11.8	0.9%	2.5	0.2%	-9.3
Share of profit of investments accounted for using the equity method	5.6	0.4%	9.5	0.8%	+3.9
Profit before income taxes	76.1	5.9%	124.0	9.5%	+47.9
Income taxes	21.7	1.7%	27.5	2.1%	+5.8
Net profit	54.3	4.2%	96.5	7.4%	+42.1
Net profit attributable to Mitsubishi Electric Corp. Stockholders	49.1	3.8%	90.9	6.9%	+41.7

Consolidated Statement of Financial Position

Billions of yen	As of March 31, 2025	As of June 30, 2025	Change from March 31, 2025
Total assets	6,375.6	6,301.1	-74.5
Cash and cash equivalents	757.3	821.7	+64.4
Trade receivables and contract assets	1,490.2	1,324.2	-165.9
Inventories	1,244.9	1,273.9	+28.9
Property, plant and equipment	958.4	958.8	+0.4
Total liabilities	2,299.3	2,220.1	-79.1
Bonds, borrowings and lease liabilities	360.6	360.8	+0.2
D/E ratio (times)	0.09	0.09	-
Total equity	4,076.3	4,080.9	+4.5
Mitsubishi Electric Corp. stockholders' equity	3,949.6	3,953.3	+3.6
%	61.9%	62.7%	+0.8pt

- Assets decreased by ¥74.5 bn compared to the end of the previous fiscal year. Trade receivables and contract assets decreased by ¥165.9 bn compared to the end of the previous fiscal year, due to credit collection of sales recorded in the previous fiscal year.
- Equity increased by ¥4.5 bn compared to the end of the previous fiscal year. Mitsubishi Electric Corporation stockholders' equity increased by ¥3.6 bn compared to the end of the previous fiscal year, mainly due to net profit of ¥90.9 bn, despite decreases due to dividends paid to shareholders (–¥62.3 bn) and purchase of treasury stock (–¥29.2 bn).

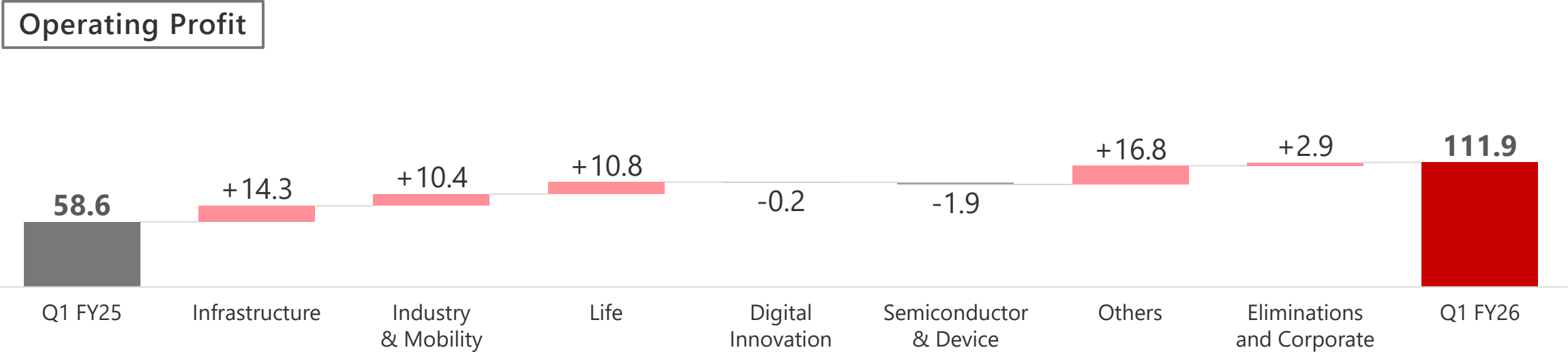
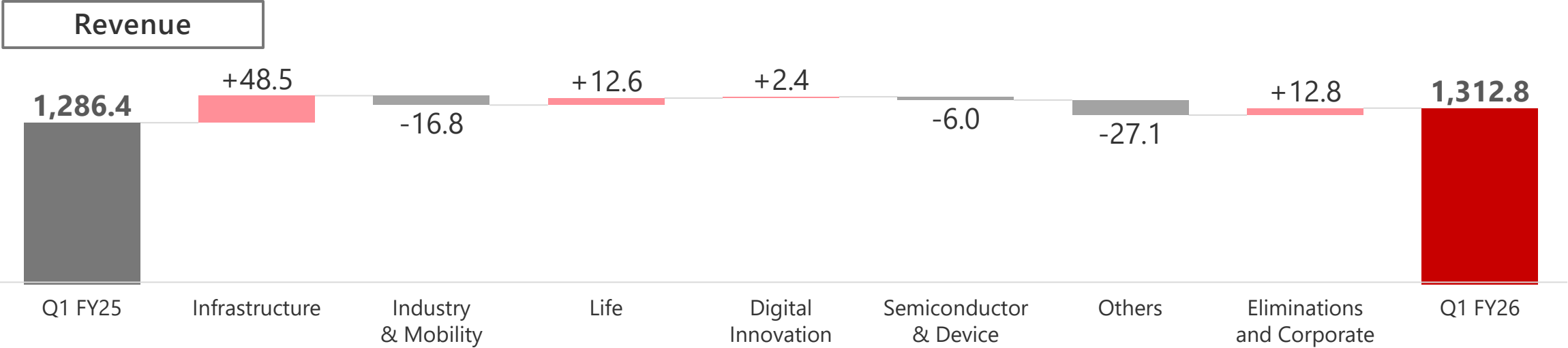
Consolidated Statement of Cash Flows (Q1)

Billions of yen	Q1 FY25	Q1 FY26	YoY
Cash flows from operating activities	183.8	193.5	+9.6
Cash flows from investing activities	-63.7	-19.4	+44.2
Free cash flow	120.1	174.0	+53.9
Cash flows from financing activities	-93.5	-112.6	-19.1
Cash and cash equivalents at end of period	816.2	821.7	+5.5

- Cash flows from operating activities saw an inflow YoY (+¥9.6 bn), mainly due to an increase in net profit (+¥42.1 bn).
- Cash flows from investing activities saw an inflow YoY (+¥44.2 bn), mainly due to an increase in the proceeds from the sale of investment securities and others (+¥19.1 bn) and an increase in the proceeds from the sale of the company's subsidiary (+¥18.1 bn).

Consolidated Financial Results by Business Segment (Q1)

Billions of yen



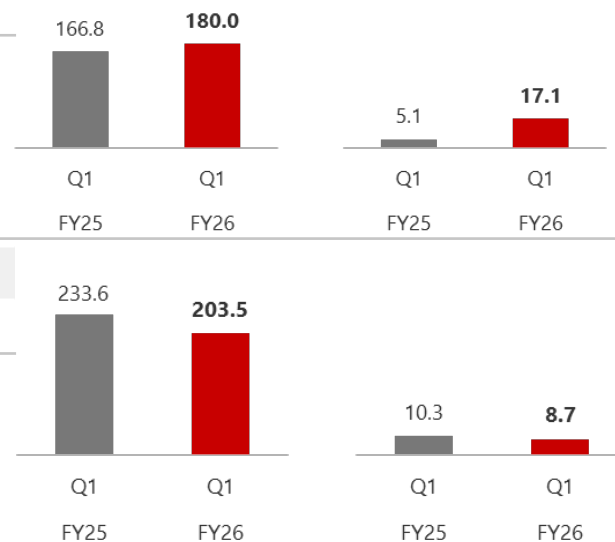
Note: From fiscal 2026, ending March 31, 2026, the "Business Platform" segment has been renamed to "Digital Innovation."

Consolidated Financial Results (Q1): Infrastructure

Infrastructure	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Billions of yen	
	265.8(+48.5)	18.0(+14.3)	6.8%(+5.1pt)	Revenue	Operating profit
Public Utility Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)		
	106.6(+27.1)	12.7(+12.7)	12.0%(+12.0pt)		
	- The market saw robust capital expenditures in public utilities and transportation systems in Japan. - Orders decreased YoY due primarily to a decrease in large-scale projects for the transportation systems business outside Japan, while revenue increased YoY due primarily to increases in the transportation systems and public utility businesses in Japan and the uninterruptible power supply (UPS) business outside Japan. - Operating profit increased YoY mainly due to increased revenue and a shift in project portfolio.				
Energy Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)		
	97.2(+13.4)	5.7(+2.0)	6.0%(+1.5pt)		
	- The market saw robust demand resulting from the expanded use of renewable energy and increased investments in data centers. - Orders decreased YoY mainly due to decreases in large-scale projects for the power generation and power transmission and distribution businesses worldwide, while revenue increased YoY due to an increase in the power transmission and distribution business worldwide. - Operating profit increased YoY mainly due to increased revenue.				
Defense & Space Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)		
	62.0(+7.8)	-0.4(-0.4)	-0.7%(-0.7pt)		
	- The market saw robust demand in defense and space systems mainly due to increases in the budgets of government-related organizations. - Orders increased YoY due to increases in large-scale projects for the defense systems and space systems businesses. Revenue also increased YoY due to an increase in large-scale projects for the defense systems business. - Operating profit decreased YoY due primarily to an increase in expenses for production expansion.				

Consolidated Financial Results (Q1): Industry & Mobility

				Billions of yen			
Industry & Mobility	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Revenue		Operating profit	
	383.6(-16.8)	25.9(+10.4)	6.8%(+2.9pt)				
Factory Automation Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	180.0(+13.2)	17.1(+12.0)	9.5%(+6.4pt)				
	- The market saw increases in demand related to smartphones and industrial machinery in China and capital expenditures mainly for AI-related semiconductors in Japan, China and Taiwan. - Both orders and revenue increased YoY due primarily to increases in capital expenditures related to smartphones and AI, as well as demand for industrial machinery. - Operating profit increased YoY mainly due to increased revenue and reduced expenses.						
Automotive Equipment	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	203.5(-30.0)	8.7(-1.5)	4.3%(-0.1pt)				
	- The market saw an increase in sales of new cars in China, with other regions remaining substantially unchanged YoY. - Revenue decreased YoY due primarily to the impact of a lower sales volume of Japanese car manufacturers in China and a decrease in car multimedia for North America. - Operating profit decreased YoY mainly due to the impact of the stronger yen and lower revenue.						



Consolidated Financial Results (Q1): Life

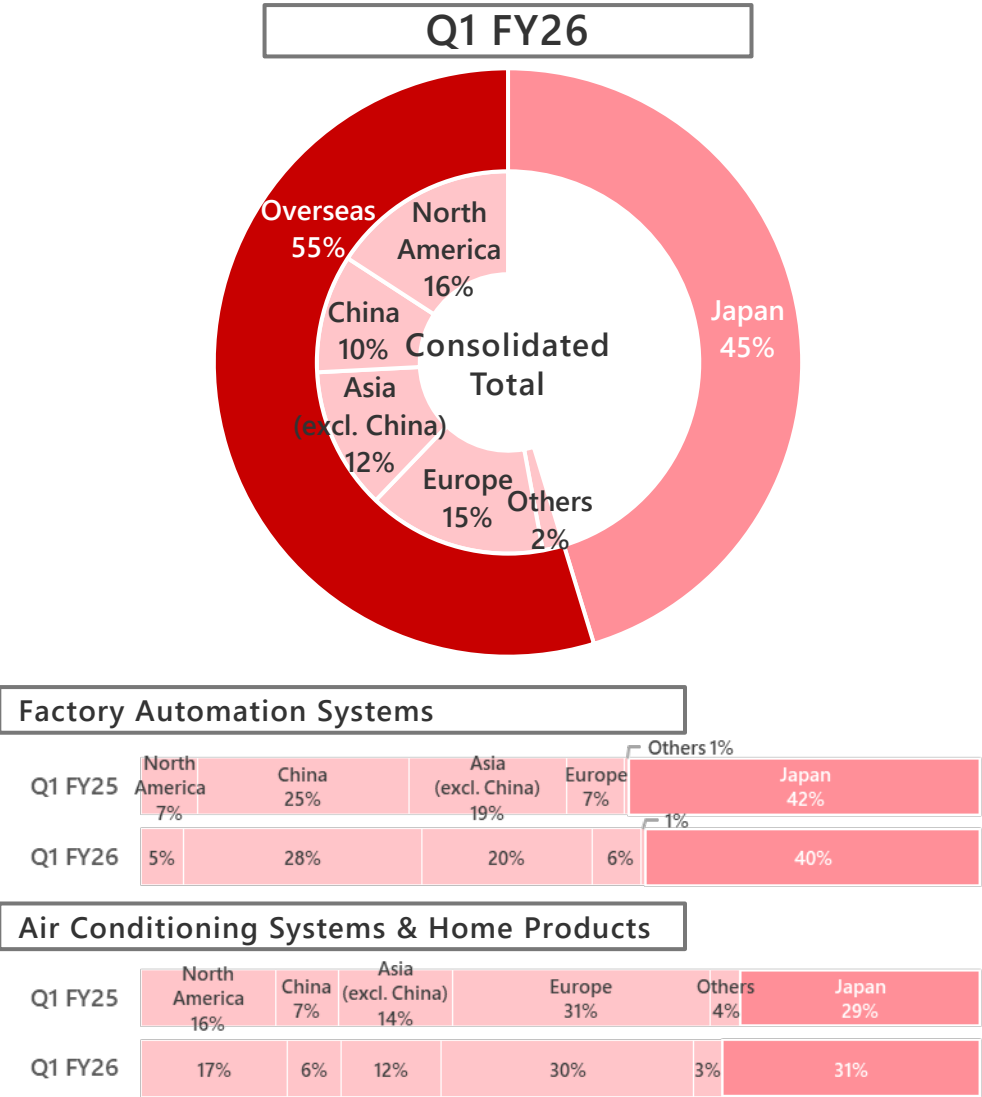
				Billions of yen			
Life	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Revenue		Operating profit	
	567.8(+12.6)	46.5(+10.8)	8.2%(+1.8pt)				
Building Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	154.3(+1.8)	12.4(+3.2)	8.1%(+2.1pt)				
	- The market saw robust demand mainly in the Middle East. In some regions such as Japan, the market saw delays in construction schedules and revisions to capital expenditure plans due to the continued impact of high material prices and logistics costs. - Orders decreased YoY due primarily to decreases in East Asia and in new installations of elevators in Japan, while revenue increased YoY mainly due to increases in Japan. - Operating profit increased YoY mainly due to increased revenue and a shift in project portfolio.			152.4	154.3	9.1	12.4
				Q1	Q1	Q1	Q1
				FY25	FY26	FY25	FY26
Air Conditioning Systems & Home Products	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	413.5(+10.7)	34.1(+7.5)	8.3%(+1.7pt)				
	- The market saw robust demand for residential and industrial air conditioning systems in North America and Japan, along with signs of recovery in demand in Europe. - Revenue increased YoY due primarily to improvements in product prices and increases in residential and industrial air conditioning systems in North America, Japan, and Europe. - Operating profit increased YoY mainly due to increased revenue and improvements in product prices.			402.8	413.5	26.5	34.1
				Q1	Q1	Q1	Q1
				FY25	FY26	FY25	FY26

Consolidated Financial Results (Q1): Digital Innovation and Semiconductor & Device

				Billions of yen			
Digital Innovation	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Revenue		Operating profit	
	31.5(+2.4)	1.2(-0.2)	4.0%(-1.3pt)				
	- The market saw robust demand for updates to legacy systems and digital transformation-related efforts. - Both orders and revenue increased YoY mainly due to increases in the digital manufacturing solutions and IT infrastructure and security solutions businesses. - Operating profit decreased YoY due primarily to increased expenses.						
	FY25		FY26	FY25		FY26	
Semiconductor & Device	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	68.4(-6.0)	9.6(-1.9)	14.0%(-1.5pt)				
	- The market saw robust demand for optical communication devices, despite a stagnation in demand for power modules. - Orders decreased YoY mainly due to a decrease in large-scale orders for power modules. Revenue also decreased YoY due to decreases in power modules used for industrial and automotive applications, despite experiencing increases in optical communication devices and power modules used for railway & power transmission applications. - Operating profit decreased YoY due to the impact of the stronger yen and lower revenue.						
	FY25		FY26	FY25		FY26	

Note: From fiscal 2026, ending March 31, 2026, the "Business Platform" segment has been renamed to "Digital Innovation."

Revenue by Location of Customers (Q1)



Billions of yen	Q1 FY25	Q1 FY26	YoY	
Japan	556.3	594.5	+38.2	107%
Overseas	730.1	718.3	-11.7	98%
North America	202.2	207.7	+5.4	103%
China	138.7	131.2	-7.4	95%
Asia (excl. China)	157.8	157.6	-0.1	100%
Europe	206.3	198.0	-8.2	96%
Others	24.9	23.5	-1.4	94%
Consolidated Total	1,286.4	1,312.8	+26.4	102%

3 FY26 Forecast

FY26 Forecast

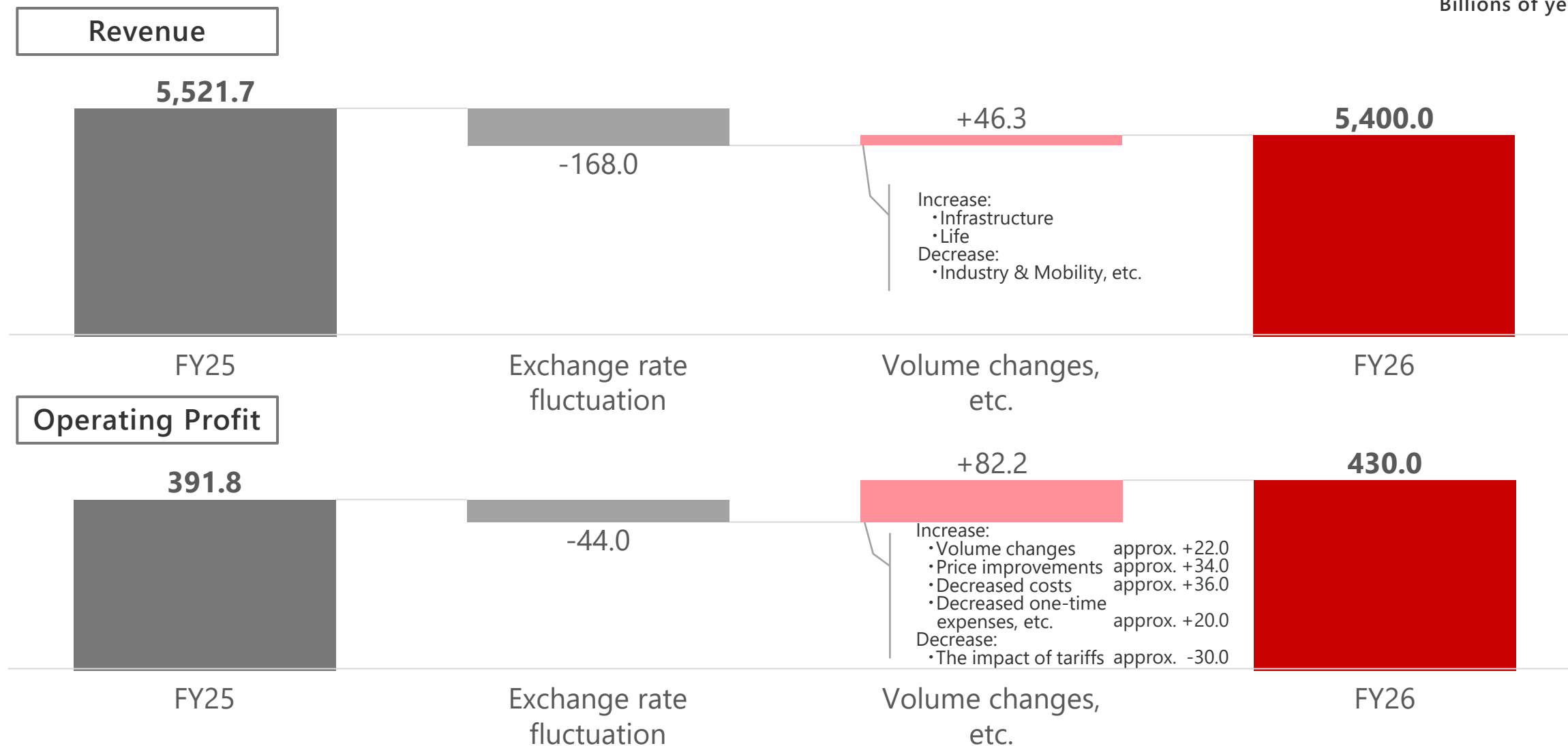
Billions of yen		FY25	FY26 forecast		YoY	Changes from previous forecast	Breakdown of changes from the previous forecast
			Previous ^(*1)	As of Q1			
Revenue		5,521.7	5,400.0	5,400.0	98%	-	• Exchange rate fluctuation +22.0 • Volume changes, etc. -22.0
Operating profit		391.8	430.0	430.0	110%	-	• Exchange rate fluctuation +3.0 • Volume changes, etc. -3.0
%		7.1%	8.0%	8.0%	+0.9pt	-	
Profit before income taxes		437.2	470.0	470.0	107%	-	
Net profit attributable to Mitsubishi Electric Corp. stockholders		324.0	340.0	340.0	105%	-	
		FY25	FY26 forecast		Annual foreign exchange sensitivity ^(*2)		
			Previous ^(*1)	Q2 and later	Revenue	Operating Profit	
Foreign exchange rates	USD	¥153	¥140	¥140	about ¥5.0 bn	about 1/4 of revenue	
	EUR	¥164	¥155	¥155	about ¥4.0 bn	about 1/3 of revenue	
	CNY	¥21.1	¥19.5	¥19.5	about ¥2.0 bn	about 1/3 of revenue	

(*1) Announced on April 28, 2025

(*2) Impact of 1 yen change. CNY impact of 0.1 yen change.

FY26 Forecast (Factors Leading to Changes)

Billions of yen



4

Supplementary Materials

Revenue and Operating Profit by Segment

Billions of yen	FY25 Q1			FY26 Q1			YoY		
	Revenue	Operating profit (loss)	Operating profit margin	Revenue	Operating Profit (loss)	Operating profit margin	Revenue	Operating profit	Operating profit margin
Infrastructure	217.3	3.7	1.7%	265.8	18.0	6.8%	+48.5	+14.3	+5.1pt
Public Utility Systems	79.4	-0.0	-0.0%	106.6	12.7	12.0%	+27.1	+12.7	+12.0pt
Energy Systems	83.7	3.7	4.5%	97.2	5.7	6.0%	+13.4	+2.0	+1.5pt
Defense & Space Systems	54.1	0.0	0.0%	62.0	-0.4	-0.7%	+7.8	-0.4	-0.7pt
Industry & Mobility	400.4	15.4	3.9%	383.6	25.9	6.8%	-16.8	+10.4	+2.9pt
Factory Automation Systems	166.8	5.1	3.1%	180.0	17.1	9.5%	+13.2	+12.0	+6.4pt
Automotive Equipment	233.6	10.3	4.4%	203.5	8.7	4.3%	-30.0	-1.5	-0.1pt
Life	555.2	35.6	6.4%	567.8	46.5	8.2%	+12.6	+10.8	+1.8pt
Building Systems	152.4	9.1	6.0%	154.3	12.4	8.1%	+1.8	+3.2	+2.1pt
Air Conditioning Systems & Home Products	402.8	26.5	6.6%	413.5	34.1	8.3%	+10.7	+7.5	+1.7pt
Digital Innovation	29.1	1.5	5.3%	31.5	1.2	4.0%	+2.4	-0.2	-1.3pt
Semiconductor & Device	74.5	11.5	15.5%	68.4	9.6	14.0%	-6.0	-1.9	-1.5pt
Others	202.7	3.0	1.5%	175.6	19.9	11.4%	-27.1	+16.8	+9.9pt
Eliminations and corporate	-193.0	-12.3	-	-180.1	-9.4	-	+12.8	+2.9	-
Consolidated Total	1,286.4	58.6	4.6%	1,312.8	111.9	8.5%	+26.4	+53.3	+3.9pt

Note: From fiscal 2026, ending March 31, 2026, the "Business Platform" segment has been renamed to "Digital Innovation."

Revenue and Operating Profit by Segment (Forecast)

Billions of yen	FY25			Previous ^(*) FY26 forecast			FY26 forecast			YoY			Changes from previous forecast		
	Revenue	Operating profit	Operating profit margin	Revenue	Operating profit	Operating profit margin	Revenue	Operating Profit	Operating profit margin	Revenue	Operating Profit	Operating profit margin	Revenue	Operating Profit	Operating profit margin
Infrastructure	1,224.9	89.4	7.3%	1,310.0	107.0	8.2%	1,310.0	107.0	8.2%	+85.0	+17.5	+0.9pt	-	-	-
Public Utility Systems	474.9	33.5	7.1%	490.0	39.0	8.0%	490.0	39.0	8.0%	+15.0	+5.4	+0.9pt	-	-	-
Energy Systems	396.1	27.5	6.9%	410.0	33.0	8.0%	410.0	33.0	8.0%	+13.8	+5.4	+1.1pt	-	-	-
Defense & Space Systems	353.8	28.4	8.0%	410.0	35.0	8.5%	410.0	35.0	8.5%	+56.1	+6.5	+0.5pt	-	-	-
Industry & Mobility	1,644.8	82.6	5.0%	1,570.0	99.0	6.3%	1,550.0	97.0	6.3%	-94.8	+14.3	+1.3pt	-20.0	-2.0	-
Factory Automation Systems	725.6	46.7	6.4%	720.0	56.0	7.8%	730.0	60.0	8.2%	+4.3	+13.2	+1.8pt	+10.0	+4.0	+0.4pt
Automotive Equipment	919.2	35.8	3.9%	850.0	43.0	5.1%	820.0	37.0	4.5%	-99.2	+1.1	+0.6pt	-30.0	-6.0	-0.6pt
Life	2,185.1	157.2	7.2%	2,160.0	184.0	8.5%	2,170.0	186.0	8.6%	-15.1	+28.7	+1.4pt	+10.0	+2.0	+0.1pt
Building Systems	666.0	50.1	7.5%	690.0	67.0	9.7%	690.0	67.0	9.7%	+23.9	+16.8	+2.2pt	-	-	-
Air Conditioning Systems & Home Products	1,519.1	107.1	7.1%	1,470.0	117.0	8.0%	1,480.0	119.0	8.0%	-39.1	+11.8	+0.9pt	+10.0	+2.0	-
Digital Innovation	146.8	10.8	7.4%	150.0	12.0	8.0%	150.0	12.0	8.0%	+3.1	+1.1	+0.6pt	-	-	-
Semiconductor & Device	286.3	40.6	14.2%	290.0	31.0	10.7%	290.0	31.0	10.7%	+3.6	-9.6	-3.5pt	-	-	-
Others	852.1	51.5	6.1%	790.0	39.0	4.9%	790.0	39.0	4.9%	-62.1	-12.5	-1.2pt	-	-	-
Eliminations and corporate	-818.5	-40.6	-	-870.0	-42.0	-	-860.0	-42.0	-	-41.4	-1.3	-	+10.0	-	-
Consolidated Total	5,521.7	391.8	7.1%	5,400.0	430.0	8.0%	5,400.0	430.0	8.0%	-121.7	+38.1	+0.9pt	-	-	-

(*) Announced on April 28, 2025

Note: From fiscal 2026, ending March 31, 2026, the "Business Platform" segment has been renamed to "Digital Innovation."

Order Trends of Mass Production Businesses

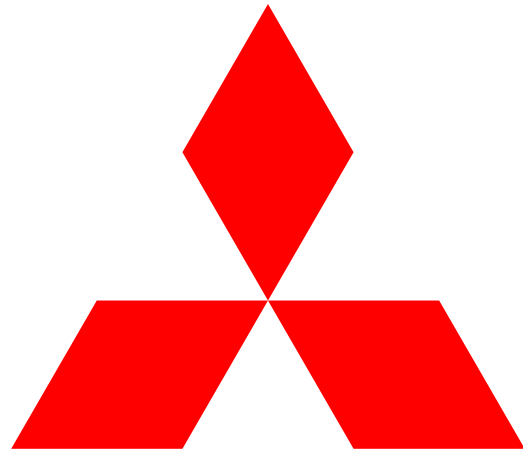
		FY25				FY26
		Q1	Q2	Q3	Q4	Q1
Factory Automation Systems	YoY	+8%	+15%	+33%	+28%	+23%
	QoQ	+7%	+5%	+2%	+13%	+2%
Semiconductor & Device	YoY	-13%	-24%	+29%	-28%	-21%
	QoQ	-16%	-1%	+10%	-22%	-8%

*Automotive Equipment and Air Conditioning Systems & Home Products businesses within the mass production businesses have few products made on order, thus not included in the chart above.

While the statements herein, including the forecasts regarding the Mitsubishi Electric Group, are based on assumptions considered to be reasonable under the circumstances on the date of announcement, actual results may differ significantly from forecasts. The main factors materially affecting the expectations expressed herein include but are not limited to the following:

1. Changes in worldwide economic and social conditions, as well as regulations, taxation and other legislation
2. Changes in foreign currency exchange rates
3. Changes in stock markets
4. Changes in the fund-raising environment
5. Changes in the supply and demand of products, as well as the material procurement environment
6. Establishment of important patents, status of significant licenses and disputes related to key patents
7. Litigation and other legal proceedings
8. Issues related to quality and defects in products or services
9. Laws, regulations and issues related to the global environment, especially responses to climate change
10. Laws, regulations and issues related to human rights
11. Radical technological innovation, as well as the development, manufacturing and time-to-market of products using new technology
12. Business restructuring
13. Information security incidents
14. Large-scale disasters, including earthquakes, tsunamis, typhoons, volcanic eruptions and fires
15. Social, economic and political upheaval due to heightened geopolitical risks, war, conflict, terrorism or other factors
16. Social, economic and political upheaval due to pandemics or other factors
17. Important matters related to Mitsubishi Electric Corporation's directors and executive officers, major shareholders, affiliated companies and other stakeholders

Note: This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this document and the Japanese original, the original shall prevail.



**MITSUBISHI
ELECTRIC**

Changes for the Better