

Mitsubishi Electric Group

Sustainability

Data Book

2025

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This data book is reproduced from the official website of Mitsubishi Electric (as of October 2025).

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Policy on Sustainability Information Disclosure

The Mitsubishi Electric Group aims to realize sustainability through "Trade-On" activities that balance social and environmental contributions with business growth.

The sustainability website discloses highly transparent information on our sustainability initiatives in order to build a relationship of trust with our stakeholders, including society, customers, shareholders and employees.

Period Covered by the Report

April 1, 2024 – March 31, 2025

* Also includes some information on policies, targets, and plans for fiscal 2026 and thereafter.

Boundary of the Report

Social aspects: Primarily covers activities of Mitsubishi Electric Corporation

*The range of data compiled is noted individually.

Environmental aspects: Primarily covers performance of Mitsubishi Electric Corporation and its associated companies (Japan: 92, overseas: 132, total: 225)

Economic aspects: Primarily covers performance of Mitsubishi Electric Corporation, consolidated subsidiaries, and equity method affiliates

*Detailed information on economic performance is provided in the [Investors](#) section of our website.

References

- ISO26000
- GRI Standards, Global Reporting Initiative
- Environmental Reporting Guidelines (2018), Ministry of the Environment
- Business Owner Environmental Performance Indicator Guideline (2002), Ministry of the Environment
- Environmental Accounting Guidelines (2005), Ministry of the Environment

Reporting Medium

Non-financial information about the Mitsubishi Electric Group is disclosed in the [Sustainability](#) and the [Investors](#) sections of the website.

Inquiries on Sustainability

[MITSUBISHI ELECTRIC CORPORATION](#)
[Sustainability Innovation Group](#)

Message from the Officer in Charge of Sustainability



Seiji Oguro
Executive Officer (Associate)
Vice President, Sustainability Innovation Group

Since its establishment in April 2024, the Sustainability Innovation Group has been driving the Mitsubishi Electric Group's commitment to sustainability—positioned as the cornerstone of its management—through a dual approach: value creation and strengthening of our business foundation.

Realizing “Trade-On (mutual benefits)” to create value

In FY2025, the Mitsubishi Electric Group officially launched initiatives aimed at creating “Trade-On (mutual benefits)” businesses—those that simultaneously grow its business while enriching society and the environment. One of the initiatives is GIST Project,^{*1} which initially focuses on the ocean. GIST develops Direct Ocean Capture (DOC) technology, which removes CO₂ from seawater to contribute to carbon neutrality. We are working to develop businesses with an emphasis on the commercialization of carbon credits, and are also exploring possibilities for CO₂ utilization.

As plastic recycling legislation progresses globally, we are working to apply technologies developed through our home appliance plastics recycling business to plastics across different industries and types. While continuing to evolve in existing businesses, we are steadily advancing “Trade-On (mutual benefits)” initiatives.

In January 2025, global average temperatures reached 1.75°C above pre-industrial levels—a stark milestone that underscores the growing severity of environmental challenges. To help curb this trend, we are intensifying efforts to develop technologies and solutions that mitigate the impacts of climate change and to advance environmentally conscious manufacturing practices. To accelerate and expand these initiatives globally, we are strengthening open innovation across industry, academia, and government, as well as deepening collaboration with our overseas bases.

Strengthen our Business Foundation: Environment, Human Rights, and Transparency Initiatives

On the other hand, within the Group, we are steadily implementing measures to achieve carbon neutrality at our own sites by FY2031. As a result, we have earned the highest “A” score from CDP^{*2} in both climate change and water security for three consecutive years. Our environmental initiatives have also received external recognition. For example, our two manufacturing sites have been designated as Nationally Certified Sustainably Managed Natural Sites^{*3} by Japan's Ministry of the Environment. Building on this positive evaluation, we will set robust and achievable targets in the next Medium-term Environmental Plan, to be formulated this fiscal year.

In parallel, we remain committed to ensuring compliance with relevant laws and regulations in each region where we operate.

In FY2025, to further embed our materiality issue of “respect for all people,” we revised the Group’s Human Rights Policy and expanded our initiatives to uphold human rights—aligned with international standards—to include manufacturing sites in Japan and at overseas associated companies.

In addition to strengthening our response to frameworks such as the Corporate Sustainability Reporting Directive (CSRD),^{*4} Ecodesign for Sustainable Products Regulation (ESPR),^{*5} and ISSB/SSBJ,^{*6} we are working to integrate non-financial information into management processes and enhance external disclosures, thereby further improving corporate transparency and credibility.

Toward a Self-Driven Organization that Never Stops Evolving

Starting in FY2026, we are accelerating efforts in organizational culture reforms. The newly established Corporate Culture Transformation Division, built upon the company-wide reform project “Team Sousei (creation),” serves as a constant driver of change. In addition to existing efforts, we will integrate activities such as My Purpose and Well-being initiatives to foster a self-driven organization—a culture in which each employee thinks and acts proactively.

As we move forward, we remain committed to fulfilling our corporate social responsibilities by striving for harmony across environmental, social, and economic dimensions and embedding the principles of sustainability management—advancing our transformation into an Innovative Company.

*¹ Global Initiative for Sustainable Technology: Initiatives to create and enhance new businesses from global and sustainability perspectives

*² Carbon Disclosure Project: An international NGO that investigates, evaluates, and discloses environmental initiatives undertaken by companies and cities

*³ A national certification system recognizing areas where biodiversity is preserved through the efforts of companies, organizations, individuals, and local governments

*⁴ A directive on disclosure of corporate sustainability information in Europe

*⁵ Regulations on design for the environment, including sustainability requirements, for products distributed on the European market

*⁶ Japan’s disclosure standards formulated by the Sustainability Standards Board of Japan (SSBJ), which are aligned with IFRS Sustainability Disclosure Standards developed by the International Sustainability Standards Board (ISSB)

Materiality (Important Challenges)

Mitsubishi Electric Group's Materiality

To address sustainability at the management level and ensure long-term commitment, the Mitsubishi Electric Group has identified five areas as materiality (important challenges) to “Provide solutions to social challenges through our businesses” and to “Strengthen our business foundation to enable sustainable growth.” The Group is taking a “Trade-On (mutual benefits)” approach to realizing sustainability by implementing materiality initiatives to create business solutions for social challenges while securing its own business growth at the same time. For our materiality initiatives, we set targets and key performance indicators (KPIs) and carry out continuous improvement activities using the PDCA cycle.

	Materiality (Important Challenges)	Reasons why it is important
Provide solutions to social challenges through our business	 Realize a sustainable global environment	Environmental challenges such as climate change and resource/energy issues are hurdles at a global scale. The Mitsubishi Electric Group will contribute to solving these issues with the aim of realizing a sustainable global environment.
	 Realize a safe, secure, and comfortable society	Since its founding, the Mitsubishi Electric Group has contributed to society by providing products and services in a wide range of fields, from home to space. In order to realize a “vibrant and sustainable society” as outlined in our Purpose, we aim to contribute to solve diversifying social challenges through our business activities.
	 Respect for all people	The protection of human rights is a global issue. Everyone’s rights as an individual must be respected. The Mitsubishi Electric Group respects human rights in all of its activities and provides workplace environments that help all employees to work actively.
Strengthen our business foundation to enable sustainable growth	 Strengthen corporate governance and compliance on a sustainable basis	Corporate governance and compliance are fundamental preconditions for a company’s continued existence. The Mitsubishi Electric Group continuously reinforces these areas.
	 Create sustainability-oriented corporate culture	The Mitsubishi Electric Group contributes to achieving sustainability through all of its activities. To this end, we proactively communicate with stakeholders and foster a corporate culture that encourages employees to pursue initiatives from a mid- to long-term perspective.

Materiality at the Mitsubishi Electric Group

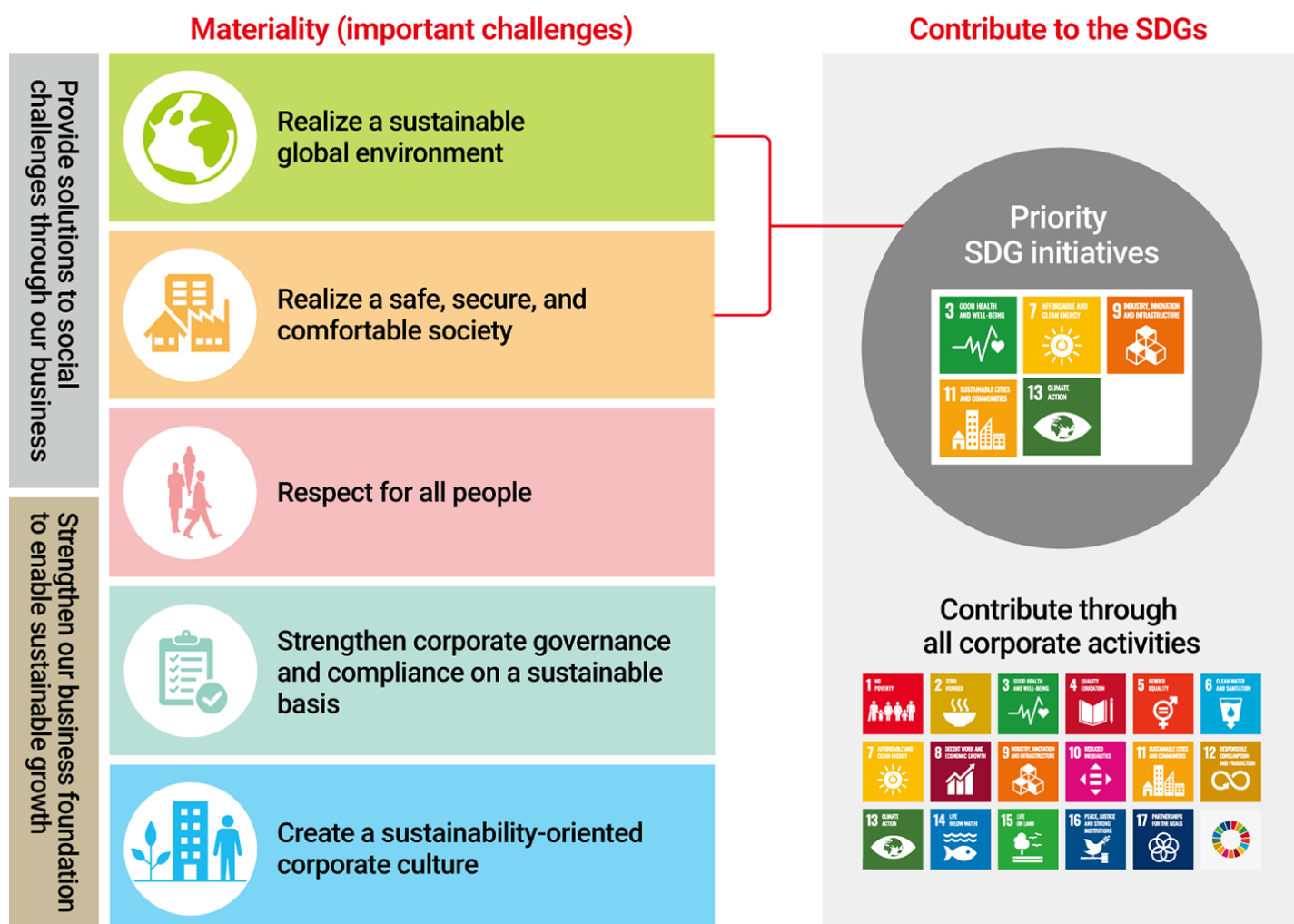
Materiality and SDGs

Under its Purpose that “We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity,” the Group aims to contribute to solving social issues by implementing the five areas of materiality issues. This policy aligns with the objectives of the globally shared SDGs.*

As a comprehensive electrical and electronics manufacturer with a broad portfolio of technologies, products, and services, we recognize our significant potential to contribute to the achievement of all 17 SDGs through our diverse business operations and our ongoing commitment to environmental, social, and governance (ESG) initiatives.

In particular, we revised our Priority SDGs initiatives in conjunction with the identification of materiality issues (important challenges) in fiscal 2021. An internal survey regarding our contributions to the SDGs revealed strong expectations for the Group to provide solutions to social challenges through our businesses. Based on these findings, we designated five SDGs as Priority SDGs initiatives: Goal 3 (Good Health and Well-being), Goal 7 (Affordable and Clean Energy), Goal 9 (Industry, Innovation and Infrastructure), Goal 11 (Sustainable Cities and Communities), and Goal 13 (Climate Action). These goals reflect the Group’s commitment to realizing a sustainable global environment and a safe, secure, and comfortable society.

* Sustainable Development Goals



Materiality and SDGs

Process of Identification and Review of Materiality

In fiscal 2016, the Mitsubishi Electric Group identified materiality and initiatives in response to today's social trends and business environment, as required by the fourth edition of the Global Reporting Initiative (GRI) Guidelines.

In fiscal 2021, a full internal review of the materiality, mid- to long-term initiatives, and targets/key performance indicators (KPIs) was conducted. This review involved subjective evaluations from both inside and outside the company, along with questionnaires and interviews with a total of 1,551 participants, including Mitsubishi Electric Group employees, suppliers, investors, analysts, and general consumers.

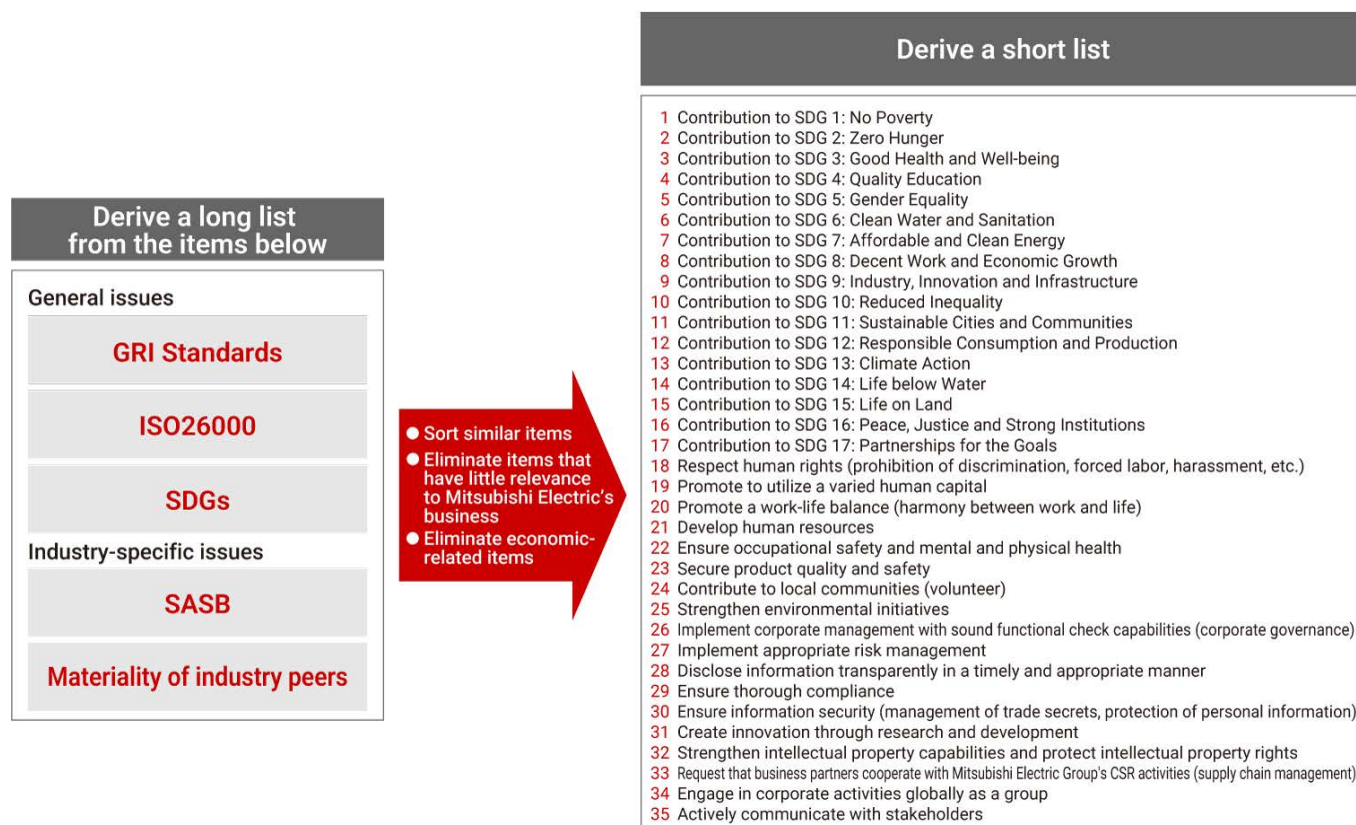
Step 1 Awareness of Social Issues (FY2021)

Candidate materiality issues (important challenges) were identified and shortlisted based on ISO26000,^{*1} the GRI Standards,^{*2} the SASB standards,^{*3} and the Sustainable Development Goals (SDGs).

*¹ Guidelines concerning social responsibility issued by the International Organization for Standardization (ISO)

*² International standards for sustainability reporting issued by Global Reporting Initiative (GRI), international NGO.

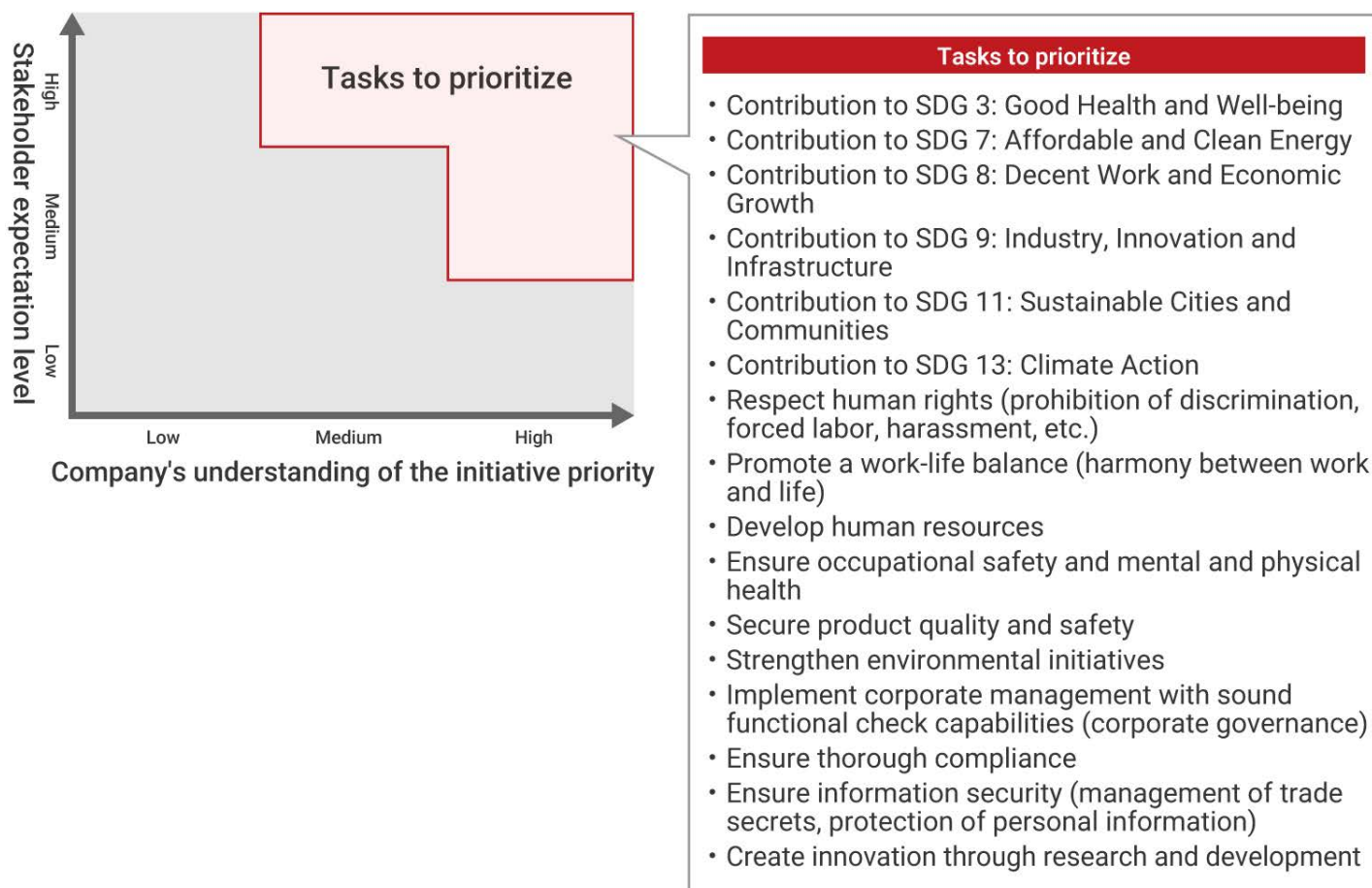
*³ Information disclosure rules concerning the environment, society, and governance (ESG) created by the Sustainability Accounting Standards Board (SASB), a non-profit organization in the U.S.



Extraction of candidate materiality from guidelines, etc.

Step 2 Assessment of Internal and External Views and Study of Materiality (FY2021)

Next, questionnaire surveys were conducted with stakeholders such as consumers, suppliers, investors, and Mitsubishi Electric Group employees to assess their expectations of the Group regarding addressing social issues. In addition, through interviews and dialogues with experts, we gained their views and opinions of the Mitsubishi Electric Group. Based on the results obtained, we narrowed down the issues that needed to be addressed with the highest priority and examined their materiality.



Mitsubishi Electric's matrix of materiality

Step 3 Identification of Materiality (FY2021)

The issues thus extracted and studied through the above-described process and specific mid- to long-term initiatives and targets/key performance indicators (KPIs) were identified as the Mitsubishi Electric Group's materiality by the Sustainability Committee.

Mid- to Long-Term Initiatives, Goals for Fiscal 2026, and Results for Fiscal 2025

Each fiscal year, the Mitsubishi Electric Group sets goals and key performance indicators (KPIs) for addressing materiality issues, with the Sustainability Committee confirming and promoting progress of these goals as the Group works to enhance corporate value.

Materiality	Long-term target	Mid-term target	Single fiscal year target/initiative indicator (KPI) and results			Scope
			FY2026 target	FY2025 target	Main FY2025 results	
Realize a sustainable global environment	[Scope 1, 2, 3] FY2051: Aim for net-zero greenhouse gas emissions throughout the entire value chain	[Scope 1, 2] FY2031: Aim for carbon neutrality	[Scope 1, 2] Reduce by 53% or more (vs. FY2014)	FY2026: [Scope 1, 2] Reduce by 53% or more (vs. FY2014)	Reduced by 48%	Mitsubishi Electric Group
		[Scope 3] Aim for at least 30% net reduction in greenhouse gas emissions (vs. FY2019)	[Scope 3] Reduce by 17.5% or more (vs. FY2019)	FY2026: [Scope 3] Reduce by 17.5% or more (vs. FY2019)	Reduced by 27%	Mitsubishi Electric Group
		Provide products, services and solutions that contribute to carbon neutrality		Provide products, services and solutions that contribute to carbon neutrality	<ul style="list-style-type: none"> • To Provide Heat-related Total Solutions to Reduce Energy Costs and Support Decarbonization • Launches Railway Data Analysis Service Utilizing Serendie Digital Platform • To Ship Full-SiC and Hybrid-SiC SLIMDIP Samples 	Mitsubishi Electric Group
	Contribute to achieving circular economy	FY2036: 100% effective utilization of plastic waste (in Japan)	92% or more effective utilization of plastic waste	FY2026: 92% or more effective utilization of plastic waste (in Japan)	97%	Mitsubishi Electric Group (in Japan)
Realize a safe, secure, and comfortable society	Ensure safety/security, inclusion, and well-being across our business activities	Provide products, services and solutions that contribute to safety/security		Provide products, services and solutions that contribute to safety/security	<ul style="list-style-type: none"> • Mitsubishi Electric Digital Innovation Launches "Ruleless" 3D Measurement App Service (in Japanese) • Mitsubishi Electric Building Solutions Launches the NEXIEZ-Fit Elevator • Melco Mobility Solutions to pass nighttime safety review for autonomous delivery robots first in Japan (in Japanese) 	Mitsubishi Electric Group
		Provide products, services and solutions that contribute to inclusion and well-being		Provide products, services and solutions that contribute to inclusion and well-being	<ul style="list-style-type: none"> • Mitsubishi Electric IT Solutions partnered with medilab, a healthcare AI startup from the University of Tokyo, to jointly develop generative AI functionality for the AnyCOMPASS cloud-based medication record system (in Japanese) • Releases the FZ, Z, FD and ZD Series of the FY2026 Mitsubishi Kirigamine room air conditioner (in Japanese) 	Mitsubishi Electric Group

Materiality	Long-term target	Mid-term target	Single fiscal year target/initiative indicator (KPI) and results			Scope
			FY2026 target	FY2025 target	Main FY2025 results	
Respect for all people	Establish human rights initiatives based on international norms and achieve responsible supply chains	FY2028: Conduct human rights due diligence*1 across the Group based on international norms	Continuous improvement efforts based on issues identified through human rights impact assessments (e.g., strengthening human rights promotion organization and grievance mechanisms) (FY2027: 100% implementation rate of improvement measures)	Implementation rate of improvement measures for identified human rights issues: 45% or more	FY2025: 53.5% implementation rate of improvement activities	Mitsubishi Electric Group
		FY2028: Reduce negative impact on human rights in supply chain based on the RBA*2 process	100% implementation of corrective actions for high-risk suppliers based on sustainable procurement survey results (RBA, MELCO-SAQ)	100% agreement acquisition from key suppliers (top 80% by purchase value) to the Mitsubishi Electric Group Supply Chain Code of Conduct	100% agreement acquisition from key suppliers as of the end of March 2025	Mitsubishi Electric Group
	Build workplaces where varied and versatile human capital gathers and works together	FY2031: Employee engagement score*3 60% or more (Mitsubishi Electric and some associated companies in Japan)	Employee Engagement Score 63% or more (Mitsubishi Electric) 53% or more (Mitsubishi Electric Group in Japan)*4	Employee Engagement Score 70% or more (Mitsubishi Electric) 60% or more (Mitsubishi Electric Group in Japan)*4	Employee Engagement Score 60% or more (Mitsubishi Electric) 52% or more (Mitsubishi Electric Group in Japan)*4	Mitsubishi Electric Group (in Japan)*4
			<ul style="list-style-type: none"> • Deepening organizational culture reforms and promoting self-driven operation • Continuing systematic "investment in people" • Firmly establishing the new personnel treatment system 	<ul style="list-style-type: none"> • Ensure implementation of organizational culture reforms (related measures) • Implement systematic "investment in people" • Introduction of a new personnel treatment system 	<ul style="list-style-type: none"> • Coaching Program for Managers Approx. 2,250 participants in total • 1-on-1 Training by External Instructors Approx. 4,000 participants (for managers and key staff members) • Executive Family Training Held 3 times (Jun., Sept., and Dec. 2024) • Workshops for Plant/Research Lab Directors, Division Heads, and Branch Managers (twice in Nov. 2024) • Introduction of a new personnel treatment system 	Mitsubishi Electric
		FY2031: Ratio of women/non-Japanese in senior management (Directors, Executive Officers and Executive Officers [Associate]) 30% or more	Strengthening competitiveness in external talent acquisition	Promotion of strategic recruitment of external human capital	Achieved number of mid-career hires in FY2025 plan (externally published figure)	Mitsubishi Electric (non-consolidated)
			Implementing strategic talent management succession plan across the Group globally	Promote diversity in management leaders based on succession management utilizing the global job grading	Ratio of women/non-Japanese in senior management (Directors, Executive Officers and Executive Officers [Associate]): Approx. 15% (as of March 31, 2025)	
		FY2031: Ratio of women in managerial positions 12% or more			Female manager ratio: 4% (Mitsubishi Electric standalone)*5	
			Promotion and institutionalization of management-level appointment programs	Promotion of management-level appointment programs	Selected FY2025 management candidates; individual development plans underway	Mitsubishi Electric (non-consolidated)
			Integration with the L.E.A.D. (Leadership Enhancement And Development) system	Link with executive candidates development programs, etc.	Selected FY2025 executive candidate pool; Established development guidelines for executive candidates	

*1 Implementation of PDCA cycle to correct and prevent human rights violations

*2 Responsible Business Alliance. An alliance of companies promoting social responsibility in global supply chains

*3 Average percentage of positive responses to the five questions in the annual employee engagement survey: "Pride in working for the Company," "Willingness to contribute," "Desire to change jobs," "Encouraging others to join the Company," and "Sense of achievement through work"

*4 Mitsubishi Electric Corporation and certain associated companies in Japan

*5 Excludes Mitsubishi Electric Building Solutions and Mitsubishi Electric Mobility. Also excludes employees seconded to Mitsubishi Generator

Materiality	Long-term target	Mid-term target	Single fiscal year target/initiative indicator (KPI) and results			Scope
			FY2026 target	FY2025 target	Main FY2025 results	
Strengthen corporate governance and compliance on a sustainable basis	Three Key Reforms	Continued monitoring of the Three Key Reforms (quality assurance, organizational culture and governance) by the Board of Directors, and appropriate information disclosure	Continued efforts to build a self-driven organization (establishing and embedding the Three Key Reforms, while preventing backsliding)	<ul style="list-style-type: none"> Summarize progress of Three Key Reforms and disclose information semi-annually Hold meetings of the Three Key Reforms Monitoring Committee on an ongoing basis 	<ul style="list-style-type: none"> Semiannual disclosure of progress on the Three Key Reforms (April and October 2024) Held four meetings of the Three Key Reforms Monitoring Committee in FY2025 	Mitsubishi Electric Group
	Increase effectiveness of the Board of Directors	Maintain the ratio of independent outside directors of Mitsubishi Electric over 50%	Maintain the ratio of independent outside directors of Mitsubishi Electric over 50%	Maintain the ratio of independent outside directors of Mitsubishi Electric over 50%	60% (as of March 31, 2025) 10 directors including 6 independent outside directors	Mitsubishi Electric
			Continued appointment of an outside director as Chairperson of the Board	Appointment of an outside director as Chairperson of the Board of Directors	Continued appointment	
			Continued disclosure of the skills matrix in General Meeting of Shareholders reference documents	Continued disclosure of the skills matrix in General Meeting of Shareholders reference documents	Continued disclosure	
	Offer the quality that ensures customer satisfaction	Establish and maintain systems and environments that eliminate the need for improper quality control practices, while continuing activities to prevent these measures from fading away	Implementation of the five initiatives for quality assurance reforms*6	Reform engineering processes and promote improvement of the environment	The six initiatives for quality assurance reforms*6 are progressing steadily overall	Mitsubishi Electric Group
	Ensure proper understanding and practice of the compliance motto "Always Act with Integrity"	Provide compliance education on a continuous basis	Provide compliance education on a continuous basis	Provide compliance education on a continuous basis	Attendance rate in FY2025 e-learning programs about the Code of Conduct: 100%	Mitsubishi Electric Group
			Maintain 100% attendance rate in e-learning programs about the Code of Conduct	Maintain 100% attendance rate in e-learning programs about the Code of Conduct		Mitsubishi Electric
			Serious anti-trust law and bribery incidents: 0	Serious anti-trust law and bribery incidents: 0	0 incidents	Mitsubishi Electric Group
	Improve the cybersecurity maturity level	FY2026: Mitsubishi Electric Group (Japan) Achieve equivalent Level 2 on Cybersecurity Maturity Model Certification*7	Security measures implemented internally are expected to fully roll out to associated companies in Japan	Expand security measures implemented internally to associated companies in Japan	Rollout to associated companies in Japan is progressing as scheduled	Mitsubishi Electric Group
		FY2029: Mitsubishi Electric Group Achieve equivalent Level 2 on Cybersecurity Maturity Model Certification*7	Formulation of plans to improve Information system environments and establish the monitoring and operation system in Asia, the Americas, and Europe	Review and correct information system environment and consider establishing the monitoring and operation system in Asia, the Americas, and Europe	Information system environment improvements and the consideration to establish the monitoring and operation system in Asia, the Americas, and Europe is progressing as scheduled	
Create a sustainability-oriented corporate culture	Ensure proper understanding and practice of sustainability by employees	FY2026: Achieve 75% or more positive responses to "Conduct businesses in line with Purpose and goals" in the employee engagement survey	<ul style="list-style-type: none"> Promotion of sustainability awareness via internal newsletters, the intranet, training, etc. Achieve 75% positive responses to "Conduct operations in line with Purpose and goals" in the employee engagement survey 	<ul style="list-style-type: none"> Promotion of sustainability awareness via internal newsletters, the intranet, training, etc. Achieve 75% positive responses to "Conduct operations in line with Purpose and goals" in the employee engagement survey 	Achieved 74% positive responses to "Conduct operations in line with the Purpose and goals" in the employee engagement survey	Mitsubishi Electric
	Promote communication with stakeholders both inside and outside the company	<ul style="list-style-type: none"> Publish the Integrated Report Hold dialogues with experts 	<ul style="list-style-type: none"> Publish the Integrated Report Hold the Sustainability Briefing Introduce sustainability initiatives to the general public and employees via websites and in-person events Conduct internal sustainability workshops 	<ul style="list-style-type: none"> Publish the Integrated Report Hold the Sustainability Briefing Introduce sustainability initiatives to students, the general public and employees via websites and in-person events Conduct internal sustainability workshops 	<ul style="list-style-type: none"> Published the Integrated Report Held the Sustainability Briefing 	Mitsubishi Electric Group

*6 The five initiatives refer to: rebuilding the internal control function; addressing challenges related to technical capabilities and resources; reinstalling awareness of quality and compliance; normalizing manufacturing management; and promoting front-loading in design processes. The six initiatives add data-driven quality control and procedural execution to these five.

*7 Framework for Cybersecurity Maturity Model Certification set forth by the U.S. Department of Defense (CMMC 2.0). Level 2 is the industry expected standard for companies the size of Mitsubishi Electric.

Sustainability Management

Basic Policy and Promotional System for Sustainability

Basic Policy on Sustainability

The management policy of Mitsubishi Electric Group states, “We will return to our fundamental principle of ‘addressing social challenges through our businesses’ and position the realization of sustainability as the cornerstone of our management.” We will pursue initiatives for achieving a sustainable society to incorporate the expectations, requests, and opinions from society into activities, and to minimize the negative impact on society and the environment.

Actions to Promote the Realization of Sustainability

To realize sustainability, we have set the following four points as actions to advance:

Value creation	Creating and developing businesses that address social challenges by balancing business growth with the promotion of social sustainability
Foundation Enhancement	Strengthening our business foundation, including management related to the environment, society, and governance, to support the sustainable growth of the Mitsubishi Electric Group
Risk management	Anticipating risks arising from long-term social and environmental changes, and mitigating or minimizing the impact on corporate management
Disclosure of initiatives and dialogue engagement	Communicating with society, customers, shareholders, employees, and other stakeholders through highly transparent disclosure of information in a way that reflects society's expectations, requests, and opinions in our corporate management

Promotional System for Sustainability

The policies and planning for the sustainability activities of the Mitsubishi Electric Group are determined through the Sustainability Committee, which is commissioned by the Executive Officers’ Meeting of Mitsubishi Electric. The Sustainability Committee is chaired by the Executive Officer in charge of sustainability, and is composed of the chief officers in charge of specific functions in the corporate divisions, as well as the Executive Officers in charge of the business divisions.

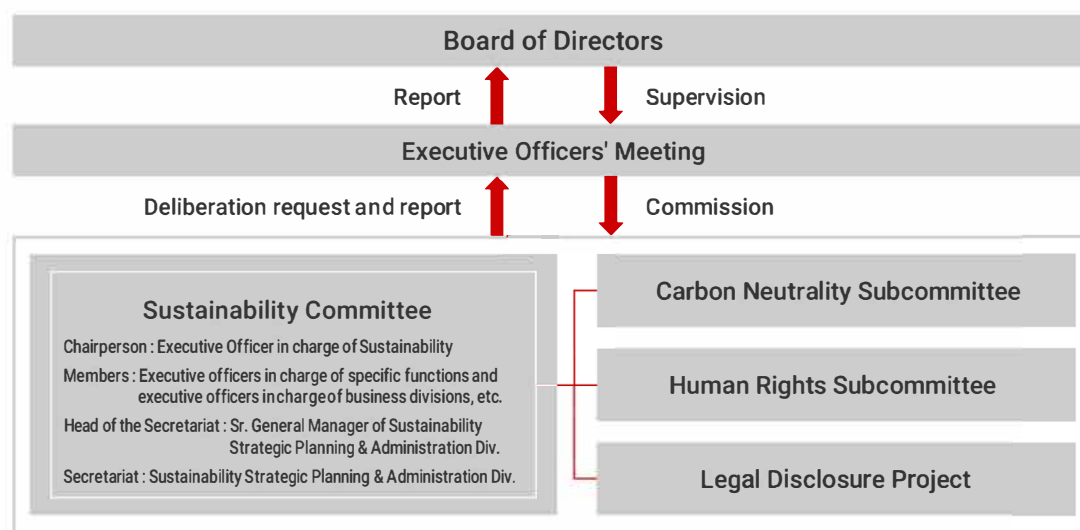
The discussions of the Sustainability Committee are reported to the Executive Officers’ Meeting and the Board of Directors. The Board of Directors treats the status of the various sustainability initiatives as one of the Group’s “key agenda items.” For the period from July 2024 to June 2025, the key focus areas have been determined to be a company-wide business strategy, sustainability management, HR strategy, technology development strategy, and information system strategy, etc. The Board holds full discussions, considering risk management and profit-generating opportunities,

while also supervising the status of initiatives by Executive Officers. The promotion of sustainability initiatives is reflected in the incentive compensation of Executive Officers.

Sustainability issues that involve multiple divisions are addressed via subcommittees and projects established under the Sustainability Committee. Specific initiative areas such as ethics and compliance, quality assurance and improvement, environmental protection activities, social contribution activities, and communication with stakeholders are carried out under the responsibility of the relevant divisions.

The policies and plans established by the Sustainability Committee and the specific initiatives promoted by subcommittees and projects are shared with all the internal divisions and associated companies in and outside Japan, and the entire Group works together to solve issues.

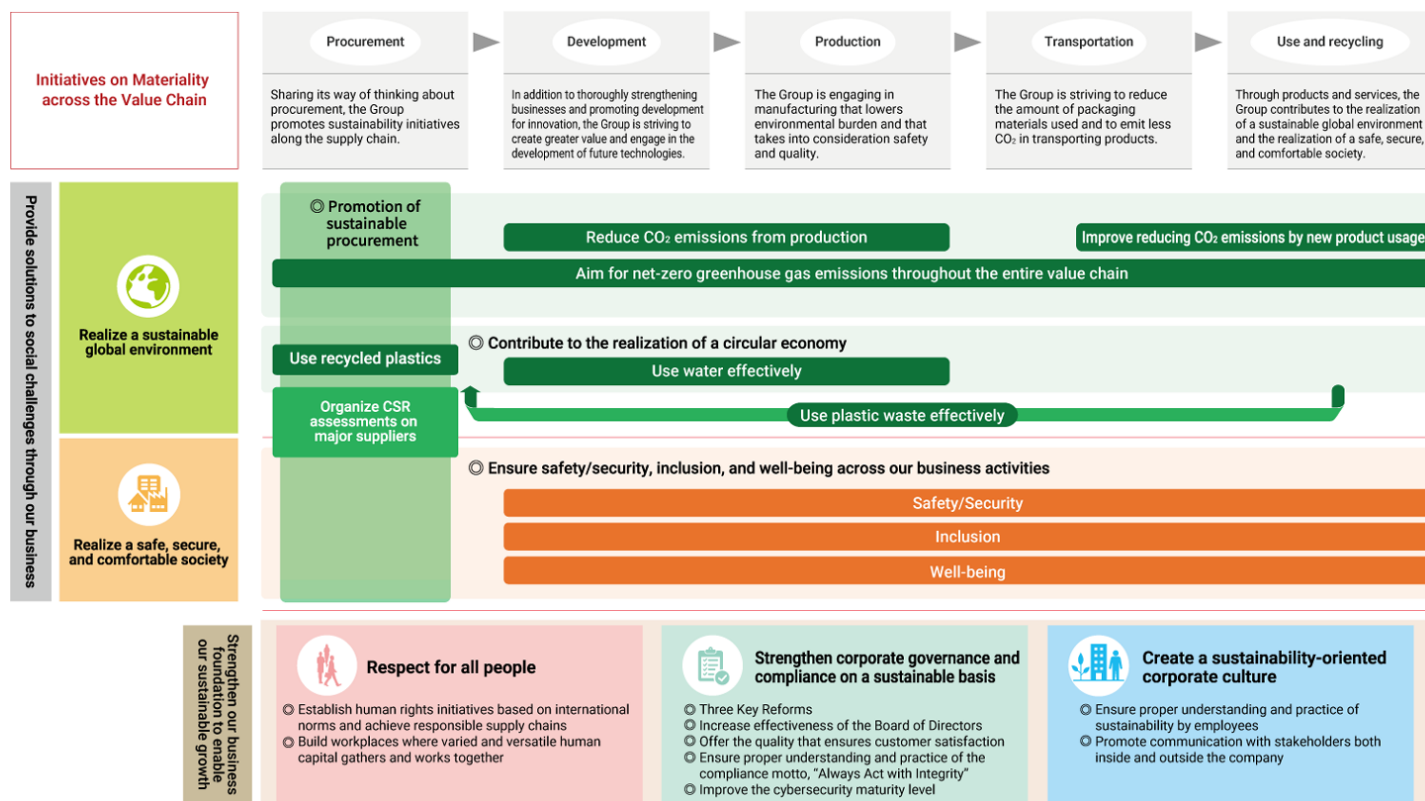
Name of the Meeting body	Objectives, main discussion areas, etc.
Sustainability Committee	Discussing and determining policies and plans regarding sustainability initiatives in the Mitsubishi Electric Group, and sharing information (meets quarterly)
Carbon Neutrality Subcommittee	Promoting the Mitsubishi Electric Group's carbon neutrality initiatives
Human Rights Subcommittee	Improving human rights initiatives in the Mitsubishi Electric Group and quickly addressing issues
Legal Disclosure Project	Promoting activities to comply with global requirements for legal disclosure relating to sustainability



Sustainability promotion framework

Initiatives Related to the Value Chain

The Mitsubishi Electric Group promotes sustainability initiatives across its entire value chain with a focus on materiality.

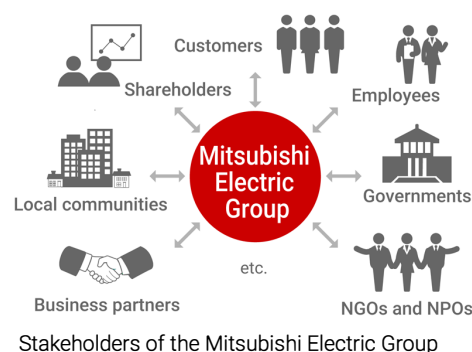


Communication with Stakeholders

Basic Policy on Stakeholder Engagement

The Mitsubishi Electric Group understands that requests and opinions from its stakeholders are extremely important to pursue initiatives for achieving a sustainable society.

As such, the Group embraces every opportunity to communicate with various stakeholders, it shares opinions and other information received from them among senior management and elsewhere within the Group through the Sustainability Committee, and incorporates these opinions and information within various initiatives.



Communication with Stakeholders

A strong relationship of trust with stakeholders is indispensable for conducting business activities. We provide various opportunities to help stakeholders understand the Mitsubishi Electric Group and ask for their expectations, requests, and opinions.

Major stakeholders	Responsibilities and issues	Major contact departments	Major communication opportunities
Customers Individual and corporate customers	<ul style="list-style-type: none"> Improvement of customer satisfaction Product safety and quality Customer response and support 	<ul style="list-style-type: none"> Sales departments Quality departments 	<u>Inquiry centers</u> (for individuals and corporate clients), sales activities, websites, showrooms, events, exhibitions, customer questionnaires, media/commercials
Employees Workers related to the Mitsubishi Electric Group in general	<ul style="list-style-type: none"> Ensure occupational health and safety Respect for human rights Human capital development 	<ul style="list-style-type: none"> Personnel departments Sustainability promotion departments 	Hotlines (for <u>compliance</u> and <u>human rights</u>), intranets, in-house bulletins, <u>training programs</u> , meetings between management and employees, <u>employee engagement surveys</u>
Governments and industrial organizations Governmental institutions, local governments and industrial organizations relevant to the business activities of the Mitsubishi Electric Group	<ul style="list-style-type: none"> Compliance with laws and regulations Compliance with restrictions Policy proposals 	<ul style="list-style-type: none"> External affairs departments 	Participation in advisory councils and committees, <u>participation in the activities of industrial and economic organizations</u>
NGOs and NPOs NGOs, NPOs, citizen groups, etc. with relevance to the social and environmental aspects of Mitsubishi Electric Group	<ul style="list-style-type: none"> Grants and partnerships through contributions to regional communities Dialogues on social and environmental issues 	<ul style="list-style-type: none"> Sustainability promotion departments 	<u>Philanthropic activities (funds, overseas foundations, volunteer activities)</u> and <u>dialogues on social and environmental issues</u>
Business partners Suppliers of raw materials and components	<ul style="list-style-type: none"> Fair transactions Sustainability promotion through the supply chain 	<ul style="list-style-type: none"> Procurement departments 	<u>Information sessions on sustainability, procurement, BCP seminars, meetings based on the results of fair selection and evaluation of business partners</u>
Regional communities Communities near Mitsubishi Electric offices	<ul style="list-style-type: none"> Contribution to social welfare; science and technology; global environmental conservation; and culture, art and sports 	<ul style="list-style-type: none"> General affairs departments Sustainability promotion departments 	Contributions through core business, <u>philanthropic activities (funds, overseas foundations, volunteer activities)</u> , factory tours, factory open house
Shareholders Shareholders, investment institutions, investors, etc. directly or indirectly possessing Mitsubishi Electric Group shares	<ul style="list-style-type: none"> Increase in corporate value Proper redistribution of profits Information disclosure Response to ESG investments 	<ul style="list-style-type: none"> Investor and shareholder relations departments 	<u>Website: "Investors"</u> Financial results presentation meeting (4 times yearly), general meetings of shareholders (once a year), IR events/individual meetings, websites (IR library), responses to interviews, shareholder communications
Academic institutions and research institutions	<ul style="list-style-type: none"> Cooperation in creating innovation Joint studies 	<ul style="list-style-type: none"> R&D departments 	<u>Industry-academia-government cooperation in research</u>

Future generations	<ul style="list-style-type: none"> Provision of education opportunities 	<ul style="list-style-type: none"> General affairs departments Sustainability promotion departments Overseas foundations 	<u>Inquiry centers</u> , grants through <u>philanthropic foundations</u> , classroom support, factory tours, events
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Internal dissemination measures

Target	Description of Initiative
Executives	Sustainability lectures Lecture presentations are held by experts regarding changes in social perspectives and the latest industrial trends concerning sustainability for Mitsubishi Electric executives and members of the Sustainability Committee.
Associated companies in Japan	Sharing of sustainability information in conferences of Mitsubishi Electric Group administrative managers General managers of administrative departments of associated companies in Japan gather at an annual conference to discuss compliance and other related matters, in which they share information on the Mitsubishi Electric Group's company-wide sustainability policy and initiatives.
Associated companies overseas	Sustainability promotion activities in each region Overseas associated companies of the Mitsubishi Electric Group also conduct region-specific activities, such as operating committees to promote sustainability.
Sustainability officers	Sustainability officer training Mitsubishi Electric conducts training sessions for sustainability officers at each site and associated companies in Japan. These sessions cover the basic concepts of sustainability, societal demands, and the sustainability initiatives of the Mitsubishi Electric Group.
Group employees	Promoting understanding of sustainability through training and in-house newsletters E-learning educational materials are distributed so that employees of Mitsubishi Electric and its associated companies in Japan and overseas can learn about sustainability. In addition, in-house newsletters distributed to the associated companies in Japan and overseas introduce sustainability initiatives both in Japanese and English.
New employees	Sustainability training Sustainability training is provided to new Mitsubishi Electric employees to give them an opportunity to deepen their understanding of sustainability, which is positioned as the cornerstone of the company's management. They are also informed of the importance of ensuring ethical and legal compliance as well as addressing quality and environmental issues in their daily work.

Employee Engagement Survey on the Sustainability Training

Mitsubishi Electric strives to disseminate information to employees in a variety of formats, which includes confirming the level of understanding of individual employees using engagement surveys following e-learning and other training on sustainability, including the SDGs.

Implementing operations in accordance with management philosophy	74%
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Examples of Stakeholder Engagement

●External Engagement

Expert Dialogue on Respecting Human Rights

To strengthen the effectiveness of our human rights initiatives across the Mitsubishi Electric Group, we actively engage in dialogue with experts and human rights NGOs.

In June 2025, we invited Ms. Asako Nagai, Managing Director at BSR (Business for Social Responsibility), to provide advice on our Group's human rights initiatives.

➤ Discussion with External Parties



Dialogue session with Asako Nagai,
Managing Director at BSR

●Internal Engagement

Workshops for Employees on Addressing Social Challenges

GIST* project, which aims to create and enhance new businesses to solve social challenges, has been organizing workshops for the Mitsubishi Electric Group's employees. In each workshop, instructors present the global situation of the climate crisis, the need for each company to take action to address the challenge, and the initiatives driven by the Mitsubishi Electric Group. Participants then reflect on the present situation and actively discuss what they will do.

From October 2024 to June 2025, approximately 2,900 employees—mainly from manufacturing sites—have taken part. The participants shared the following feedback: “I feel more motivated to do my own job, knowing that it contributes to carbon neutrality,” “I’ve come to appreciate the importance of open dialogue both internal and external to the company,” and “I’ve started discussing environmental issues with my family.” These responses point to a meaningful shift in employee awareness and behavior regarding sustainability and social challenges.

* Global Initiative for Sustainable Technology



Group discussion on addressing social
challenges through one's own job

Addressing social challenges through our businesses

Infrastructure



Achieving Stable Operation of World's Critical Infrastructure and Carbon Neutrality / Contributing to National Security in Japan and Asia

➤ **Infrastructure Business Area**

Industry & Mobility



Factory Automation Systems Business and Automotive Equipment Business Help Build Decarbonized, Safe, Secure Society, Resolve Labor Shortages, and Solve Other Social Challenges

➤ **Industry & Mobility Business Area**

Life



Providing Solutions for Creating Comfortable, Safe, and Secure Environments in All Living Spaces

➤ **Life Business Area**

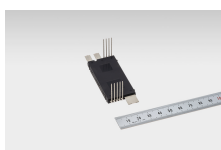
Digital Innovation



Helping to Solve Social Issues with DX Solutions Utilizing Advanced Technology and Data

➤ **Digital Innovation**

Semiconductor & Device



Leading Social Change through Semiconductor Evolution and Innovation

➤ **Semiconductor & Device**

Infrastructure Business Area

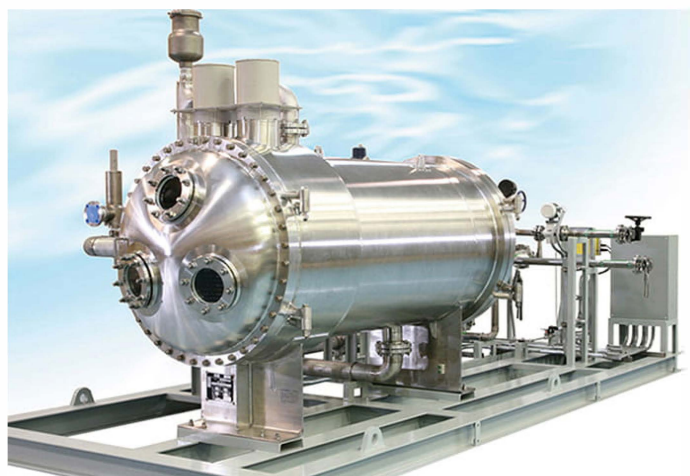
While Ensuring Stable Operation of Infrastructure That Supports Society and Advancing Carbon Neutrality, We Contribute to Security in Japan and across Asia

The Infrastructure Business Area comprises the public utility systems business, energy systems business, and defense & space systems business.

Realizing a Society with Rich Water Cycle

Ozone Generator

Ozone is used in advanced water purification and pulp bleaching due to its powerful sterilizing, deodorizing, decolorizing, and oxidizing properties. Mitsubishi Electric's ozone generators leverage proprietary technology to achieve high efficiency, high concentration, and compact design. Widely utilized in advanced treatment of both drinking and wastewater—as well as in general industrial applications—they contribute to the realization of a rich water environment by improving water quality in Japan and abroad.



Ozone Generator

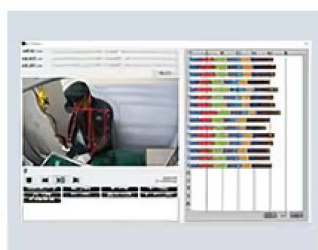
Related link

➤ [Ozone generator "Mitsubishi Ozonizer" \(in Japanese\)](#)

Helping to Create Safe, Secure and Comfortable Cities

Network camera systems

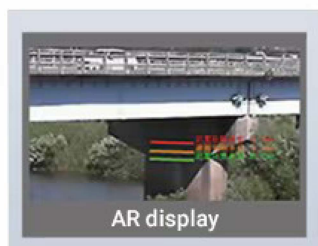
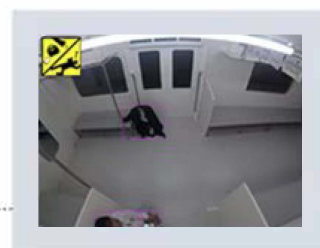
Network camera systems are not only capable of video recording and monitoring, but they are also expanding their applications with AI and image analysis technology to improving safety through early detection of suspicious objects, creating comfortable spaces by detecting congestion levels and traffic flows, and prevention and mitigation of disasters. We manufacture products such as the MELOOK series, which meets diverse requirements, as well as other products that are ideal for the surveillance of large, open areas such as public facilities, thereby contributing to the development of safe and secure cities.



Improved
Productivity

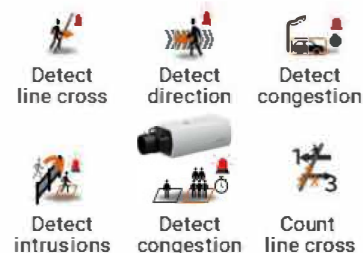


Security,
Safety,
and Comfort



Disaster
Prevention
and Mitigation

Labor-saving and Service Improvement



Network camera system

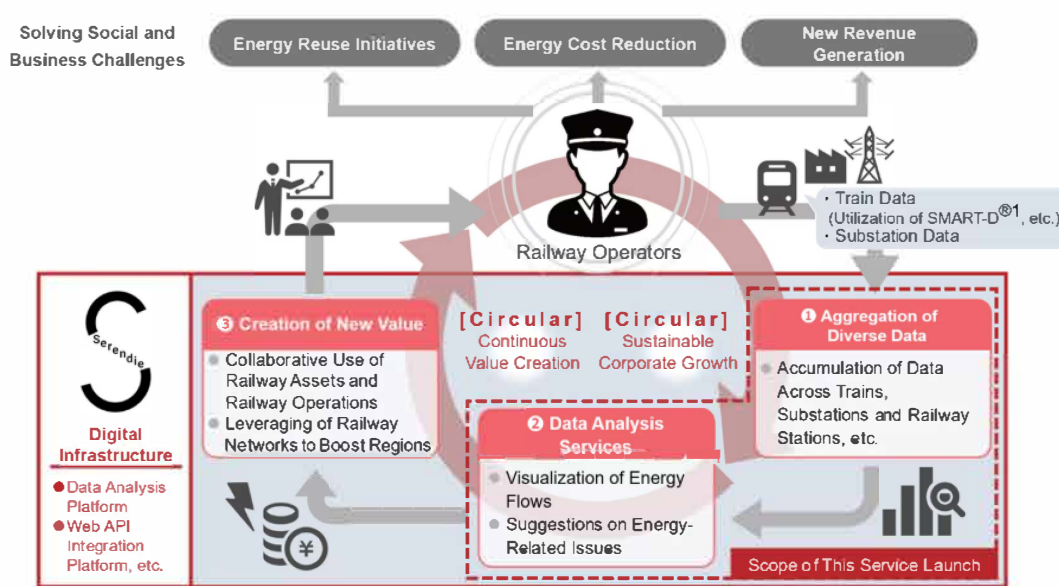
Related link

> [Network camera systems \(in Japanese\)](#)

Contributing to a Decarbonized Society

Railway Data Analysis Service Utilizing Serendie Digital Platform

Mitsubishi Electric offers a railway data analysis service that leverages its proprietary Serendie digital platform to combine and analyze data such as power consumption of train vehicles, substations, and stations, as well as train operation status. This service contributes to the optimization of energy management by integrating railway assets—including vehicles, substations, and stations—with energy-efficient train operations. Furthermore, by analyzing and utilizing data collected from railway operations and supporting coordination with power systems in surrounding areas, the service helps optimize energy supply across entire railway corridors and contributes to the realization of carbon neutrality.



"Data Analysis Service for Railways" System Diagram

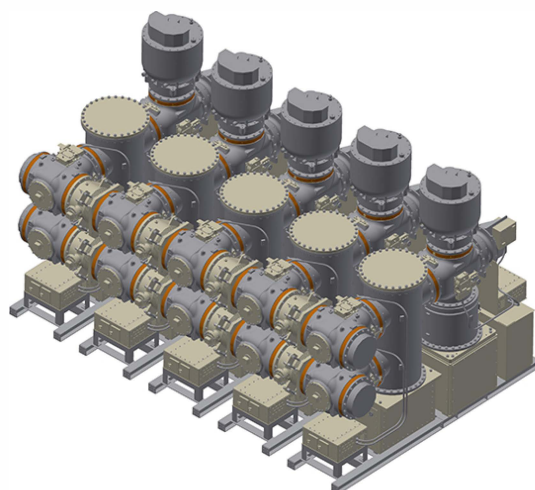
Railway Data Analysis Service Utilizing Serendie Digital Platform

Related link

➤ [Mitsubishi Electric Launches Railway Data Analysis Service Utilizing Serendie Digital Platform](#)

Environmentally Friendly Greenhouse Gas-Free Switchgears

Switchgears installed in substations serve to reroute transmission paths and protect the grid from overcurrent during accidents. Many conventional switchgears use SF6 gas, which has a global warming potential approximately 24,300 times greater than CO₂. In response to growing demands for reduced environmental impact and regulatory restrictions on SF6 gas usage across various countries, Mitsubishi Electric has developed switchgears that do not rely on SF6 and has successfully received its first order. We will continue to expand our lineup of greenhouse gas-free products, contributing to the realization of a carbon-neutral society.



84kV Dry Air Insulated Switchgear

Related link

 **Mitsubishi Electric Receives Order for 84kV Dry Air Insulated Switchgear from Electric Power Company in Japan**

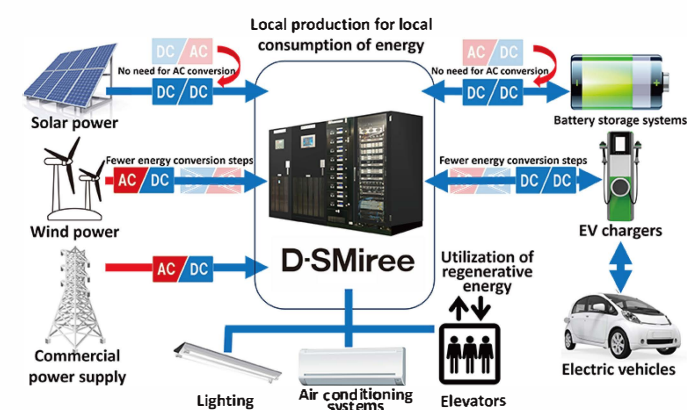
➤ **Joint Statement to Pursue Development of Switchgears Using Natural-Origin Gases (in Japanese)**

 **Siemens Energy and Mitsubishi Electric sign MoU to move faster to develop gas solutions with zero global-warming potential in the high-voltage power transmission industry (in Japanese)**

Contributing to the Introduction of Clean Energy

Direct Current (DC) Transmission and Distribution Technologies

Suitable locations for renewable energy generation, such as wind and solar power plants, are often situated far from areas of electricity consumption. As a result, energy losses occur during transmission due to frequency and voltage conversion, as well as transmission distance itself. One approach to reducing these losses and enabling stable, efficient use of electricity is DC transmission and distribution technology. Mitsubishi Electric is deploying high-voltage direct current (HVDC) transmission systems, along with its Diamond-Smart Medium voltage direct current distribution network system (D-SMiree), which supports local production and consumption of electricity. The Company is also developing DC circuit breakers to protect power grids. Through these DC technologies, Mitsubishi Electric contributes to the broader adoption of renewable energy and the realization of carbon neutrality.



D-SMiree



DC Circuit Breaker

Related link

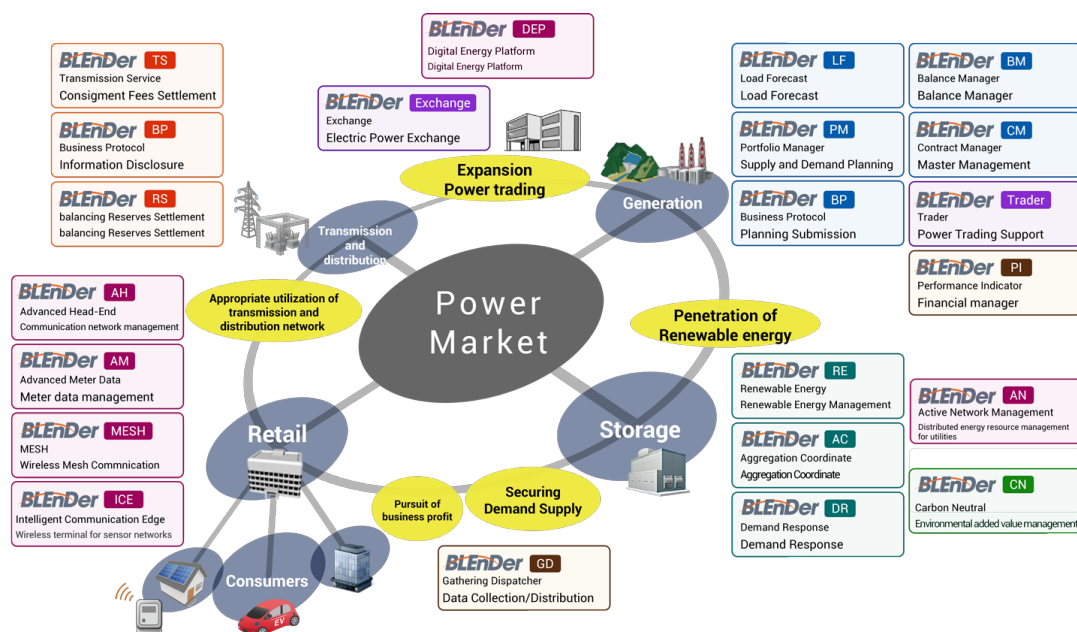
➤ **DC GRIDS CONCEPT**

➤ **Mitsubishi Smart Medium- and Low-Voltage DC Distribution Network System "D-SMiree" (in Japanese)**

Contributing to the Optimal Use of Energy

BLEnDer Series Software Package for the Electric Power Market

As renewable energy sources such as solar and wind power, along with storage batteries, become more widespread, the power network is undergoing significant transformation. BLEnDer harnesses ICT to visualize and control electricity flows, while supporting efficient power trading. Mitsubishi Electric remains committed to responding to shifts in the power market and evolving energy trends, supporting both stable electricity supply and efficient energy management.



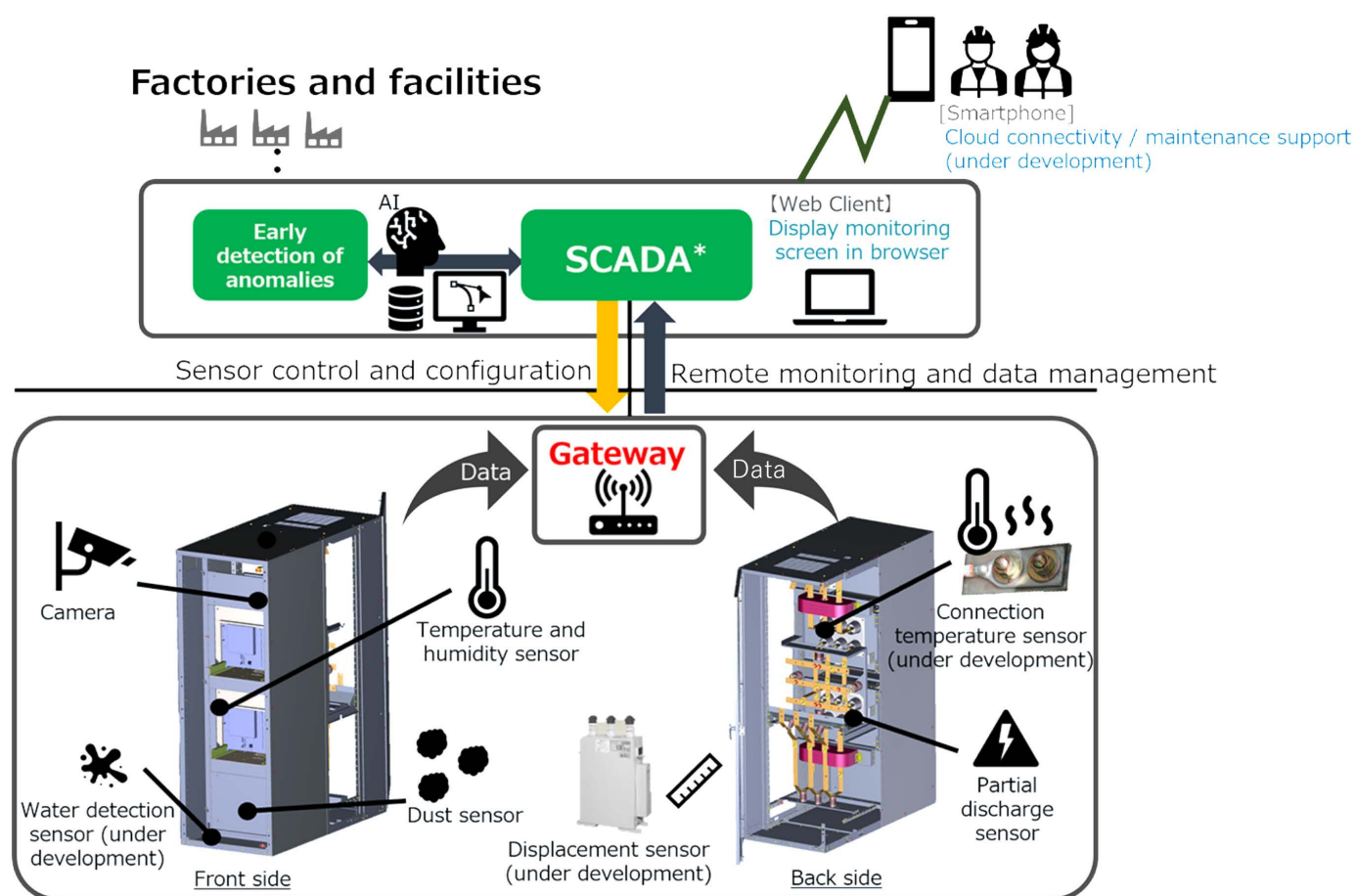
Related link

➤ **Power systems ICT solution package BLEnDer series**

Contributing to the Resolution of Social Challenges such as Labor Shortages

Smart Safety Service for Power Distribution Equipment

To address the shortage of electrical safety personnel, the growing number of renewable energy installations, and the risk of unexpected failures in aging equipment, Mitsubishi Electric installs sensors and cameras on power distribution panels to enable remote, continuous monitoring. This service enhances the efficiency of safety operations and supports stable facility management, thereby contributing to the resolution of pressing social issues.



* Supervisory Control and Data Acquisition

A system that enables computer-based monitoring, control, and data collection for electrical equipment in factories and buildings.

Related link

 [Mitsubishi Electric News Release: Launch of Smart Safety Service for Power Distribution Equipment \(in Japanese\)](#)

Advancing a Safe, Secure, and Prosperous Society through Leading Global Environmental Observation

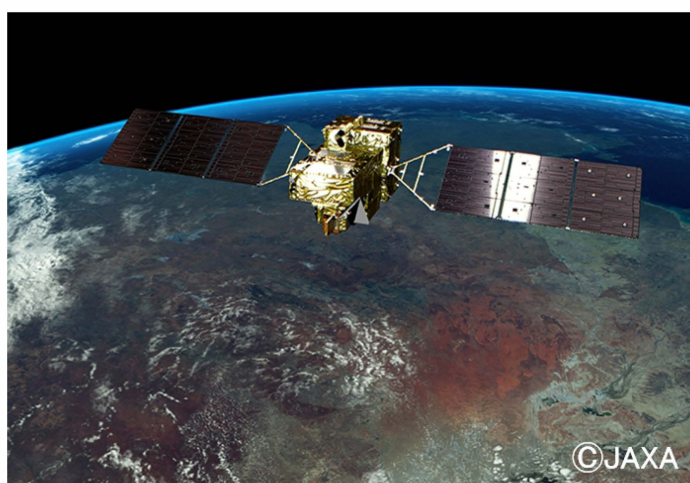
Geostationary Meteorological Satellites Himawari-8/Himawari-9 and Greenhouse Gases Observing SATellite-2 IBUKI-2

The geostationary meteorological satellites Himawari-8 and Himawari-9, equipped with next-generation meteorological observational sensors ahead of other systems worldwide, have significantly enhanced the accuracy of weather forecasting. The data they collect—such as sea surface temperature, phytoplankton concentration, sea ice, and volcanic smoke—also supports disaster prevention efforts across countries and regions in Asia and the Pacific.

In addition, the Greenhouse Gases Observing SATellite-2 (GOSAT-2), known as IBUKI-2, is equipped with high-performance observational sensors that enable precise measurement of greenhouse gas concentration distributions and atmospheric pollution. Through these capabilities, it contributes to global environmental protection and public awareness.



Geostationary Meteorological Satellites Himawari-8/Himawari-9



Greenhouse Gases Observing SATellite-2 IBUKI-2 (GOSAT-2)

Related link

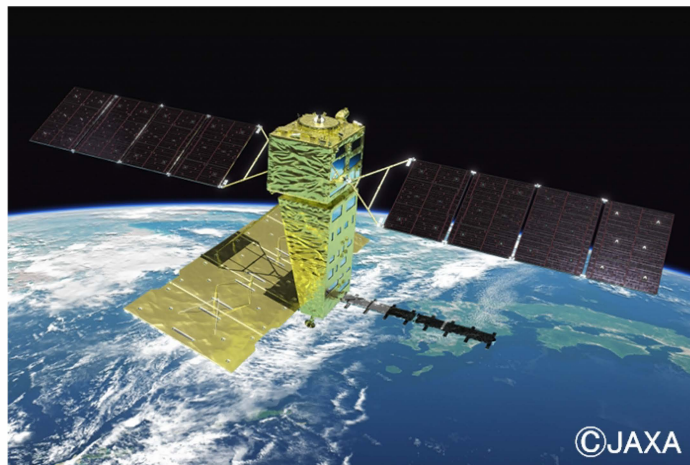
- [Satellites Himawari-8/Himawari-9 \(in Japanese\)](#)
- [Satellite/earth observation satellite IBUKI-2 \(GOSAT-2\) \(in Japanese\)](#)

Contributing to Conserving the Global Environment and Ensuring Safe and Secure Living by Using Satellite Observation Data

Satellite Observation Solutions (Advanced Land Observing Satellite-4 DAICHI-4 [ALOS-4] and Advanced Land Observing Satellite-2 DAICHI-2 [ALOS-2])

Mitsubishi Electric possesses a series of technologies from planning satellite observation to processing and analyzing satellite images, which are fully utilized in providing optimal solutions for a customer's business.

The DAICHI series of advanced land observing satellites serve as part of Japan's national infrastructure, supporting disaster assessment, land management such as map updates, and monitoring of oceans and forests. In collaboration with national and local governments, we are also advancing technology demonstrations for infrastructure monitoring, contributing to disaster prevention and mitigation efforts, and helping to ensure a safe and secure way of life.



Advanced Land Observing Satellite-4 DAICHI-4 (ALOS-4)

Related link

➤ [Satellite observation solutions \(in Japanese\)](#)

Contributing to Secure, Safe, and Comfortable Living through High Precision Positioning Solution

Quasi-Zenith Satellite System MICHIBIKI

In the Quasi-Zenith Satellite System MICHIBIKI, one satellite among the four positioning satellites is constantly positioned near the zenith above Japan. This allows positioning signals to be sent to spots where obtaining positioning information was previously difficult. By supplementing GPS signals, it also enables a positioning precision of up to the centimeter-level. By combining positioning data obtained from a high precision positioning terminal and other sources that receive positioning signals from satellites with this service and a high-accuracy 3D map generated from this positioning data, we will help make cities secure, safe, and comfortable for daily life, working in diverse fields including automobiles, railways, agriculture, construction, and civil engineering.



Quasi-Zenith Satellite System MICHIBIKI

Related link

➤ [Quasi-Zenith Satellite System MICHIBIKI \(QZSS\) \(in Japanese\)](#)

Industry & Mobility Business Area

Factory Automation Systems Business and Automotive Equipment Business Help Build Decarbonized, Safe, Secure Society, Resolve Labor Shortages, and Solve Other Social Challenges

The Industry & Mobility Business Area comprises the FA systems business and the automotive equipment business.

The Factory Automation Systems Group supports customers pursuing for sustainable manufacturing by providing energy-saving equipment and solutions to production sites and leveraging automation technologies to help resolve challenges such as decarbonization and labor shortages.

- 1. Contributing to realizing a decarbonized society through reduced energy consumption**
- 2. Contributing to addressing labor shortages by enhancing manufacturing efficiency**

The Automotive Equipment Group is committed to developing innovation solutions with our customers to help build a cleaner and safer mobility society.

- 1. Improving vehicle fuel and energy efficiency to support a decarbonized society.**
- 2. Harnessing advanced sensing and control technologies to help eliminate traffic-related fatalities.**

Additionally, we are utilizing our expertise in automotive technology to expand our efforts into a third area:

- 3. Tackling labor shortages through Robot Delivery Service.**

Sustainability Initiatives in the Factory Automation Systems Business

Our FA systems business's sustainability initiatives focus on two themes: the contributions our products make to our customers' sustainability programs and the improvements we make to our own production processes.



Related link

- > Sustainability initiatives of Mitsubishi Electric's Factory Automation Systems Business**

Sustainability Initiatives in the Automotive Equipment Business

Our automotive equipment business's sustainability initiatives focus on two themes: providing solutions to social challenges through our businesses and strengthening our business foundation to enable sustainable growth.



Related link

[!\[\]\(c694a3ff3b077d76910920a6a1593ab4_img.jpg\) Sustainability Management at Mitsubishi Electric Mobility](#)

Life Business Area

Providing Solutions for Creating Comfortable, Safe, and Secure Environments in All Living Spaces

The Life Business Area comprises the building systems and the air conditioning systems & home products business.

Contributing to Society through the Building Systems Business and the Air-conditioning & Refrigeration Systems Business

We are committed to helping to build a comfortable and sustainable society where human beings and the environment are both valued. We work to achieve this across a wide range of areas, from offices, factories and homes, to products and services related to air conditioning and refrigeration equipment, to building systems.



Related link

[🔗 Enriching people's lives](#)

A service that uses home appliances to provide monitoring services to family members who live far away

MeAMOR

For family members who live far away may be concerned about elderly people living alone. Mitsubishi Electric provides MeAMOR,* a subscription service that enables customers to monitor the conditions of elderly people living alone and others in similar situations through the use of home appliances, the indoor temperature, and others. If the air conditioner, the refrigerator, or the water heater is not used for an extended period or another unusual trend is detected, the system notifies the connected application to alert family members living far away. Use of home appliances makes it possible to monitor the living conditions of family members without invading their privacy.

* A word coined by our company to encourage communication among family members inspired by the Latin word for love (amore).



MeAMOR

Creating a Lifelike Blue Sky in Various Spaces

Blue-sky Lighting "misola"

Blue-sky Lighting "misola" was born from the idea of bringing lighting that mimics the blue sky into the lives of people who want to feel comfortable in a natural environment. In pursuit of the reproducibility of the blue sky, we developed a scatter panel that expresses an endlessly expanding blue sky with no visible light points. We even intended to create a shadowed part of the frame to express the natural light streaming through the frame, which is designed to look like sunshine. This design brings a sense of openness even to windowless spaces, and contributes to creating a calming atmosphere and encouraging communication. As such, misola has been adopted in a wide range of settings, including offices, educational institutions, medical and welfare facilities.



Blue-sky Lighting "misola"

Digital Innovation

By continuously creating innovative technologies and new value, we grow with our customers and contribute to the resolution of social challenges.

On April 1, 2025, Mitsubishi Electric reorganized its DX, IT, and security-related divisions and established the Digital Innovation Business Group and Mitsubishi Electric Digital Innovation Corporation. These changes aim to accelerate the company's transformation toward the "Circular Digital-Engineering Company"—an ideal vision advocated by the Mitsubishi Electric Group—and to strengthen its capabilities in promoting DX and IT strategies, as well as IT and security governance across the Group globally.

Through digital innovation, we contribute to customer growth and the resolution of increasingly diverse social challenges.

1. Enhancing Customer Value through DX and IT Solution Services

Leveraging the extensive business assets, expertise, and know-how of a diversified conglomerate, along with strengths in infrastructure security technologies and operations & maintenance (O&M) within the DX and IT domains, we provide comprehensive DX and IT solution services that contribute to enhancing customer value.

2. Creating New Solutions through the Digital Platform Serendie

Serendie integrates the Mitsubishi Electric Group's diverse equipment, systems, and services, along with the data and insights aggregated from them. By utilizing Serendie, we drive the creation of cross-sectoral solutions and contribute to resolving increasingly complex societal challenges.

Related link

[🔗 Mitsubishi Electric Digital Innovation Corporation \(in Japanese\)](#)

Easy 3D Measurements Using Smartphone Sensors

"Rulerless" 3D Measurement Application

Rulerless is an application that enables fast and high-precision 3D shape measurements using the light detection and ranging (LiDAR) sensor built into smartphones and other devices. As it doesn't require expensive LiDAR equipment, it can be used in various scenarios such as disaster surveys, equipment inspections, simulations for equipment transport into factories, architectural surveys, and home remodeling.

The application has been recognized for its ease of use and high social contribution in accelerating support for disaster victims' recovery. In January 2024, it won an Innovation Award at CES 2024, one of the world's largest technology exhibitions, held in Las Vegas, Nevada (United States).



"Rulerless" 3D Measurement Application

Supporting Environmental Management by Visualizing GHG Emissions Across the Entire Supply Chain

"cocono" GHG Emission Data Centralized Management Solution

cocono is a solution that collects and visualizes greenhouse gas (GHG) data without manual intervention, supporting the identification of hotspots, as well as analysis and measures for GHG reduction.

Companies aiming for carbon neutrality by 2050 need to perform the complex task of collecting and calculating data on emissions from the supply chains outside their company (Scope 3*) in addition to emissions from their own activities (Scope 1 and 2*).

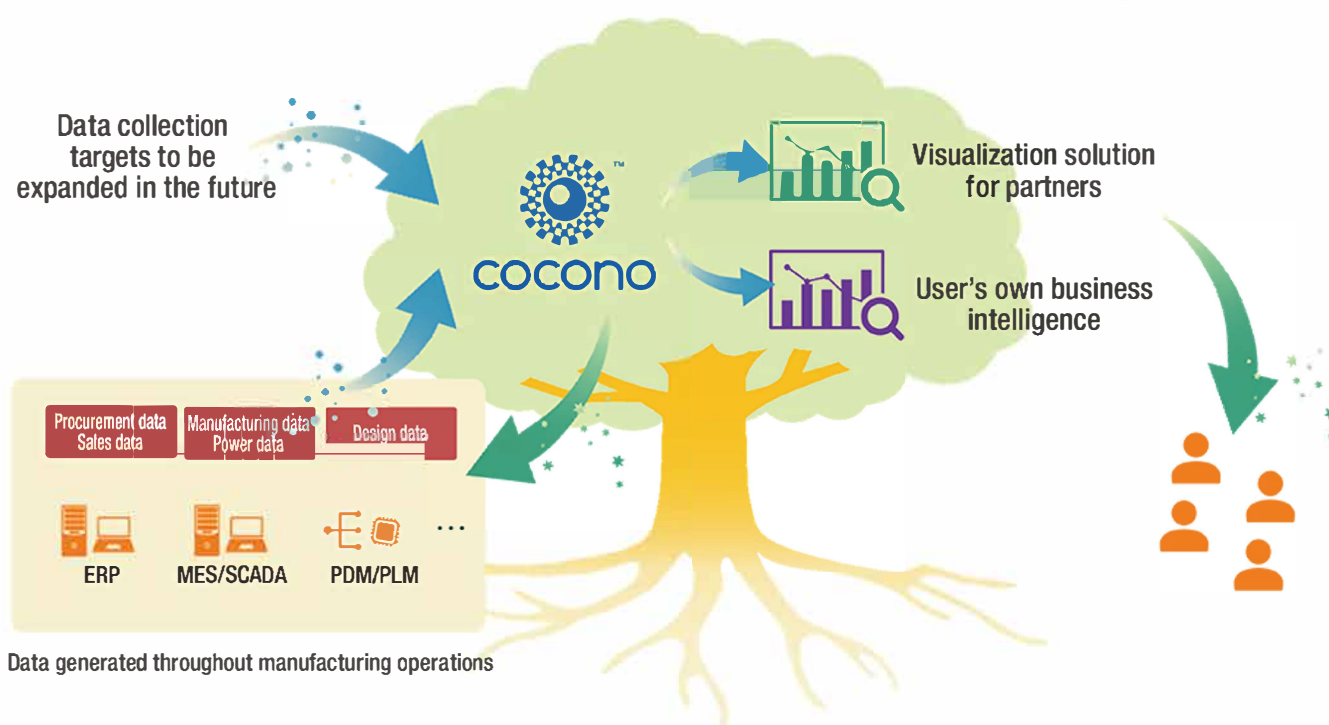
cocono reduces this workload and supports companies in promoting carbon neutrality by helping them utilize fresh and accurate data for management decisions.

* Scope 1: Direct GHG emissions by the business operator (fuel combustion, industrial processes)

Scope 2: Indirect emissions associated with the use of electricity, heat, and steam supplied by other companies

Scope 3: Indirect emissions other than Scope 1 and Scope 2 (emissions from other companies related to the business operator's activities)

Source: Ministry of the Environment, Ministry of Economy, Trade and Industry, "Green Value Chain Platform"



"cocono" GHG Emission Data Centralized Management Solution

Supporting Operations of Health Insurance Pharmacies, Which Play Pivotal Role in Local Health Management

"AnyCOMPASS," a Next-generation Communication Service for Health Insurance Pharmacies

Responding to calls for the development of comprehensive community care systems, AnyCompass is a cloud-based service that supports the operations of health insurance pharmacies, which play a pivotal role in health management in each local area. The cloud-based electronic medication history service, the first service release, not only enables management of medication history, but can also provide personalized medication instructions to patients through a full range of functions. The AI Assistant function (under development, patented: patent 7507329) contributes to more efficient medication history recording and provision of a higher quality service, while the patient timeline (patent pending, design registered: design registration 1755674) displays interactions with patients in chronological order to support health insurance pharmacies in providing “health and welfare for all.”



"AnyCOMPASS," a Next-generation Communication Service for Health Insurance Pharmacies

Semiconductor & Device

Leading Social Change through Semiconductor Evolution and Innovation

The semiconductor & device business comprises the power device business and the high-frequency & optical device business.

SiC/Si Power Semiconductors: Reducing the Power Consumption of Customer Devices

Full SiC SLIMDIP and Hybrid SiC SLIMDIP: Power Semiconductor Modules for Home Appliances such as Room Air Conditioners

In our power device business, we are committed to advancing technologies for efficient power and motor control. By continuously improving performance and quality, we contribute to energy savings in power electronics and support the realization of a decarbonized society. The DIPIPM, commercialized in 1997, is an intelligent power semiconductor module with a transfer-molded structure that integrates switching elements and control ICs for driving and protection. The SLIMDIP series, launched in 2015, incorporates RC-IGBT,^{*1} achieving approximately 30% size reduction^{*2} compared to previous models. It has contributed to both energy efficiency and compact design in home appliances such as room air conditioners and washing machines. Now, for the first time in the SLIMDIP series, we have adopted SiC^{*3} MOSFET,^{*4} enabling higher output and significant reduction in power loss—approximately 79% with Full SiC SLIMDIP and 47% with Hybrid SiC SLIMDIP^{*5} compared to conventional modules. This advancement further promotes low power consumption.

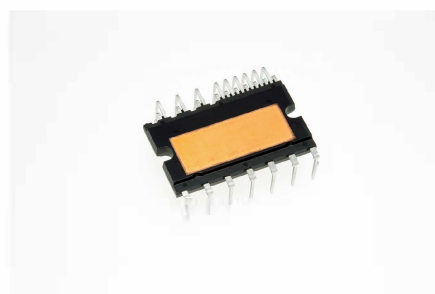
*¹ Reverse Conducting IGBT with one IGBT and one diode on a single chip

*² Compared to the Super Mini DIPIPM Ver.6 package

*³ Silicon carbide

*⁴ Metal-Oxide-Semiconductor Field-Effect Transistor

*⁵ Comparison with conventional SLIMDIP-L under conditions: $V_{cc} = 300V$, $f_c = 5kHz$, $PF = 0.8$, $M = 1$, $f_o = 60Hz$, three-phase modulation



Full SiC SLIMDIP and Hybrid SiC SLIMDIP: Power Semiconductor Modules for Home Appliances

Related link

➤ [Mitsubishi Electric to Ship Full-SiC and Hybrid-SiC SLIMDIP Samples](#)

Optical Communication Devices: Contributing to High-speed Communication in Data Centers

200Gbps EML chip and 200Gbps PIN-PD chip for next-generation data centers

In our high-frequency & optical device business, we apply our core competence—compound semiconductor technology—to application fields such as information and communications and sensing. By creating new value that meets the needs of the times, we contribute to the realization of a safe, secure lifestyle and a comfortable digital society. The recent surge in data traffic—driven by high-resolution video streaming and the growing adoption of generative AI technologies—has created an unprecedented demand for higher-speed networks. As optical devices for use in optical transceivers^{*1} that support next-generation transmission speeds of 800Gbps^{*2} and 1.6Tbps,^{*3} our optical device business for data centers began mass production of the 200Gbps EML^{*4} chip for optical transmission in April 2024 and initiated sample shipments of the 200Gbps pin-PD^{*5} chip for optical reception in October 2024. These chips will contribute to the expansion of communication capacity of optical transceivers and the enhancement of speed and capacity in data center communications.

^{*1} An electronic component that converts electrical signals into optical signals and back again

^{*2} Giga-bits per second: A transmission speed that sends 1 billion digital signals per second.

^{*3} Tera-bits per second: A transmission speed that sends 1 trillion digital signals per second.

^{*4} Electro-absorption Modulator integrated Laser diode: A semiconductor laser diode that integrated with an electro-absorption optical modulator.

^{*5} A photodiode with a PIN junction

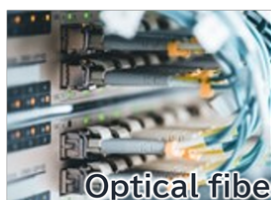
Data center exterior



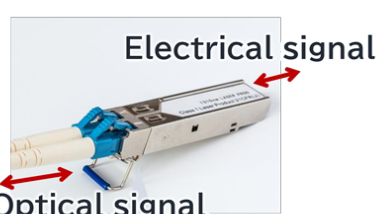
Data center interior



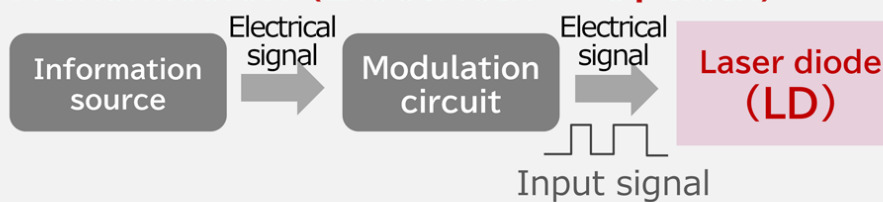
Server rack (enlarged)



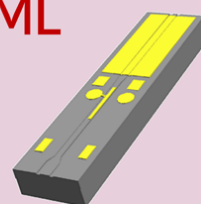
Optical transceiver



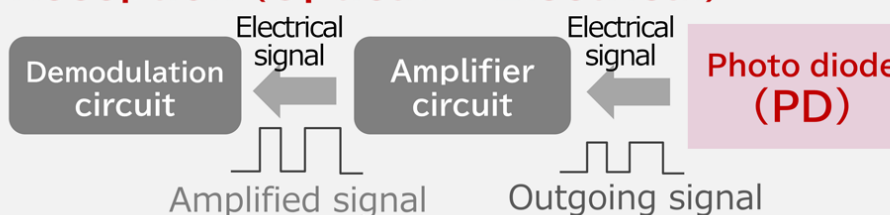
Transmission (Electrical → Optical)



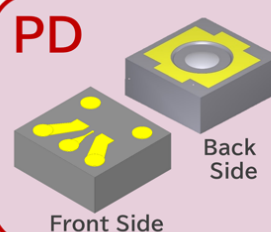
EML



Reception (Optical → Electrical)



PD



200Gbps EML chip and 200Gbps pin-PD chip for next-generation data centers(Front/Back View)

^{*} All photographs and illustrations are conceptual images.

Related link

Mitsubishi Electric Develops 200Gbps (112Gbaud PAM4) EML Chip Supporting Four CWDM Signals

- **Mitsubishi Electric to Ship Samples of 200Gbps PIN-PD Chip for Both 800Gbps and 1.6Tbps Optical-fiber Communication**



Environment

Environmental Sustainability Vision 2050

Positioning environmental contribution as a key management priority, the Mitsubishi Electric Group has established its long-term environmental management vision: the Environmental Sustainability Vision 2050. We also formulate a medium-term Environmental Plan to advance our Environmental Sustainability Vision 2050.

Environmental Sustainability Vision 2050 →

Environmental Management

Explore our environmental initiatives framework, talent development programs, and audit mechanisms.

Environmental Management →

Carbon Neutrality Initiatives

To achieve carbon neutrality, the Mitsubishi Electric Group is working to reduce CO₂ emissions throughout the entire value chain. These efforts include improving energy efficiency in manufacturing processes, expanding the use of renewable energy, and enhancing the energy-saving performance of its products.

Carbon Neutrality Initiatives →

➤ **Climate change initiatives (TCFD-based disclosure)**

Initiatives toward a Circular Economy

The Mitsubishi Electric Group is actively engaged in the circular economy, undertaking initiatives such as recycling plastics and reducing water usage to mitigate environmental impacts.

Initiatives toward a Circular Economy →

Plastic recycling

➤ **Plastic recycling comes of age**

Commitment to Nature Positive

The ongoing destruction of ecosystems and environmental changes are accelerating species loss and undermining biodiversity. Recognizing that all human civilizations depend on Earth's ecosystems, the Mitsubishi Electric Group is committed to advancing nature positive initiatives.

Commitment to Nature Positive →

Creating a society in tune with nature

➤ **Preserving Biodiversity at Business Sites**

External Environmental Evaluation

Learn about our ISO 14001 certification, third-party assurance of environmental data, other external evaluations and our initiatives.

External Environmental Evaluation →

Environmental Data

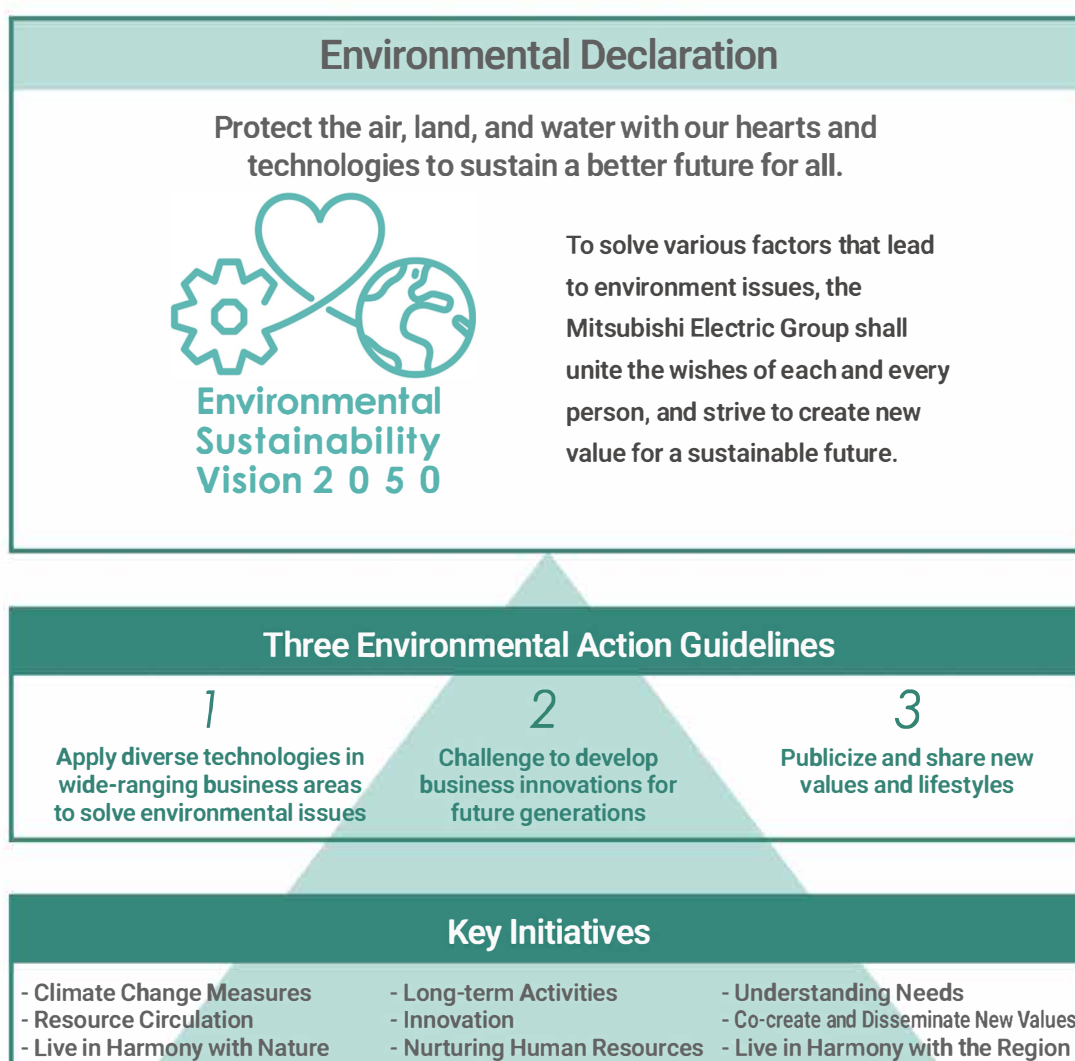
Discover three years of data on greenhouse gas emissions across the Mitsubishi Electric Group's value chain, along with material balance figures from our business activities.

Environmental Data →

Environmental Sustainability Vision 2050

Positioning environmental contribution as a key management priority, the Mitsubishi Electric Group has established its long-term environmental management vision: the Environmental Sustainability Vision 2050. This vision articulates the Group's future course toward 2050 and sets forth the Environmental Declaration, Three Environmental Action Guidelines, and Key Initiatives.

Environmental Sustainability Vision 2050



➤ **Environmental Sustainability Vision 2050 (Full text)**

➤ **Environmental Policy**

Environmental Plan

The Mitsubishi Electric Group formulates a medium-term Environmental Plan to advance its Environmental Sustainability Vision 2050. To achieve the targets of this plan, each site formulates and acts on an annual environmental implementation plan.

Environmental Plan 2025 (FY2025–2026)

Under the Environmental Plan 2025, the Group is actively engaged in a range of initiatives aimed at meeting its stated targets. Key performance indicators, targets and fiscal 2025 results are presented in the table below.

Areas	KPIs	Targets set in Environmental Plan 2025	FY2025 results
Carbon neutrality	Greenhouse gas emissions (Scope 1 and 2)	Reduction of 53% or more compared to FY2014*1	48% reduction
	Greenhouse gas emissions (Scope 3)	Reduction of 17.5% or more compared to FY2019	27% reduction
	Simple LC-CO ₂ *2 emissions calculation	Calculation of Mitsubishi Electric's new models (final products) for FY2025–2026	85%
Circular economy	Effective utilization of plastic waste (in Japan)	92% or more	97%
	Water consumption per unit of sales sites in high-risk	Reduction of 6% or more compared to FY2020	32% reduction
Nature positive	Contributing to nature positive	Registration of functional greenery*3 at Nationally Certified Sustainably Managed Natural Sites*4	Two sites: the Power Distribution Systems Center and the Shizuoka Works

*1 Calculation including carbon offset

*2 Life Cycle CO₂: All CO₂ emissions throughout the entire life cycle of products and services

*3 Functional greenery at Mitsubishi Electric (in Japanese).

*4 Nationally Certified Sustainably Managed Natural Sites (the Ministry of the Environment).

Environmental Management

Environmental Promotion Structure

To ensure the consistent implementation of environmental initiatives across the Mitsubishi Electric Group, the Executive Officers' Meeting commissions the Sustainability Committee to develop environmental management policies and establish environmental plans. The Committee disseminates its decisions, key priority themes, and valuable information—such as Group-wide best-practice examples—to each branch office, manufacturing plant, and associated company in Japan through the environmental management representative at each site. The Committee also monitors the Group's environmental progress by utilizing systems that collect environmental performance data from each site and product-related environmental data.

➤ Mitsubishi Electric Group Promotional System for Sustainability

Training of Environmental Personnel

The Mitsubishi Electric Group offers diverse environmental education programs designed to develop advanced environmental expertise and to foster a corporate culture in which employees proactively adopt lifestyles in harmony with nature.

For employees in environmental operations, we provide a diverse suite of training programs—ranging from role- and expertise-based workshops to the MELCO Seminar^{*1} series. These programs cover key regulatory updates on climate change, water resource management, chemical substance management, and biodiversity in different countries and regions. They also delve into the root causes of operational challenges and outline targeted countermeasures.

For all general Group employees,^{*2} we provide e-learning courses, job-level specific training, and pre-assignment training for overseas postings, ensuring that every Mitsubishi Electric Group employee gains a thorough understanding of essential environmental responsibilities.

^{*1} A measure for supporting skills development for employees who want to improve their own specialties and would like to contribute to management

^{*2} Executives and all employees who have a contract of employment with the Mitsubishi Electric Group are eligible

Environmental education system

Target	Content	Principal Course and Activity Titles
Employees in Environmental Operations	Program for employees in environmental operations at their business locations, including internal environmental audits and applicable laws and regulations.	<ul style="list-style-type: none"> • Environmental management representative training • Environmental operations practitioner training • Environmental auditor training • MELCO Seminar, etc.
General Employees	Program for employees not directly involved in environmental operations about essential knowledge of their environmental responsibilities, including environmental precautions for overseas assignments.	<ul style="list-style-type: none"> • E-Learning for all Group employees Mitsubishi Electric Group Environmental Management • Job-level specific training (for new managers, new hires, etc.) • Pre-assignment training for overseas postings

Environmental Audits

Each year, the Mitsubishi Electric Group establishes its audit policy by combining multiple types of environmental audits and conducts comprehensive, site-level evaluations—assessing compliance with laws and regulations, the performance of its environmental management system, the progress of Environmental Management Plans, and the status of preventive measures for non-conformities—to identify and preempt environmental risks. Since these audits require extensive specialist knowledge and strong communication skills, the Group also dedicates resources to cultivating personnel engaged in environmental auditing.

Overview of the four types of environmental audits

	Internal auditing at business sites	Mutual auditing between business sites	Auditing of associated companies	Auditing by the audit division
Implementing body	Each business site of Mitsubishi Electric Group	Each business site of Mitsubishi Electric	Mitsubishi Electric	Mitsubishi Electric audit division
Subject	Its respective site	Other business sites of Mitsubishi Electric	Associated companies	Mitsubishi Electric Group
Frequency	Once a year	Once a year	Once every two to three years	Once every three years

Preventing Environmental Incidents

The Mitsubishi Electric Group proactively strives to prevent environmental incidents, such as water and soil contamination and the leakage of substances that could harm ecosystems. We also review national and regional laws and regulations on climate change, water resource management, chemical substance management, biodiversity, and other environmental areas, ensuring full compliance. In addition to providing environmental education and conducting audits, each business site carries out regular equipment inspections and implements necessary countermeasures on an ongoing basis.

FY2025 result

Administrative actions or fines for environmental violations:	None
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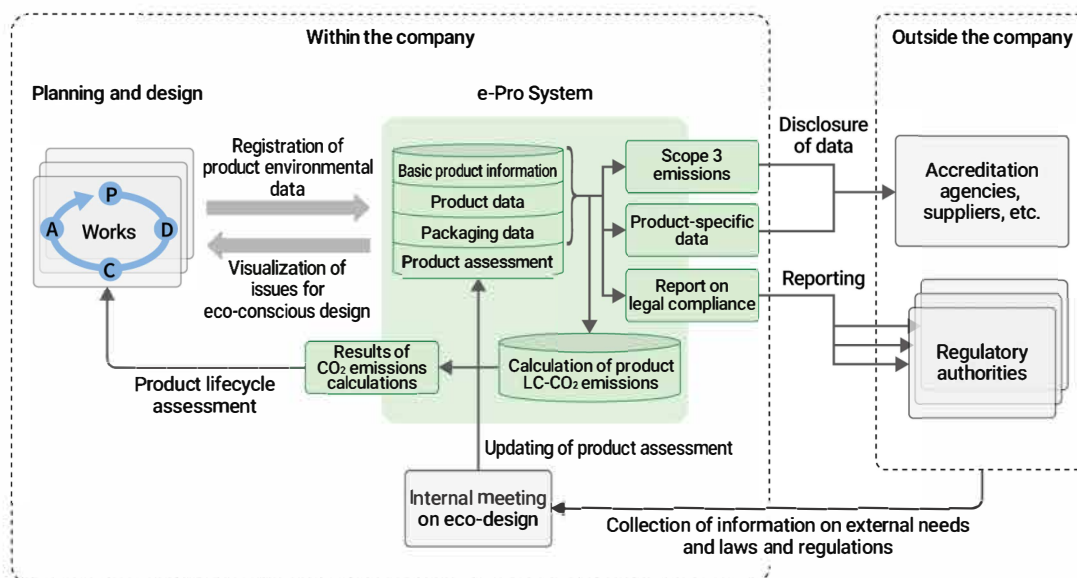
Carbon Neutrality Initiatives

To achieve carbon neutrality, the Mitsubishi Electric Group is working to reduce CO₂ emissions throughout the entire value chain. These efforts include improving energy efficiency in manufacturing processes, expanding the use of renewable energy, and enhancing the energy-saving performance of its products.

Product-Related Environmental Data Management – Leveraging the e-Pro System

To respond effectively to external requests for environmental data disclosure, the Mitsubishi Electric Group operates the e-Pro System, which centrally manages product-related environmental data—including power consumption, greenhouse gas emissions, and material-specific weights of products and packaging. This system enables efficient collection, calculation, and disclosure of such data. The e-Pro System has helped the Group to visualize key challenges and promote eco-conscious design by enabling simplified calculations of LC-CO₂* emissions based on annual energy consumption, destination markets, and product and packaging mass, as well as by facilitating feedback to design departments on targets related to carbon neutrality and the circular economy for specific product groups.

* Life Cycle CO₂: All CO₂ emissions throughout the entire life cycle of products and services



Overview of e-Pro System

CO₂ Reduction Associated with Product Use

The Mitsubishi Electric Group is working to reduce CO₂ emissions generated during product use (CO₂ emissions equivalent to the amount of electricity consumed)—which far exceed those from production activities—by focusing on the following two approaches:

- Improving products to reduce CO₂ emissions during use compared to previous models
- Enabling CO₂ reductions through the use of products or their integration into other products

CO₂ Reduction Through Product Improvement

To reduce CO₂ emissions during product use compared to previous models through product improvement, the Mitsubishi Electric Group evaluates the degree of improvement in energy consumption for newly developed product models.

Evaluation item	Product examples
CO ₂ Reduction Through Product Improvement	Monitoring, control, and protection devices for power generation plants and systems, railcar air-conditioning systems, electrical equipment for railcars, movable platform gates, vacuum circuit breakers, elevators, escalators, intelligent transport systems (ITS; ETC, smart interchanges), air conditioners, refrigerators, ventilation fans, electric fans, processing machines, LED light bulbs, residential lighting fixtures, turbine generators, optical communication network systems, wireless communication systems, and in-vehicle control devices

CO₂ Reduction Through Product Use or Integration

Some Mitsubishi Electric Group products contribute to reducing CO₂ emissions at customer sites during use. For example, heat pump systems are expected to generate significantly lower CO₂ emissions during operation compared to combustion-based heating and hot water systems. In addition, components such as inverters and power devices help improve the energy efficiency of the final products into which they are integrated, thereby contributing to CO₂ emission reductions during use. To quantify this impact, the Group defines the difference in CO₂ emissions between its products and potentially selected alternatives as its contribution to reducing CO₂ emissions—and actively works to enhance it.

Evaluation item	Product examples
CO ₂ Reduction Through Product Use or Integration	Water heating systems (heat pump electric water heaters, electric water heaters), inverters, power devices (power modules), total heat exchanging ventilation equipment, and electrical equipment for railcars (control devices)

Reducing Greenhouse Gas Emissions from Factories and Offices

The Mitsubishi Electric Group is working to reduce greenhouse gas emissions from its factories and offices by targeting both energy-related CO₂ and the non-energy-related GHGs emitted through its business activities—namely SF₆, HFCs, and PFCs.

Reduction of Energy-Related CO₂

To reduce energy-related CO₂, the Mitsubishi Electric Group is promoting emission reduction through a range of initiatives, including:

- Planned installation and renewal of high-efficiency and energy-saving equipment and operational optimization
- Promotion of energy-saving initiatives during new building construction and facility renewal
- Knowledge sharing of energy-saving technologies for production equipment
- Promotion of electrification for equipment and vehicles, such as company cars and forklifts
- Procurement of renewable energy and non-fossil electricity, and adoption of power purchase agreements (PPAs)

Based on Japan's Act on the Rational Use of Energy, 9 out of 20 specific Group companies in Japan, including Mitsubishi Electric, have been awarded as excellent business operators (S Class) in terms of energy saving.

➤ **Environmental Data: Energy-Related CO₂ at Factories and Offices**

➤ **Roadmap for Reducing GHG Emissions from Factories and Offices**

Reduction of SF₆, HFCs, and PFCs

Three types of non-CO₂ greenhouse gases are emitted by the Mitsubishi Electric Group in its business activities: SF₆ (sulfur hexafluoride), HFCs (hydrofluorocarbons), and PFCs (perfluorocarbons).

SF₆ is used inside gas-insulated switchgear for electrical insulation, as well as in the etching process during semiconductor and liquid-crystal display production. HFCs are used as refrigerants in air conditioners and refrigerators, while PFCs are used during the etching process in production of semiconductors and liquid-crystal displays.

In fiscal 2025, emissions were reduced through continued efforts such as shifting to low-GWP refrigerants, improving operational practices, and recovering and destructing gases.

➤ **Environmental Data: Emissions of SF₆, HFCs, and PFCs from Factories and Offices**

Expanding the Use of Renewable Energy

The Mitsubishi Electric Group is working to expand the use of renewable energy by identifying issues and evaluating the most suitable approaches for each region. These include installing photovoltaic power systems, exploring other renewable energy options, and utilizing renewable energy and non-fossil certificates. We are also examining the effective use of surplus solar power through self-wheeling.

➤ **Environmental Data: Renewable Energy Usage Rate**

Reducing CO₂ Emissions from Logistics

The Mitsubishi Electric Group strives to improve transport efficiency and economy by visualizing logistics operations through quantitative evaluation and eliminating irrational, irregular and wasted efforts in operations, with the goal of realizing Economy & Ecology Logistics (Eco-Logistics) with little environmental impact.

In Japan, the Mitsubishi Electric Group is continuously working to reduce CO₂ emissions through the following measures:

- Reviewing transportation routes
- Switching from truck transportation to rail transportation (modal shift)
- Reducing the number of trucks by improving load ratios (including Container Round Use)

Overseas, the Group is also pursuing optimal logistics tailored to the specific conditions of each country.

➤ Environmental Data: CO₂ Emissions from Logistics

Climate Change Initiatives (TCFD-Based Disclosure)

Climate Change Initiatives (TCFD-Based Disclosure)

The Mitsubishi Electric Group has expressed its support for the recommendations of the TCFD, and as such, the Group promotes efforts and discloses information in line with these recommendations.

Governance

Promotion System

In fiscal 2023, the Group positioned the realization of sustainability at the cornerstone of its management policy. To achieve sustainability, it has established a framework that promotes initiatives from the two perspectives: “value creation” and “foundation enhancement.”

Regarding climate change response, the Sustainability Committee, commissioned by the Executive Officers’ Meeting, discusses policies and measures aimed at reducing greenhouse gas emissions from the Group and achieving carbon neutrality throughout the entire value chain. The Sustainability Innovation Group oversees and analyzes risks, opportunities, and their financial impact.

Policy for Initiatives

Under our long-term environmental management vision through 2050, titled Environmental Sustainability Vision 2050, we aim to achieve carbon neutrality in our factories and offices by fiscal 2031 and to reduce greenhouse gas emissions throughout the entire value chain to net-zero by fiscal 2051. In February 2024, we updated our short-term plan, Environmental Plan 2025 (fiscal 2025-2026), based on the Environmental Sustainability Vision 2050, aiming to achieve even higher targets than those certified by the Science Based Targets (SBT) Initiative in the same month.

Strategy

The Mitsubishi Electric Group views the transition to a decarbonized society not as a business risk but as an opportunity common to all its businesses. Based on this recognition, we are integrating initiatives related to Environmental Sustainability Vision 2050, Environmental Plan 2025, and SBTs into our business strategies and advancing technological and business development accordingly.

Business Strategy

The Group leverages its strengths across a wide range of businesses to promote energy conservation, electrification, effective utilization of renewable energy, and the transition to business models with high resource circularity. Through these efforts, the Group aims to accelerate the reduction of environmental impact across society.

Climate Change Risks and Opportunities in the Short, Medium, and Long Terms

The Group assesses the impact of climate-related risks and opportunities that are expected to affect each of its businesses in the short term, medium term, and long term, referring to climate scenarios presented by external organizations (such as the IEA) and economic development projections for each country and region.

Periods

Short term: Period through fiscal 2026 (period of the Environmental Plan 2025 and the medium-term management plan)

Medium term: Period through fiscal 2031

Long term: Period through fiscal 2051 (final year of the Environmental Sustainability Vision 2050)

Magnitude of Impact

Under the supervision of the Executive Officer in charge of Sustainability, the executive officers and heads of relevant business divisions determine whether the anticipated events in each business qualify as significant risks (high impact).

Climate-Related Risks and Opportunities in the Short, Medium, and Long Terms

Major Category	Item	Short-term	Medium-term	Long-term	Risks	Opportunities	Impact on Business	Impact on Strategy	Impact on Financial Plan	Magnitude #1	Frequency #2
Policy/Regulation	Carbon tax	○	◎	◎	Additional costs incurred for operations, raw materials, procurement, etc.	Providing products and services that contribute to decarbonization	Increased business costs, fluctuations in sales	Early response based on CN transition plan	Investment in CN technology development	Medium	Medium
	Environmental regulations (e.g., GHG emission restrictions)	○	◎	◎	Decreased sales due to inability to comply with regulations	Increased sales by complying with regulations and selling high-performance products	Fluctuations in sales	Early and advanced compliance with regulations Gain advantage over competitors	Investment in R&D	Large	High
Industry/Market	Soaring material prices	—	○	◎	Raw material costs, etc., soar due to the impact of climate change	Successful material procurement through multiple sourcing, etc.	Increased business costs	Securing multiple suppliers, strengthening SCM	Investment in strengthening SCM	Medium	Medium
	Decarbonization of transportation	—	○	—	Soaring transportation costs for aircraft, ships, etc.	Increased demand for social system business (railway-related)	Increased business costs, fluctuations in sales	Development of CN solutions with competitive advantage	Investment in CN technology development	Medium	High
	Changes in energy mix and energy demand trends	○	◎	◎	Market shrinks due to the introduction of renewable energy and delays in global electrification	Increased sales of various equipment due to expanded electricity demand	Fluctuations in sales	Early and advanced response to regulations and technology development Gain advantage over competitors	Investment in CN technology development	Large	High
	Fluctuations in EV demand	○	◎	◎	SiC demand does not increase due to slow growth in EV demand	SiC demand expands and SiC becomes widespread due to increased EV demand	Significant increase/slowdown in profits	Expansion of SiC production/expansion of production of conventional products such as Si	New construction/downsizing of SiC factories	Large	Medium
	Fluctuations in air conditioning demand	○	○	◎	Decreased sales due to failure in technology development	Increased sales due to climate change adaptation demand and sales of energy-saving and high-performance products	Fluctuations in sales	Early and advanced response to regulations and technology development Gain advantage over competitors	Investment in technology development	Large	High
Technology	Spread of low-carbon technologies, products, and services	◎	◎	◎	Lagging behind competitors in technology development and commercialization in all business areas	Increased sales by selling low-carbon and high-efficiency products and services in all business areas	Fluctuations in sales	Early and advanced response to regulations and technology development Gain advantage over competitors	Investment in technology development	Large	High
	Development of CO ₂ utilization technology	—	○	◎	Not achieving self-CN if unable to develop	Achieving self-CN by 2050, selling technology	Future increase in costs for CN credits	Medium- to long-term development of CCUS and carbon recycling technology	Investment in CO ₂ utilization technology development	Medium	High
	Intensification of abnormal weather	◎	◎	◎	Business activities suspended due to typhoons, localized heavy rain, etc.	Providing disaster prevention and mitigation solution business	Losses due to business suspension, fluctuations in sales	Strengthening and reviewing BCP	Capital investment related to BCP strengthening	Large	Medium

◎: Main period when the impact materializes ○: Period related to the manifestation of the impact —: Period with low likelihood of impact manifestation

*1: Magnitude of the overall impact on the business, comprehensively evaluated from the perspectives of business, strategy, and financial planning.

*2: Frequency at which the business is affected by the risk or opportunity.

Risks Related to Climate Change

Climate-related risks can be broadly divided into risks associated with the transition to a decarbonized society (transition risks) and risks associated with the physical impacts of global warming (physical risks). These risks can result in increased costs (for production, internal management, financing, etc.) and decreased revenues.

If the transition to a decarbonized society, which is the premise of the Group's business strategy, progresses, it is expected that there will be an increase in social demand for reducing greenhouse gas emissions in all products and services, changes in energy supply and demand, changes in the energy mix due to increased power generation from renewable energy sources, and the progress of the electrification of automobiles (shift to EVs). Moreover, in this case, transition risks such as the tightening of regulations on greenhouse gas emissions, increased burden of technological development, and delays in technological development could exceed physical risks.

To address transition risks, the Mitsubishi Electric Group is already working to reduce greenhouse gas emissions by implementing its environmental plan and setting SBTs. So, for example, even if regulations on greenhouse gas emissions are tightened, we believe that the impact will be minor. We estimate that, even if material prices soar, the impact can be minimized by more vigorously pursuing environmentally conscious design, which will in turn also support the global warming countermeasures, resource conservation, and recyclability that we are already working on. Moreover, in anticipation of the tightening of regulations such as air conditioning refrigerant regulations and the development competition for low-carbon and high-efficiency technologies, we are strategically combining short-term, medium-term, and long-term R&D investments to drive technological advancement. Additionally, we are also making capital investments in environmental activities, including global warming countermeasures such as energy conservation.

On the other hand, if economic development is prioritized over climate change countermeasures in countries around the world, it is predicted that there will be an increase in the frequency of heavy rains and floods, intensification of extreme weather events, and chronic temperature increases. In this case, physical risks such as the suspension of operations due to disasters and the disruption of supply chains could exceed transition risks.

In response to physical risks such as floods, we have formulated a Business Continuity Plan (BCP), review it once a year, and are decentralizing our production sites. In the supply chain, we are also striving to purchase from multiple companies and requesting our suppliers to operate multiple plants to avoid situations that could hinder production.

Opportunities Related to Climate Change

The Group has a wide range of businesses and considers it a strength to be able to provide a wide range of products, services, and solutions that contribute to solving social issues caused by climate change. Therefore, we believe that we have sustainable growth opportunities from the short term to the long term.

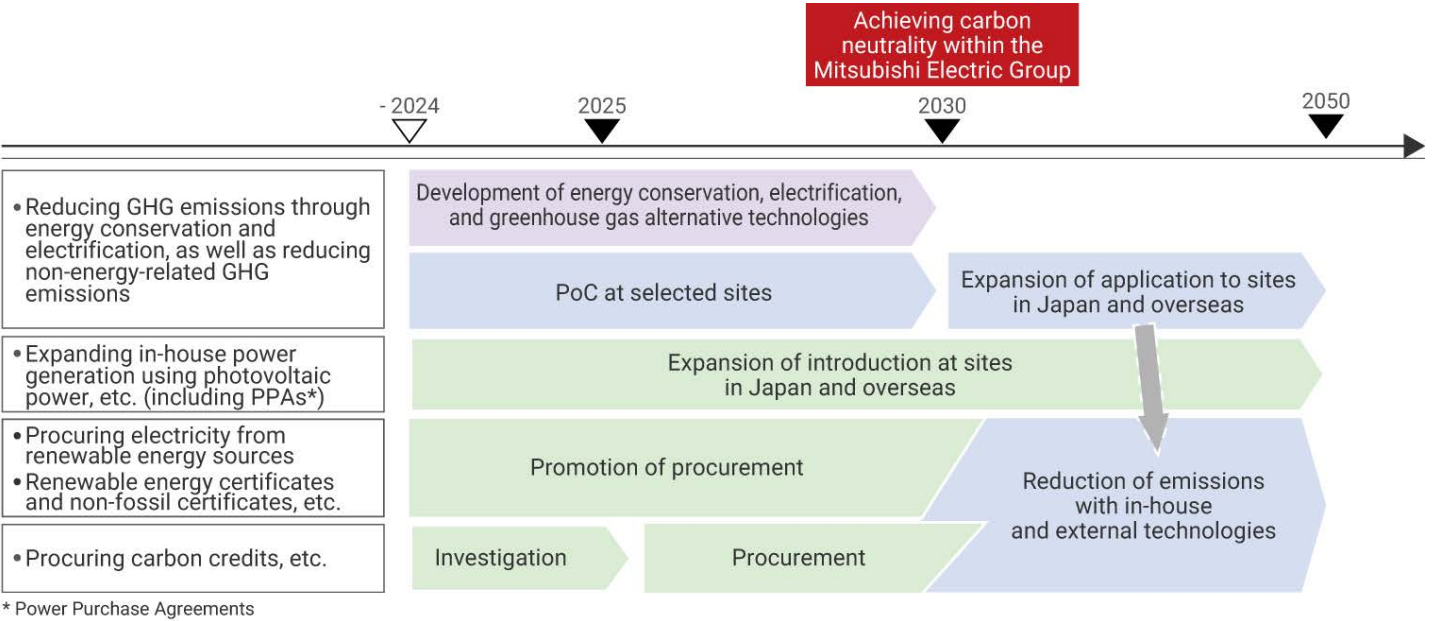
Whether the world prioritizes transitioning to a decarbonized society or pursues economic development over climate change countermeasures, it is predicted that the needs for solving social issues caused by climate change will become more apparent.

The Group provides large energy storage systems, smart medium- and low-voltage direct current distribution network systems, distributed power source operation systems / virtual power plant (VPP) systems, SF₆ gas-free circuit breakers, and multi-region digital energy management systems (multi-region EMS) to prepare for the expansion of electricity demand and the diversification of power supply required by the trend toward a decarbonized society. These products meet the needs for effective use of electricity and system stabilization arising with the expansion of renewable energy and the decentralization of power sources. In addition, the increase in demand for electrified products, driven by the progress of the electrification of automobiles (shift to EVs), will lead to an expansion of demand for Silicon Carbide (SiC), high-efficiency power semiconductors in the Semiconductors & Devices business, and a reduction in their manufacturing costs. The expansion of SiC applications in the fields of electric railways, electric power, industry, and consumer products is anticipated.

Even if economic development is prioritized over climate change countermeasures, it is expected that revenue opportunities will expand as we contribute to the realization of a decarbonized society by providing highly energy-efficient products, services, and solutions in the air conditioning business and other areas, in response to the increase in demand due to the development of the global economy and the increase in purchasing power, as well as the increase in demand for adaptation to climate change.

Carbon Neutrality Transition Plan

The Group has formulated and is implementing a plan to transition to carbon neutrality, aiming to eliminate greenhouse gas emissions from factories and offices by fiscal 2031 and throughout the entire value chain by fiscal 2051.

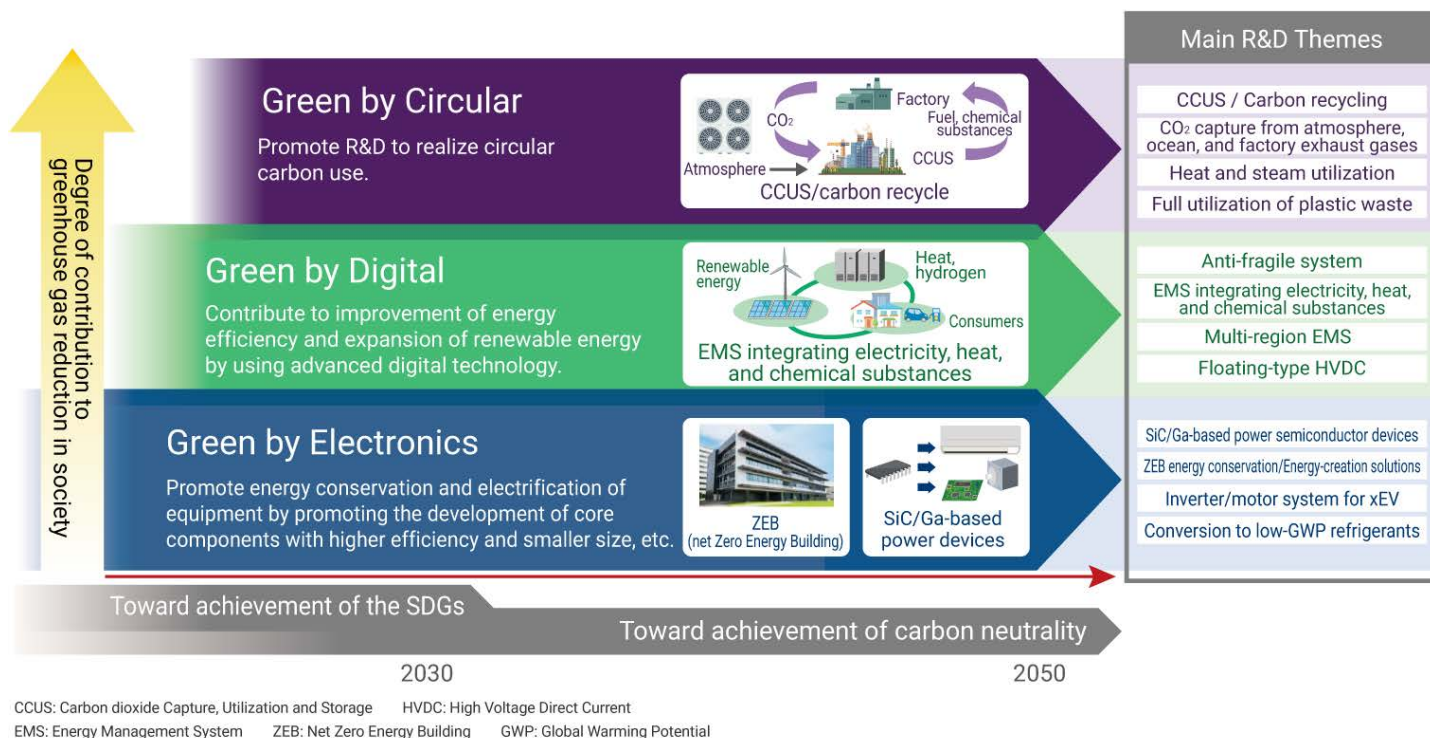


Roadmap for Reducing GHG Emissions from Factories and Offices

We are driving a number of initiatives to achieve carbon neutrality in our factories and offices: (1) reducing GHG emissions through energy conservation and electrification, as well as reducing non-energy-related GHG emissions; (2) expanding in-house power generation using photovoltaic power, etc. (including PPAs); and (3) procuring renewable energy certificates and non-fossil certificates, etc. We are also considering (4) procuring carbon credits, etc.

Research and Development Strategy for Achieving Carbon Neutrality

To create and grow businesses that contribute to the realization of carbon neutrality throughout the value chain and society as a whole, we will accelerate R&D in three innovation areas: Green by Electronics, Green by Digital, and Green by Circular. These initiatives are further strengthened through collaboration between industry, academia, and government.



Research and Development Roadmap for Achieving Carbon Neutrality

In Green by Electronics, we will advance R&D to improve the efficiency and reduce the size of power electronics and motors, the core components that are Mitsubishi Electric's strengths, contributing to energy conservation and electrification of FA equipment, air conditioning, and other products. We will also advance R&D on net Zero Energy Buildings (ZEB), air conditioning and refrigeration systems using refrigerants with low global warming potential, and power devices using new materials. Furthermore, we will advance the research and development of optoelectronic fusion technology, which replaces electrical connections with optical connections for communication between Graphics Processing Unit (GPU) packages in data center servers.

In Green by Digital, we will use advanced digital technologies to improve energy efficiency and expand the use of renewable energy. For example, we will conduct research and development on an integrated energy management system (EMS) that manages and optimizes electricity, heat, and chemical substances. Through these activities, we will contribute to reducing greenhouse gas emissions throughout the entire value chain.

In Green by Circular, we will advance research and development focusing on resource circulation, such as CO₂ capture, utilization, and storage (CCUS) for carbon recycling, as well as plastic recycling. It contributes to the realization of carbon circular utilization through technologies like the chemical looping method for CO₂ reduction, which generates carbon monoxide (CO) as a usable resource, and AI-powered smart electrostatic sorting technology for mixed plastic fragments.

To create and expand businesses in these green-related fields, we plan to allocate approximately 900 billion* yen over the seven years from fiscal 2025 to fiscal 2031 to green-related research and development investments.

* Estimated figures calculated based on past achievements and growth rates

Resilience to Climate Change Based on Scenario Analysis

Overview

The Group conducts annual scenario analysis considering long-term future uncertainties based on two scenarios: one in which the world moves toward a decarbonized society as assumed in our business strategy (2°C or lower scenario^{*1}), and another in which economic development is prioritized over climate change countermeasures (4°C scenario^{*2}). We set fiscal 2041 as a point in an uncertain future and analyze the financial impact of transitioning to the 4°C scenario, with the baseline (extension of our business plan) as the 2°C or lower scenario.

^{*1} The demand for decarbonization technologies increases and development competition intensifies due to stricter regulations. Electrification of society progresses, total electricity demand increases, and the percentage of renewable energy also rises.

<Referenced public scenarios>

- International Energy Agency (IEA) World Energy Outlook 2024, APS (Announced Pledges Scenario)
- Intergovernmental Panel on Climate Change (IPCC) 6th Assessment Report (AR6), Shared Socioeconomic Pathway (SSP1), compared to SSP2 as the current situation

^{*2} Physical risks materialize due to decarbonization activities being at or below the current level. Consumer purchasing power increases compared to the 2°C or lower scenario. On the other hand, extreme weather events such as heavy rain and floods intensify.

<Referenced public scenarios>

- IEA World Energy Outlook 2024, STEPS (The Stated Policies Scenario)
- IPCC 6th Assessment Report, SSP5 (compared to SSP2 as the current situation)

Scenario Analysis Results

The Mitsubishi Electric Group has examined climate-related risks and opportunities in all its business segments. Regarding transition risks, we evaluated that three businesses, Energy Systems, Automotive Equipment, and Semiconductor & Device would be significantly affected by climate change in the 4°C scenario relatively, and we quantitatively estimated the financial impact.

On the other hand, for physical risks, we estimated the financial impact on the Group's major manufacturing bases across all business segments, taking the intensification of extreme weather events as an inevitable risk due to the increased frequency of extreme weather events.

The main transition risks that would affect finances due to the transition to the 4°C scenario are changes in the energy mix, changes in energy demand trends, and delay in shift to EVs.

The Energy Systems business is directly affected by changes in the energy mix and changes in energy demand trends, which would be expected to result in decreased profits due to the slow spread of renewable energy and sluggish growth in total electricity demand caused by delays in electrification. The Automotive Equipment and Semiconductor & Device businesses would experience some concerns such as the delay in the shift to EVs leading to reduced demand for EV-related automotive equipment and the failure of SiC manufacturing costs to decrease, stagnating its widespread use in other fields. However, the impact of these concerns is expected to be minimal.

Although these three businesses would be affected by reduced opportunities under the 4°C scenario, climate change is seen as more of an opportunity than a risk in all of the Mitsubishi Electric Group's businesses. In the case of the 4°C scenario, compared with the case of the 2°C or lower scenario, each country will adopt economy-first measures, and as a result, high-performance products and services will be selected and demand will increase vigorously. For example, in the air conditioning system & home products business, performance requirements for reducing greenhouse gas and energy consumption would not decrease, and increased demand for adapting to climate change can be expected.

Moreover, we estimate the financial impact of the intensification of extreme weather events, a physical risk, to be smaller than the impact of transition risks.

Based on this analysis, we expect a decrease in profit due to transition risks in the Energy Systems business, as well as physical risks in all businesses. However, the opportunities presented by climate change in many businesses, including the AC System & Home Products business, is also expected to bring an increase in profit. As a result, the impact on the Mitsubishi Electric Group is within the assumed range that can occur in normal business operations and is estimated to amount to a minor change in the direction of profit growth. For this reason, we do not foresee a significant financial impact even with a shift from the 2°C or lower scenario to the 4°C scenario.

Financial Impact on the Mitsubishi Electric Group When Society Progresses to the 4°C Scenario (Impact on Operating Profit)

	Business	Content	Impact on Operating Profit
Transition risks	Energy Systems	◆Changes in energy mix and changes in energy demand trends The market size for core network products and distributed network products shrinks due to the slowdown in the introduction of renewable energy and the progress of electrification.	→
	Semiconductor & Device, Automotive Equipment	◆Delay in shift to EVs •Slowdown in the price reduction of SiC products, and stagnation in their spread to non-automotive applications. •Reduced demand for EV-related automotive equipment.	→
Physical risks	All Businesses	Disruption of supply chains and increased damage to facilities due to the intensification of extreme weather events such as typhoons, heavy rains, and floods.	→
Opportunities	A/C System & Home Products	Increased demand due to the development of the global economy under relatively relaxed regulatory conditions.	→
Total (transition risks + physical risks + opportunities)			→

Processes for Addressing Climate Change Risks and Opportunities

The Mitsubishi Electric Group uses its own business strategy decision-making process and a comprehensive risk management process to identify, assess, and manage risks and opportunities related to the global environment, including climate change.

Each of Mitsubishi Electric's departments (business groups and corporate divisions) and affiliated companies in Japan and overseas identify climate change-related risks that are relevant to them, consider how to respond to such risks and turn them into opportunities, and proactively incorporate them into their business and divisional strategies.

At the same time, as part of the Mitsubishi Electric Group's comprehensive risk management process, we identify, assess, and properly manage issues that have significant impacts on management in various risk areas, including risk management related to climate change.

The Group Risk Management System and Positioning of Global Environmental Risks

The Group's global environmental and other risks, including risks related to climate change, are primarily managed by each corporate division of Mitsubishi Electric and its subsidiaries and affiliates in Japan and overseas. In addition, at the leadership of the Chief Risk Management Officer (CRO), the corporate division (i.e., the division responsible for the risk) identifies, assesses, and manages risks based on its knowledge in each area of expertise.

Risks in each specialty area identified and assessed by the divisions responsible for such risks are consolidated by the Corporate Legal Risk Management Group, and their impacts on group management are evaluated through relative comparisons among each risk, etc. The Risk Management and Compliance Committee, chaired by the CRO, makes management decisions.

Risks comprehensively assessed through the above process are shared with relevant parties, including management. The Group considers global environmental risks, including climate change, to be highly material because they have significant impacts on the realization of a sustainable global environment, one of the Group's materialities.

Management Process for Risks Related to the Global Environment

Global environmental risks, including climate change, are identified, assessed, and managed by the Executive Officer in charge of sustainability and the Sustainability Innovation Group, the department in charge of risk, under the leadership of the CRO, in accordance with the Mitsubishi Electric Group risk management system described above.

Based on the results of such comprehensive risk assessment, the Executive Officer in charge of sustainability and the Sustainability Innovation Group identify and assess risks by subdividing global environmental risks into smaller risks, taking into account legal trends, technological trends, market trends, external evaluations, and other factors. Based on the results, the Executive Officer and the Department formulate an environmental plan as a medium-term risk management measure and an Environmental Management Plan as a one-year measure.

Each group organization (business group, affiliated company, etc.) formulates its own annual Environmental Management Plan based on these plans and reports the results to the Executive Officer in charge of sustainability and the Sustainability Innovation Group.

The Executive Officer in charge of sustainability and the Sustainability Innovation Group then review the results of the identifying and assessing of global environmental risks, taking into account the results of each organization and social trends, and in turn report the results to the Corporate Legal and Risk Management Group and, if necessary, revise the environmental plan and reflect the results in the Environmental Management Plan for the following fiscal year.

Metrics and Targets

The Mitsubishi Electric Group calculates and tracks greenhouse gas emissions (Scope 1, 2 and 3) in its value chain. For calculation and assessment, we refer to the GHG Protocol and the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain published by Japan's Ministry of the Environment.

Long-Term Target

In our long-term environmental management vision through 2050, Environmental Sustainability Vision 2050, the Mitsubishi Electric Group has set a target to reduce greenhouse gas emissions throughout the entire value chain to net-zero by 2050.

Medium-Term Target

The Group is working toward the target of achieving carbon neutrality in our factories and offices by fiscal 2031, by reducing greenhouse gas emissions by a certain percentage each year.

<The Group's reduction targets after receiving certification from the SBT initiative>

We have updated the Group's greenhouse gas emission reduction targets for fiscal 2031 as follows, and received certification from the SBT initiative in January 2024. These new targets have been recognized as science-based targets for achieving the Paris Agreement's "1.5°C target." The Scope 1 and 2 targets have been certified as being at a level that "limits temperature rise to with 1.5°C," while the Scope 3 target has been certified as being at a level "well below 2°C."

- Scope 1 and 2: Reduce greenhouse gas emissions by 42% by fiscal 2031 compared to fiscal 2022 levels
- Scope 3* : Reduce greenhouse gas emissions by 30% by fiscal 2031 compared to fiscal 2019 levels

* The scope of Scope 3 has been expanded from the previous category 11 (use of sold products) to all categories.

Short-Term Target

Based on the action guidelines of Environmental Sustainability Vision 2050, the Mitsubishi Electric Group formulated an Environmental Plan that sets out specific activity targets. Under Environmental Plan 2025, the Group has set targets for fiscal 2026 that include reducing greenhouse gas emissions, estimating LC-CO₂* emissions using simplified methods, and advancing goals in the area of nature positive.

* Life cycle CO₂: All CO₂ emissions throughout the entire life cycle of products and services

Progress

See the table below for Scope 1 and 2 GHG emissions.

Market-based emissions are being reduced with the increasing use of renewable energy sources. We remain committed to reducing greenhouse gas emissions in pursuit of our Environmental Plan 2025 target: a reduction of 53% or more by the end of fiscal 2026 compared to fiscal 2014 levels.

Scope 1 and 2 Greenhouse Gas Emissions (Mitsubishi Electric Group) (Unit: kt-CO₂)

		FY2023	FY2024	FY2025
Total of Scope 1 and 2	Market-based	951	910	736
	Location-based	1,046	1,071	992

Note: The data for fiscal 2025 have undergone third-party assurance by KPMG AZSA Sustainability Co., Ltd., as documented in the Mitsubishi Electric Group Sustainability Data Book 2025.

> Third-Party Assurance / Third-Party Verification

Initiatives toward a Circular Economy

The Mitsubishi Electric Group is actively engaged in the circular economy, undertaking initiatives such as recycling plastics and reducing water usage to mitigate environmental impacts.

Effective Utilization of Plastic Waste

Based on Japan's Resource Circulation Strategy for Plastics, the Mitsubishi Electric Group is prioritizing the effective utilization of plastic waste* and has established a medium-term target of achieving 100% effective utilization of plastic waste by fiscal 2036.

In Japan, the Group manages the volume of plastic waste generated at its production sites, enforces rigorous sorting, and continually reviews and selects waste-processing contractors. Looking ahead, we will further suppress plastic waste output by sharing contractor information among production sites and promoting the visualization of plastic waste. We also plan to improve the material-recycling ratio of plastic waste.

Overseas, where laws, regulations, and waste-treatment systems vary by country and region, the Group strives to understand actual waste generation and recycling rates, set targets tailored to each locale, and implement targeted initiatives to meet those goals.

*Waste refers to items that are no longer needed at a site. This includes items that have been disposed of directly, entrusted to a third party for disposal, or sold/transferred to others.

➤ Environmental Data: Effective Utilization of Plastic Waste (in Japan)

Generating High-Purity Plastics from End-of-Life Home Appliances

The Mitsubishi Electric Group employs proprietary technology to convert end-of-life home appliances into high-purity plastics. Insights obtained during this recycling process are fed back into product design, driving continuous improvements in product recyclability rates.

Mitsubishi Electric Group's Proprietary Technology for Producing High-Purity Plastic from Home Appliances

1. Our process integrates a proprietary micro-shredding step that is absent from ordinary home appliance-recycling plants. This allows us to remove fine metal fragments and other contaminants, yielding a shredded plastic mixture—the vital feedstock for regenerated plastics.
2. Using a shredded plastic mixture as a raw material, we sort and separate PP (polypropylene), PS (polystyrene), and ABS (acrylonitrile butadiene styrene) at high purity, producing recycled plastics with quality equivalent to virgin resin.

Closed-Loop Recycling of Plastic

The Mitsubishi Electric Group is advancing closed-loop recycling in which high-purity recycled plastics produced within the Group are reused in Mitsubishi Electric home appliances.

For example, we have developed a technology that produces regenerated PC/ABS* with consistent quality, high durability, and flame retardancy by utilizing PC/ABS recycled from end-of-life appliances. This regenerated material is used in wireless communication terminals for sensor applications, such as gas meter reading systems. This has enabled reductions of approximately 70% in the volume of new plastic used in these components and 57% in CO₂ emissions compared to manufacturing PC/ABS from new raw materials. In addition, we are working to expand the use of recycled plastics to other applications, such as plastic boxes for wire EDM machines and home appliances.

* A plastic which is a blend of polycarbonate (PC) and acrylonitrile butadiene styrene (ABS)

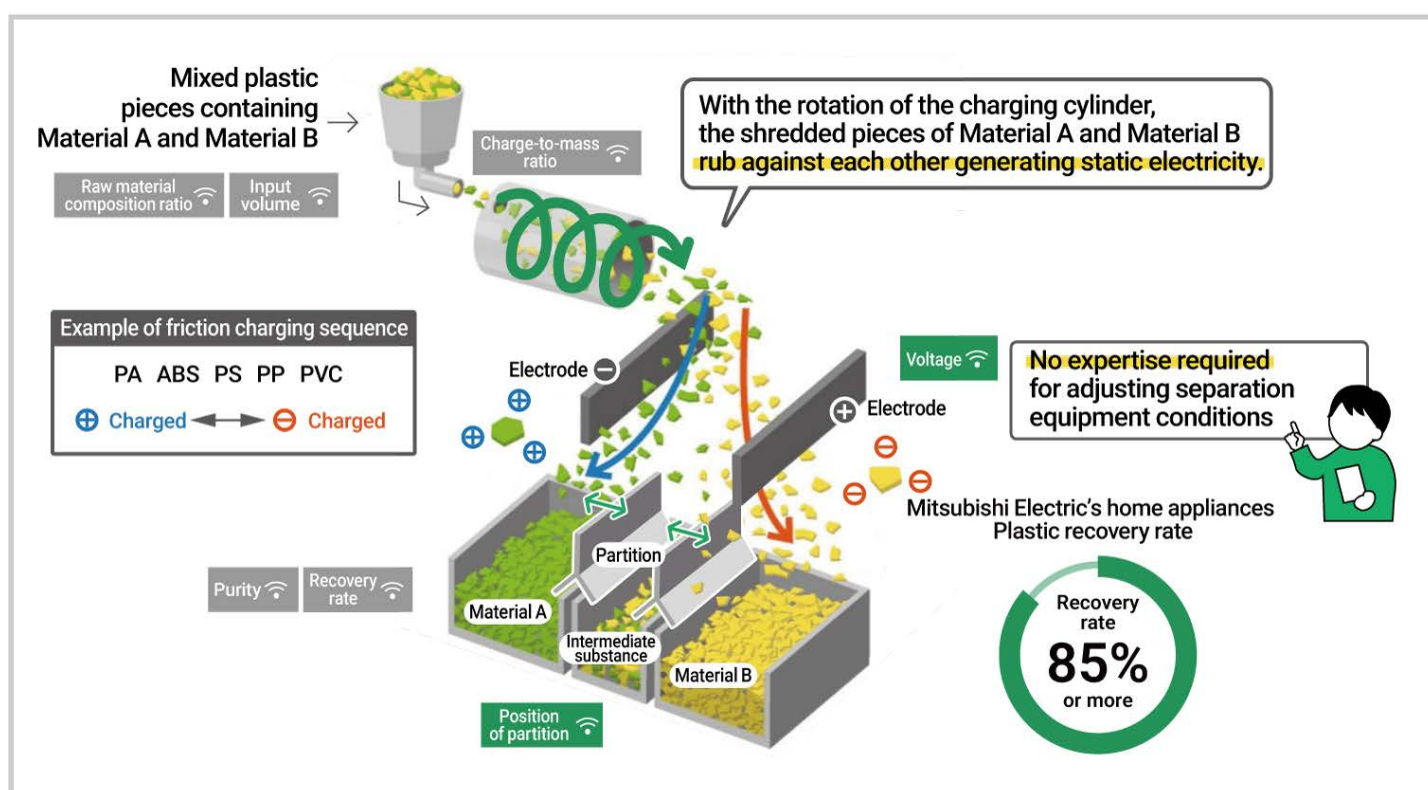


Flow chart of Mitsubishi Electric Group closed-loop plastic recycling

Creating a Service in the Recycling Business

Leveraging technology cultivated in the home appliance recycling business, the Mitsubishi Electric Group plans to offer its Smart Plastic Separation DX Solution RaaS* to enable utilization of its advanced plastics separation technology using static electricity (electrostatic separation) in the plastics recycling of customers.

The RaaS solution uses sensors to collect data on factors that affect electrostatic separation (raw material composition, input volume, etc., of the shredded plastics mixture) and the results of separation, which is then analyzed using AI to automatically control the position of partitions and the voltage in the receptacles that collect the separated plastic. Such use of digital and smart technologies in electrostatic separation makes it possible to separate a variety of mixed plastics in a stable manner, thereby contributing to the production of high-quality recycled plastics. The Mitsubishi Electric Group will expand the circle of resource circulation with the aim of realizing a circular economy by offering the RaaS solution to customers in a variety of industries beyond the home appliance industry.



Smart Plastic Separation DX Solution RaaS

* Recycle as a Service

3Rs for Packaging Materials

The Mitsubishi Electric Group is advancing the 3Rs—Reduce, Reuse, Recycle—of the packaging materials required for product transportation, with the goal of minimizing overall packaging use.

<3Rs for Packaging Materials>

- **Reduce** : simplify packaging designs to use fewer materials
- **Reuse** : broaden the application of returnable containers and packaging
- **Recycle** : reclaim and reprocess used packaging materials

➤ Environmental Data: Packaging Material Usage

Reducing Water Usage

Managing Water Risk

Globally, escalating water shortages, pollution, and climate-change-driven extreme weather are severely impacting raw-material sourcing and product manufacturing, underscoring the critical importance of corporate water-risk management.

The Mitsubishi Electric Group evaluates water stress and quality at approximately 160 manufacturing sites—including associated companies—using Aqueduct^{*1} and Water Risk Filter.^{*2} We also assess species-extinction risk with the IBAT^{*3} (START). By combining these results with each site's operational profile (business scope, production-related water use, etc.), we have quantified the water risk at every production location. We will consider setting water-related targets for high-risk sites, taking into account the circumstances of their watershed. We also work to minimize local environmental impacts by complying with regional wastewater standards and, during product development, assessing effects on water sources and conducting lifecycle evaluations to reduce overall environmental burden.

^{*1} Water risk assessment tool developed by the World Resources Institute (WRI), used to assess "baseline water stress" and "coastal eutrophication potential."

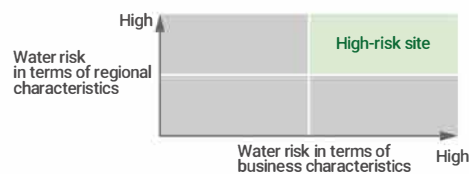
^{*2} Water risk analysis tool developed and operated by the World Wide Fund for Nature (WWF), used to assess "baseline water stress," "blue-water scarcity," and "surface water quality index (BOD)."

^{*3} Integrated Biodiversity Assessment Tool: The assessment is based on the threat abatement (t) component of the Species Threat Abatement and Restoration Metric (STAR)

Response to High-Risk Sites

The Mitsubishi Electric Group has identified five production sites^{*} as high-risk sites based on Aqueduct water-risk evaluations and each site's operational profile, and actively manages their water risk. Under our Environmental Plan 2025, we have set a target to reduce water consumption per unit of sales at these high-risk sites by at least 6% in fiscal 2026 versus fiscal 2020. To achieve this, we are monitoring water-saving performance in water-using equipment, tracking rates of water reuse, installing and utilizing low-flow faucets, and taking other water-saving measures.

We will continue to co-exist in harmony with local communities by implementing effective water risk measures in consideration of regional characteristics and circumstances at each production site, with a focus on high-risk sites.



Conceptual diagram of water risk analysis

> Environmental Data: Water consumption per unit of sales at high-risk sites

^{*} The following manufacturing companies located in Thailand:

- Mitsubishi Electric Consumer Products (Thailand) Co., Ltd.
- Siam Compressor Industry Co., Ltd.
- Mitsubishi Electric Automation (Thailand) Co., Ltd.
- Mitsubishi Elevator Asia Co., Ltd.
- Mitsubishi Electric Thai Auto-Parts Co., Ltd.

Status of Water Usage, Intake, Drainage, and Reuse

The Mitsubishi Electric Group treats water used in production processes and reuses it in those same processes, and repurposes purified wastewater for toilet flushing, cooling towers, etc. The Group also reduces groundwater consumption by harvesting rainwater.

At its production sites, water is taken to be used mainly for cooling, cleaning and adjusting the concentration of water-based paints, and as a solvent, an additive to materials and a heat medium. Each site regulates wastewater discharge according to its voluntary effluent-quality standards to ensure compliance with local statutory limits. When applicable, these standards also integrate local discharge criteria aligned with the receiving water body's characteristics.

> Environmental Data: Water Usage

Commitment to Nature Positive

The ongoing destruction of ecosystems and environmental changes are accelerating species loss, which in turn undermines biodiversity. Recognizing that all human civilizations depend on Earth's ecosystems, the Mitsubishi Electric Group is committed to advancing nature positive initiatives.

> **Mitsubishi Electric Joins G7 Alliance on Nature Positive Economies**

Biodiversity Preservation Activities

Biodiversity Action Guidelines

The Mitsubishi Electric Group has established Biodiversity Action Guidelines which define the role its business activities will play in preserving biodiversity. We are committed to taking action to help build a sustainable world.

> **Biodiversity Action Guidelines**

Biodiversity Preservation Measures at Business Sites

The Mitsubishi Electric Group has set forth three courses of action as guidelines for biodiversity conservation activities at its business sites: A. Reducing negative impact on living creatures; B. Aiming for more fruitful symbiosis with living creatures; and C. Restoring the relationship between employees and nature in the working environment. At each business site, action plans provide for the preservation of local indigenous species, control of alien species, and development of green space in consideration of the surrounding ecosystem, to ensure these initiatives are steadily addressed in all businesses.

> **Preserving Biodiversity at Business Sites**

Three courses of action

Courses of Action	Examples	
A Reducing negative impact on living creatures	1. Controlling development pressure*1 and alien species pressure*2 *3	(1) Assessment of impacts on living creatures
		(2) Alien species control
	2. Calling attention to and preserve rare species and endemic species	(1) Disclosure of list of living creatures on premises
		(2) Preservation of rare species and endemic species
		(3) Cooperation regarding conservation issues for surrounding areas

	3. Managing the impact of pesticides, and preserving greenery and natural resources	(1) Control of the killing/harming of living creatures
		(2) Consideration to natural resources, such as water and soil
B Aiming for more fruitful symbiosis with living creatures	4. Setting up functional greenery	(1) System to manage green space
		(2) Management of land used by flying organisms
		(3) Development of priority land for greenery and living creatures
		(4) Provision of continuity of greenery with areas surrounding business sites
		(5) Contribution to biodiversity preservation activities in areas surrounding business sites
C Restoring the relationship between employees and nature in the working environment	5. Breaking away from agricultural orientations such as simplifying/specializing greenery	(1) Diversification/multi-stratification of vegetation
		(2) Management of greenery that accords with the characteristics of plants, etc.
		(3) Contribution/consideration to regions
	6. Proactively utilizing ecosystem services in the workplace (break rooms, individual floors)	(1) Provision and utilization of opportunities for cultural services
		(2) Provision and utilization of opportunities for supply services
	7. Changing situation from everyone being disinterested and unrelated to everyone being involved	(1) Education for understanding and promoting action
		(2) Creation of relationships through the workplace or work duties

*¹ The impacts on biodiversity conservation arising from constructing new business sites or undertaking development activities, such as natural-resource extraction (including those in the supply chain). This covers cases where operational water use affects surrounding areas, water sources, and ultimately the habitats of living organisms.

*² The introduction of non-native species into an area by planting trees, shrubs, or other vegetation sourced from outside the region, which can threaten the survival of indigenous species and lead to genetic contamination.

*³ Activities are carried out pursuant to the regulation on raising, planting, storing, carrying, or other handling of specified IAS in the Invasive Alien Species Act.

Quantitative Assessment Based on the Biodiversity Guidelines (Check Sheet)

At Mitsubishi Electric, we employ the Biodiversity Guidelines (Check Sheet) to quantitatively assess each business site's biodiversity initiatives. The Guidelines cover 186 promotion items—five mandatory items for all sites and seven areas (subcategories) aligned with the courses of action outlined above—and measures implementation levels for each item. This check sheet is used by personnel in charge at each business site to self-assess the status of biodiversity initiatives and identify strengths and issues in order to steadily improve their efforts.

Five mandatory items for all business sites

- A person in charge, the department in charge, and specific operations for promoting biodiversity initiatives have been identified.
- There is a medium-term plan for conducting biodiversity preservation activities.
- Biological surveys are conducted.
- Environmental education on biodiversity is provided every year.
- Feedback is given regarding the medium-term plan.

Seven areas based on courses of action

1. Controlling development pressure and alien species pressure
2. Calling attention to and preserve rare species and endemic species
3. Managing the impact of pesticides, and preserving greenery and natural resources
4. Setting up functional greenery
5. Breaking away from agricultural orientations such as simplifying/specializing greenery
6. Proactively utilizing ecosystem services in the workplace (break rooms, individual floors)
7. Changing situation from everyone being disinterested and unrelated to everyone being involved

➤ Assessment Result for Fiscal 2025

Assessment Results for Fiscal 2025

We defined the ratio of the score to the base year as the improvement rate,* and evaluated the implementation level of activities in each field in fiscal 2025. The resulting company-wide averages for each field are shown in the radar chart below. The average improvement rate for all fields increased from 1.42 in fiscal 2024 to 1.49.

Fiscal 2025 improvement rate
(Average of improvement rates for seven areas)

1.49

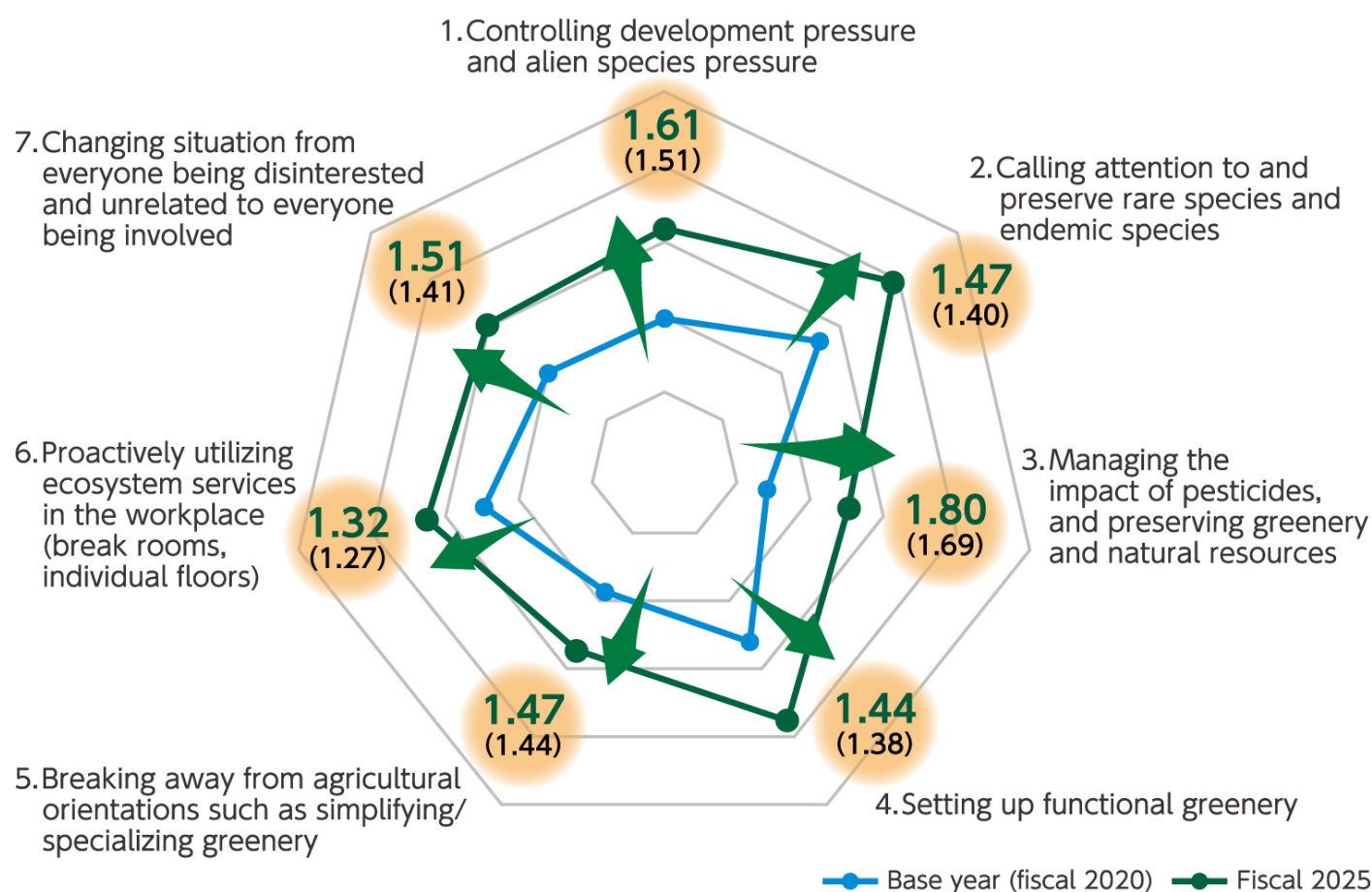
0.07 points improvement
from 1.42 in fiscal 2024

Regarding the seven areas for which improvement rates are calculated in the Biodiversity Guidelines, the improvement rate has increased in all areas this year, compared with the previous year. In particular, "3. Manage the impact of pesticides," increased by 0.11 points from the previous year—the highest increase ever. We believe this achievement is the result of each business site's consideration of natural resources such as water and soil, and their efforts in formulating and implementing green-space conservation plans.

Specifically, each business site has been taking measures to reduce environmental impacts based on the Biodiversity Guidelines.

Using the Biodiversity Guidelines, we will continue our efforts to vitalize and elevate our biodiversity preservation activities to an even higher level.

* Improvement rate is calculated by dividing the score of the year being evaluated by the score of the base year (fiscal 2020).



Note: Figures in parentheses indicate values from the previous year

Nationally Certified Sustainably Managed Natural Sites

To contribute to achieving the 30by30 target*¹ through our biodiversity conservation activities at business sites, Mitsubishi Electric is advancing efforts to secure certification as Nationally Certified Sustainably Managed Natural Sites.*²



Nationally Certified Sustainably Managed Natural Sites

- Power Distribution Systems Center (Marugame City, Kagawa Prefecture)
- Shizuoka Works (Shizuoka City, Shizuoka Prefecture)

*¹ A global biodiversity target adopted under the Kunming-Montreal Global Biodiversity Framework, calling for the effective conservation of at least 30 percent of terrestrial and marine areas as healthy ecosystems by 2030.

*² A governmental certification system for areas where biodiversity is conserved through initiatives by companies, organizations, individuals, or local governments. Certified sites—excluding overlaps with designated protected areas such as national parks—are registered in the international OECM (Other Effective area-based Conservation Measures) database. Nationally Certified Sustainably Managed Natural Sites (the Ministry of the Environment)
<https://policies.env.go.jp/nature/biodiversity/30by30alliance/kyousei/>

🔗 **Living Creatures Research Report: Power Distribution Systems Center (in Japanese)**

🔗 **Living Creatures Research Report: Shizuoka Works (in Japanese)**

Responding to Soil and Groundwater Pollution

At Mitsubishi Electric Group's business sites—including manufacturing plants and R&D centers—we conduct environmental assessments in line with legal and regulatory requirements whenever land characteristics change or at other appropriate opportunities. Based on the assessment results, we implement appropriate countermeasures and remediation measures in accordance with the state of pollution.

Regarding areas that were recognized as having groundwater or soil pollution problems in the past, we are responding appropriately under the guidance of government authorities and in accordance with laws and regulations, and conducting groundwater monitoring as necessary.

[Key Activities] In fiscal 2025, we assessed survey results and countermeasures regarding the condition of soil and groundwater due to land utilization for a total of 11 cases and have confirmed that all cases were handled appropriately.

Management of Chemical Substances Released from Business Sites

The Mitsubishi Electric Group classifies chemical substances into three proprietary levels under its Chemical Substance Control List. Level I is defined as “substances prohibited to be contained/adhered”; Level II as “substances to be reduced”; and Level III as “substances to be grasped quantitatively.” These classifications establish clear handling standards for environmental-risk substances found in procured parts and materials. In addition, at our production sites in Japan, we monitor and manage the release and transfer of chemical substances and volatile organic compounds (VOCs) designated by laws and regulations.

➤ **Environmental Data: Chemical Substance Emissions**

Management of Chemical Substances Used in Products

The Mitsubishi Electric Group obtains chemical composition data for procured parts and materials from our suppliers via chemSHERPA,* an information-transfer format common to the electrical and electronics industry.

We also identify the chemical regulations of each country and region to which our products are shipped, ensure that any substances prohibited there are not present in our products, and carry out all regulatory required actions—such as filing notifications of contained substances and communicating that information to customers—in full compliance with applicable laws and regulations.

* An information-transfer format conforming to IEC 62474, the international standard for declaring materials and chemical substances contained in products in the electrical and electronics industry.

Specification and Disposal of Hazardous Wastes

The Mitsubishi Electric Group specifies hazardous wastes as shown below. The Group monitors their output and appropriately disposes of them in compliance with the laws and regulations of the regions in which its facilities are located. We also carry out material recycling and thermal recycling in order to reduce final disposal (landfill) volume.

- Mitsubishi Electric Group in Japan: “Specially-controlled industrial waste” specified by the Japanese Act on Waste Management and Public Cleaning
- Overseas associated companies: Hazardous wastes as defined under applicable local laws and regulations

➤ Environmental Data: Hazardous Waste Generation

Appropriate Storage and Processing of PCB Waste and Devices Containing PCBs

In Japan, the Mitsubishi Electric Group conducts inspections at least once a year at each site that stores waste containing polychlorinated biphenyls (PCB waste) or handles equipment containing PCBs to confirm the status of PCB storage and usage, in accordance with the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes.*¹

Customers can confirm whether an electrical device manufactured by a Mitsubishi Electric Group company in Japan contains PCB by referring to a list available on the corporate website.

*¹ Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes

[Status of Low-Concentration PCB Waste Disposal*² in Fiscal 2025]

Approximately 363 tons*³ of equipment (the Mitsubishi Electric Group in Japan)

*² PCB concentration: 0.5–5,000 mg/kg

*³ Including untested equipment with potential low-concentration PCB

🔗 PCB-related Information (in Japanese)

External Environmental Evaluation

ISO Certification

Mitsubishi Electric has obtained company-wide multi-site ISO 14001:2015 certification in order to strengthen compliance by the Company as a whole and to further strengthen its contribution to the environment by ensuring that business operations are based on environmental plans.

As of this report, approximately 90% of associated companies with manufacturing sites covered herein have obtained ISO 14001:2015 certification, while the certification rate across all associated companies stands at around 50%.

➤ **ISO 14001 Certificate of Registration (Scope: Mitsubishi Electric)**

Third-Party Assurance

To ensure the reliability of its disclosures, Mitsubishi Electric obtains third-party assurance from an external assurance provider for its greenhouse gas emissions, water intake and wastewater volumes.

➤ **Third-Party Assurance / Third-Party Verification**

For other initiatives and external evaluations, click below:

➤ **Initiatives and External Evaluations**



Quality

We constantly strive to increase customer satisfaction in all aspects of our business, from the production of high quality, easy-to-use products to our after-purchase support, response to major issues, and product disposal.

Quality →

- > Basic philosophy on quality
 - > Product safety-related principles
 - > Initiatives regarding product security
-

Human rights

The Mitsubishi Electric Group has established its Human Rights Policy in accordance with the spirit of the Group's Purpose and Our Values. By conducting its activities in accordance with this Policy, the Group will respect the human rights of all people involved in its business activities and contribute to the realization of a society in which there is respect for all people.

Human rights →

- > Human rights policy
 - > Human rights contact desk
 - > Compliance with laws and regulations on human rights
-

Human capital strategy

Our people are the foundation of all of the Mitsubishi Electric Group’s business operations. We actively invest in Human capital strategy to build a Mitsubishi Electric Group that society can relate to and expect great things.

Human capital strategy →

- > Talent management that fosters mutual growth of people and the organization

> Health and productivity management and occupational safety and health
- > Success of varied human capital
- > Employee well-being
-

Supply chain management (Procurement)

We commit to progressively aligning our operations with the provisions of the RBA Code of Conduct, a global standard, to promote continuous improvement of our sustainability efforts.

Supply chain management (Procurement) →

Philanthropic activities

Working toward a vibrant and sustainable society, we are engaged in a wide range of activities that respond to regional needs and foster the next generation of talent, both domestically and internationally.

Philanthropic activities site →

Social data

We disclose data on human capital, human rights, occupational safety and health/health management, and supply chain management.

Social data →

Quality

Basic Policy and Management

Basic Policy

Based on its Purpose, “We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity,” the Mitsubishi Electric Group constantly strives to increase customer satisfaction in all aspects of its business, from the production of high-quality, easy-to-use products to after-purchase support, response to major issues, and product disposal.

Basic Philosophy on Quality

The Mitsubishi Electric Group is working to establish systems and environments that inherently eliminate the need for improper quality control practices, based on the following revised Basic Philosophy on Quality—updated to reflect employee feedback.

- We offer the quality that ensures customer satisfaction.
- We provide products and services with quality as our top priority.
- We each play a self-leading role for creating better quality.

Management

Mitsubishi Electric has established a company-wide framework for quality assurance and improvement activities. To promote and strengthen Quality Assurance Reforms, the Corporate Quality Assurance Reengineering Group—led by the Chief Quality Officer (CQO)—is implementing shared initiatives across the organization. The Corporate Quality Assurance Reengineering Group has a Quality Assurance & Management Department at each manufacturing base, which assumes the function for checking, including shipping authority, as well as a contact point for consultation on issues in the field.

Quality Improvement Activities

The Mitsubishi Electric Group promotes quality improvement activities in all business processes related to products and services to improve quality, safety, and reliability while promoting human capital development.

With regard to development and design in particular, we strive to develop human capital who are capable of assessing each country's laws and standards, customer requests, and basic product functions, as well as executing and driving designs that ensure safety, reliability, and stability of functions. These human capital improve our development and design quality by ensuring, alongside other efforts, all parties involved are familiar with the elemental technology guidelines necessary for ensuring quality.

As for procured products, we have been working to improve quality in collaboration with our suppliers, who are important partners of the Mitsubishi Electric Group, by asking them to understand our policy that gives top priority to quality.

With regard to product defects, we have also built a database of failure cases that have occurred in the Mitsubishi Electric Group. We use this database to build quality into products to prevent defect recurrence.

Driving Quality Assurance Reforms

Through engineering process reforms, we are rebuilding our organizational capacity to deliver technically sound explanations—establishing systems and environments that inherently eliminate the need for improper quality control practices.

Rebuilding Deterrence Functions

We continue to conduct quality audits across Group sites, while also fostering talent in this area by offering tiered training programs on quality auditing at each location.

Addressing Technical Capabilities and Resource Challenges

Through investments in IT and digitalization, approximately 80% of inspection equipment used in final product testing for mass production has now been digitized.

Reinstilling Quality Compliance Awareness

On “Company-wide Quality Day,” we shared a message from the President underscoring the importance of keeping the memory of past failures alive. We also presented a video featuring interviews with employees who experienced past quality compliance issues. We also launched a rotating exhibit of related physical artifacts across all sites, with plans to establish a permanent exhibit in FY2026.

Enhancing Manufacturing Management Environments

To optimize resource allocation, we are visualizing workload levels in design and quality control operations at model workplaces across all manufacturing sites. In parallel, “factory health checks” are helping visualize manufacturing environments and share best practices across locations, supporting ongoing improvement efforts.

Advancing Front-Loaded Design Practices

Manufacturing sites are accumulating successful experiences with Quick DR—a design review method focused on functional changes and modifications. These successes will serve as the basis for company-wide rollout.

User-Friendly Products

Basic Policy

The Mitsubishi Electric Group has established the philosophy of “creating user-friendly products and comfortable living environments for many people” as the foundation of its universal design development. To achieve true user-friendliness and comfortable living, we are committed to providing products and living environments that offer a high level of satisfaction to as many people as possible.

📄 **Mitsubishi Electric Group's Initiatives in Universal Design (in Japanese)**

Mitsubishi Electric Group's Initiatives in Universal Design

We have applied the concept of universal design (UD) to home appliances such as air conditioners and refrigerators, as well as to public equipment such as elevators, by considering the needs of all users. This approach is continuing to evolve.

"UD Guidelines" for ease of use for many people

The UD Guidelines are standards applied to a wide range of product development to ensure usability of our products by all users, including children, the elderly and those with disabilities. These guidelines summarize considerations for changes in human characteristics due to aging and disabilities, and are structured around four perspectives: "cognition," "identification," "physical," and "safety and usability."

UD-Checker, the Universal Design Evaluation System

UD-Checker is Mitsubishi Electric's original tool that can be used by both designers and engineers to evaluate universal design qualities.

This tool shows four perspectives: "cognition," "identification," "physical," and "safety and usability," indicating specific design aspects for development and improving the efficiency of product development. The UD-Checker is used on a wide variety of Mitsubishi Electric Group products from home appliances and public equipment to industrial equipment.

The UD-Checker's Four Evaluation Criteria

Recognition	Consideration for ease of understanding	Identification	Consideration for ease of reading and/or hearing	Physical use	Consideration for comfortable posture and minimum physical load	Safety/usability	Consideration for usability without danger or operating errors.
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[Details of UD-Checker \(in Japanese\)](#)

Application to Home Appliances

To ensure that customers can use our home appliances with peace of mind, we have been actively promoting the application of Universal Design. For instance, we have applied the Universal Design Guidelines to the IH cooking heater.

"RakuRaku-IH" Cooking Heater CS-G221AKS

Large characters & numerical indicators

Features

Characters are approximately 1.8 times the size of our conventional system. (Compared with Mitsubishi Electric's conventional model G38MS)

Can be operated simply by pressing buttons in order of numbers displayed.

[Other "RakuRaku Assist" Products \(in Japanese\)](#)



Large characters & numerical indicators

Application to the Industrial Sector

Even in the industrial sector, where there is a high level of specialization and a relative lack of diversity in terms of operators who handle equipment, the labor environment is changing. Examples of this transformation include the aging of workers, and more foreign and inexperienced workers—changes that have increased the need for universal design. At the Mitsubishi Electric Group, we are applying the concept of universal design to our industrial products, such as factory automation equipment and electric power devices, as well as to the installation and maintenance of equipment on factory floors.

Creating Easy-to-Understand Instruction Manuals

Under a campaign to provide first-rate instruction manuals, the Mitsubishi Electric Group is directing its efforts to create easy-to-read and easy-to-understand instruction manuals to ensure the safe and comfortable use of our products. Forming the basis of this effort is Mitsubishi Electric's original "Guidelines for the Creation of Instruction Manuals for Home Appliances—Instructions." To raise the quality level of instruction manuals, this handbook is distributed to all associated companies in Japan that handle home appliances.

Instruction Manual for Mitsubishi Electric Kirigamine FL Series Room Air Conditioners (in Japanese)

Award Received

In FY2025, we won the following awards at the IAUD International Design Awards organized by the International Association for Universal Design (IAUD). All of the winning products below received awards due to the exploration of the needs of consumers and users and the design of functions and services to realize usability that meets those needs.

- Silver Award — "MeAMOR" gently protects families living apart from each other with home appliances
- Bronze Award — A Smart Factory Concept that is Friendly to All People: A concept that facilitates collaboration between people inside and outside the factory to share services and equipment.

Mitsubishi Electric will continue creating products and services that leverage the extensive range of its technologies to solve the problems of users.

MeAMOR
ミエアモール

離れて暮らす家族を
家電でそっとみまもる



"MeAMOR" gently protects families living apart from each other with home appliances



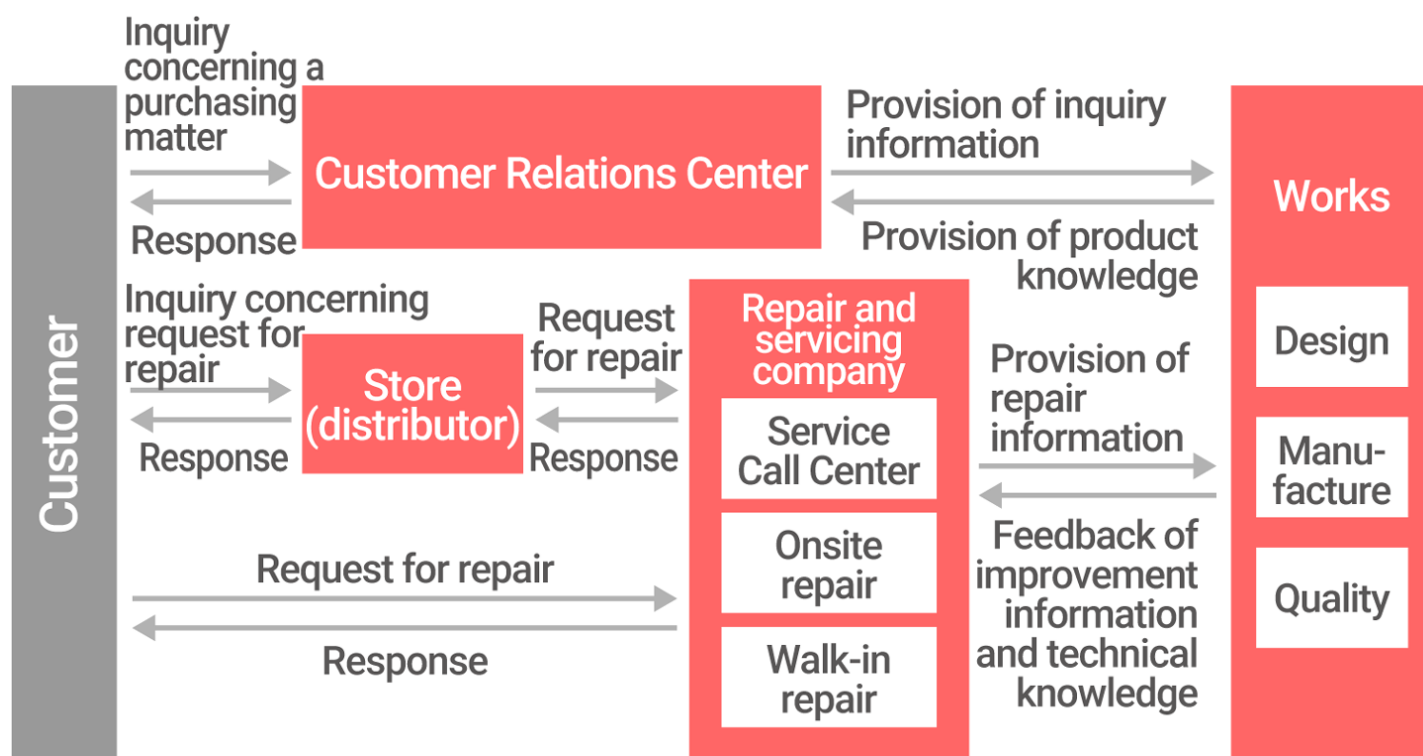
A Smart Factory Concept that is Friendly to All People

Improving Customer Satisfaction

Basic Policy

The Mitsubishi Electric Group has been committed to customer satisfaction since its founding. Inheriting this spirit, we collect feedback from our customers through customer satisfaction surveys as appropriate to the characteristics of each business operation and incorporate customer opinions into product development, marketing strategies, and services.

We also strive to maintain customer satisfaction by strengthening our repair/service systems, providing effective staff training, and expanding access to information via our websites.



Flow of responses to customer inquiries (Mitsubishi Electric)

CS Activities by the Home Appliances Group (in Japan)

The Living Environment & Digital Media Equipment Group handles matters related to home appliances and carries out customer satisfaction (CS) improvement activities. These activities are aimed at ensuring that Mitsubishi Electric products are available to as many people as possible and that customers across the country can use the product they purchase with confidence. We value contact with customers and retailers, offering guidance on purchasing decisions, product usage, and after-sales service. We continuously strive to incorporate feedback from these interactions into future product development, sales, and service improvements.

System of Reviewing Customers' Comments

The content and results of consultations and repair requests from customers and the details of technical inquiries are sent as feedback to the manufacturing works. They are used to improve both products under production and in development, and to provide repair information to distributors.

The Customer Relations Center compiles a database of customer feedback and periodically sends the results of trend analysis to works, sales companies, and research institutes. Works and sales companies strive to improve current products and simplify instruction manuals, while research institutes use the information to improve products under development. At the same time, regular liaison meetings are held between works and the Customer Relations Center to address issues and improve information collection.

Shizuoka Works has created opportunities for engineers to hear feedback from customers directly in order to improve the quality of room air conditioners "Kirigamine." When quality problems arise, engineers visit the customer to check on the usage environment and provide feedback for product development. Such feedback is used to improve product design and control specifications. We have also reflected feedback from customers in our efforts to improve product quality with respect to perceived temperature control and the noise of outdoor units. We will continue to improve our products by using valuable customer feedback.

CS Activities by the Building Systems Group (in Japan)

The Building Systems Group handles elevators and escalators that provide vertical transportation within buildings and building management systems. By ensuring their safety and security and continuously delivering comfortable means of transportation and living spaces as indispensable social infrastructures on a global scale, we contribute to making society even more vibrant and sustainable.

24-Hour, 365-Day Safety Hotline

The Building Systems Group operates eight Information Centers in Japan that serve as a 24-hour, 365-day Safety Hotline for customers, providing immediate support in emergencies. These centers continuously monitor the operational status of building facilities remotely. When an abnormal signal is detected, the system identifies and dispatches the most suitable engineer—selected from a pool of approximately 6,000—based on proximity and ability to respond quickly and accurately. The selected engineer receives building information and past service records, while urgent parts are arranged as needed. This ensures the swift restoration of facility functions.

Moreover, by monitoring changes in data on the operational status of elevators and air-conditioning facilities, information centers strive to detect and address abnormalities before they develop into malfunctions and prevent problems from occurring.



Information center

Mitsubishi Elevator and Escalator Safety Campaign

Elevators and escalators are used to transport a large number of persons, so a high level of safety is imperative, and they are thus equipped with various safety devices and functions. At the same time, regular maintenance and inspection and correct use are necessary to ensure safe operation.

The Mitsubishi Electric Group conducts the Mitsubishi Elevator and Escalator Safety Campaign, which includes two types of briefing sessions: User Briefings to raise awareness among elevator and escalator users about proper usage, and Facility Manager Briefings to provide building owners and facility managers with guidance on daily management practices and emergency response procedures. These sessions have been attended by more than 300,000 people to date and will continue to be held as one of the important safety activities of the Mitsubishi Electric Group.



Mitsubishi Elevator and Escalator Safety Campaign

Topics

Inazawa Building Systems Works SOLAÉ showroom

The showroom attached to the 173-meter-tall SOLAÉ elevator testing tower receives visitors from facility owners, design offices, and construction companies—as well as children from the local community—and having them see, feel, and experience actual products and technologies related to elevators, escalators, and building management systems from Mitsubishi Electric that are fundamental to building operation, the showroom communicates the safety and security of Mitsubishi Electric's products.

The elevator and escalator zone introduces visitors to the history of elevators and escalators, and, using actual elevator and escalator units, provides a survey of subjects ranging from their basic structure to the latest products and technologies that ensure their safety, security and comfort. Visitors can also experience the “function to connect with people” that improves operating efficiency and comfort as well as the “function to connect with the building” for integrating elevators with other building facilities. The building management system zone allows visitors to experience technologies including the latest building management and security systems.



SOLAÉ elevator testing tower



SOLAÉ showroom

Product Safety-Related Principles

Basic Policy

Based on the Purpose and Our Values, the Mitsubishi Electric Group promotes product safety initiatives under its Product Safety-Related Principles.

With regard to consumer products particularly, Mitsubishi Electric is committed to preventing serious hazards that could result in death, injury, fire, or other damage, by subjecting all products to a quantitative risk assessment at the development stage, while also designing and developing products in consideration of their end-of-life management (to ensure safety even at the stage where products are prone to break or be discarded).

➤ Product Safety-Related Principles

Responding to Product-Related Issues

Basic Policy

If we receive any report of a major issue occurring in a product that we have sold, we have a system in place that includes the top management to ensure quick and accurate decisions on the steps and measures to take, so that we can take proper action while always placing top priority on not inconveniencing our customers. In addition, we will share information on major issues that occurred with regard to products across the entire Group promptly to strengthen our ability to respond to such issues.

For recalls in particular, we work on an ongoing basis to ensure that all the relevant products that were sold are returned and repaired, and apply these efforts to a wide array of sales channels.

Reporting Major Product Issues

A detailed list of information pertaining to important product-related and quality issues is posted on Mitsubishi Electric's Japanese-language official website.

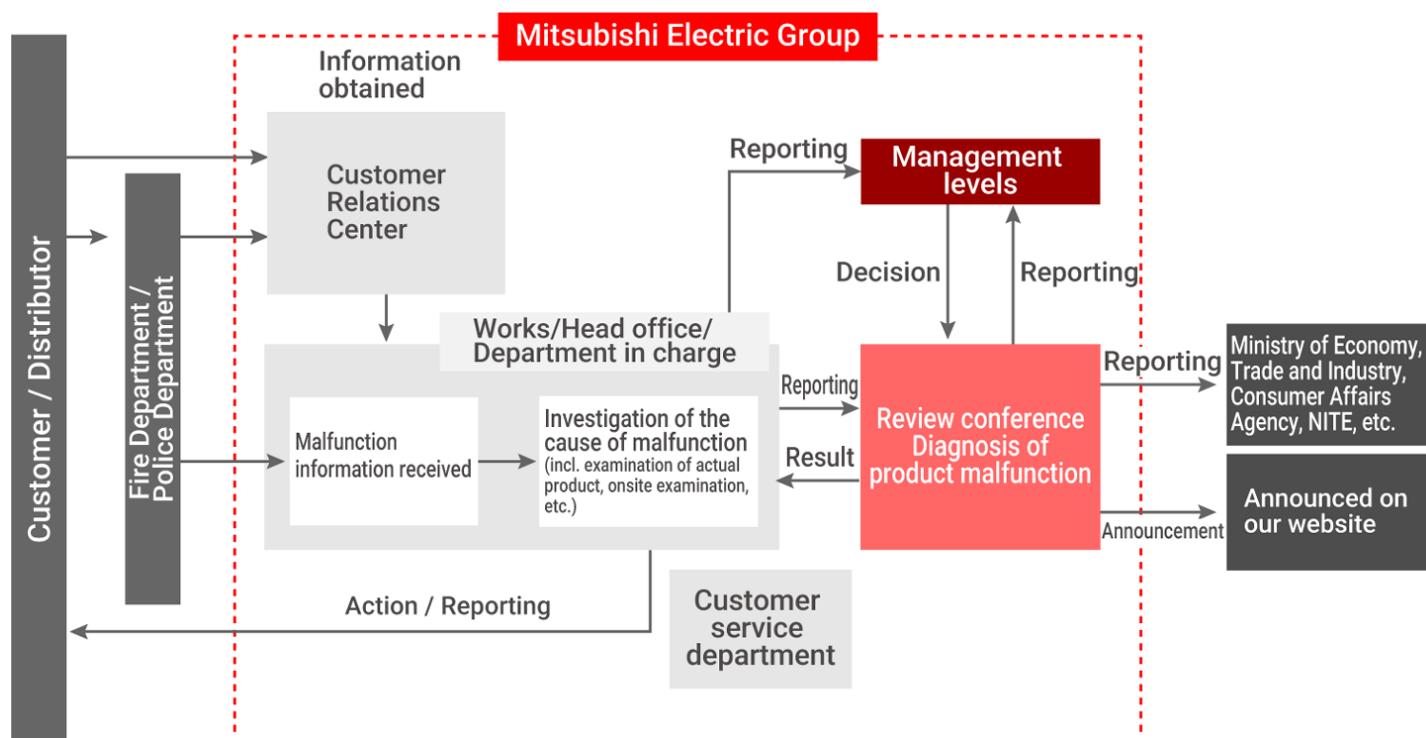
[List of Important Information Pertaining to Products \(in Japanese\)](#)

Accident Reporting Based on the Consumer Product Safety Act

In Japan, we promptly release appropriate information on issues in consumer products, which directly and deeply affect consumers.

Detailed information on our compliance with Japan's revised Consumer Product Safety Act, which went into effect in May 2007, is available on Mitsubishi Electric's Japanese-language official website.

🔗 Accident Reporting Based on the Consumer Product Safety Act (in Japanese)



Flow of responses to accidents (Mitsubishi Electric Group)

Human Rights

Concept of Respect for Human Rights

Policy on Respect for Human Rights

Protection of human rights and support for internationally agreed human rights are imperatives for the Mitsubishi Electric Group's business activities. Accordingly, as members of the Group, we recognize our duty to prevent any complicity with human rights violations.

In August 2024, we revised our Human Rights Policy in response to changes in the social environment surrounding human rights.

➤ **Mitsubishi Electric Group Human Rights Policy**

Other Policies Related to Human Rights

With regard to specific issues such as the human rights of our Group employees and those of supply chain employees, the ethical use of technology, and privacy and information security, we are taking concrete action based on the relevant policies outlined below to make our human rights initiatives more effective.

➤ **Mitsubishi Electric Group Code of Conduct**

➤ **AI Ethics Policy**

➤ **Privacy Policy**

 **Mitsubishi Electric Group Supply Chain Code of Conduct**

Management System Related to Respecting Human Rights

To advance our efforts in respecting human rights, the Human Rights Subcommittee—under the Sustainability Committee—deliberates and approves relevant policies and plans, and reviews progress and implementation outcomes. Subsequently, those points are discussed within the Sustainability Committee, then reported to the Executive Officers' Meeting for further deliberation, and are subject to oversight by the Board of Directors. Given the wide-ranging nature of human rights issues, the Human Rights Subcommittee determines strategic direction for cross-functional matters and assigns clear departmental responsibilities to ensure effective implementation.

In addition, the Human Rights Working Group, which is composed of Section Manager-level members from the divisions that make up the Human Rights Subcommittee, examines the practical implementation of various human rights-related initiatives.

In fiscal 2025, the Human Rights Subcommittee met three times, while the Human Rights Working Group met ten times.

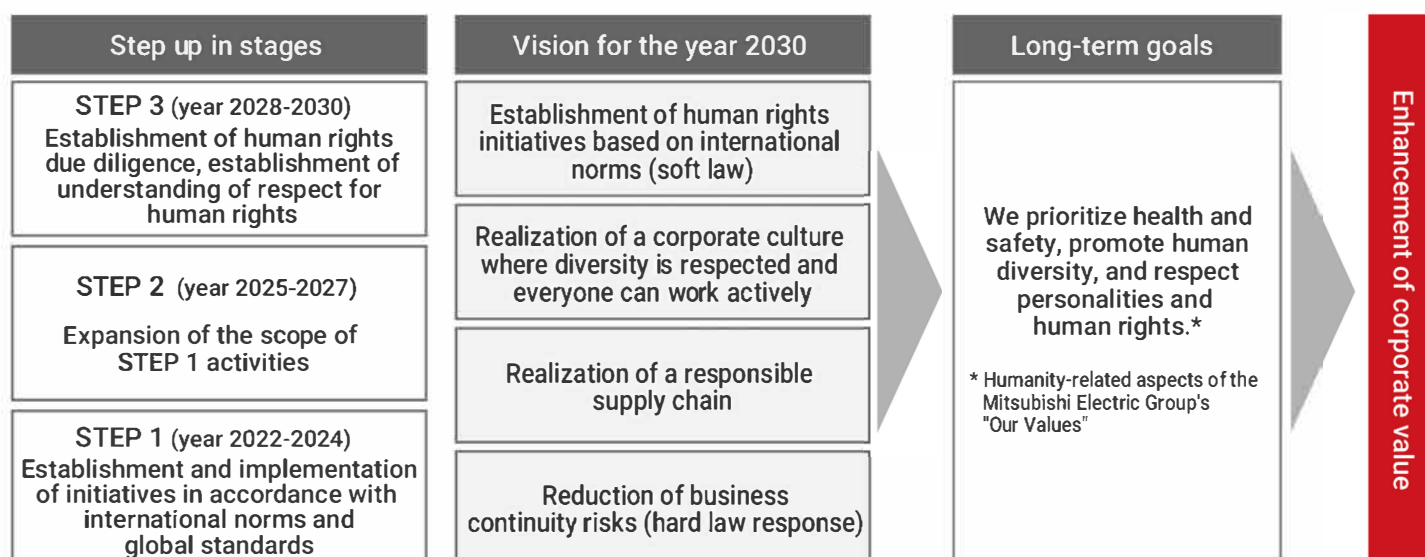


Human Rights Management

Mid- to Long-Term Goals and Roadmap for Human Rights Initiatives

We pursue human rights initiatives based on a defined mid- to long-term goals and the roadmap.

In the short term (one year), specific action items and KPIs are set, and the Human Rights Subcommittee and the Sustainability Committee follow up on the results.

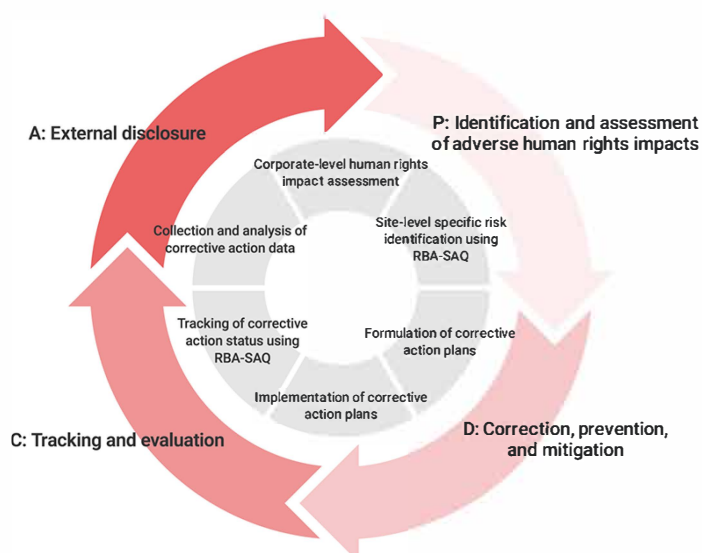


Mid- to long-term goals and the roadmap for human rights initiatives (in brief)

Human Rights Due Diligence

The Mitsubishi Electric Group is committed to human rights due diligence (human rights DD) in accordance with the United Nations Guiding Principles on Business and Human Rights.

The Group periodically carries out "Human Rights Impact Assessments" in order to assess the impact of the Group's business activities on human rights and also strives to enhance the management of identified risks.



Identifying and Assessing Negative Impacts on Human Rights (Human Rights Impact Assessment)

Since fiscal 2024, the Mitsubishi Electric Group has been working in collaboration with Business for Social Responsibility (BSR), a U.S.-based sustainability organization, to conduct human rights impact assessments based on global standards. The impact assessment involved desktop research followed by identification of potential risks in the Mitsubishi Electric Group's value chain through interviews with each corporate department and prioritization of human rights issues from the perspectives of importance, likelihood of occurrence, and relevance to business. As a result, the Group identified the priority human rights issues among potential issues that could impact its stakeholders, as shown in the figure below.

The Group has also begun conducting RBA Self-Assessment Questionnaires (RBA-SAQs) at its own manufacturing sites to identify human rights risks at the site level.

Human rights issues that may be affected by the Mitsubishi Electric Group's Business Activities

Category Priority	Employee	Supply Chain	Product & Service
The most salient human rights issues	Working Environment	Suppliers & Labor Standards	Privacy & Information Security
	Occupational Safety & Health	Forced, Slave & Debt Labor	
		Child Labor	

Correcting, Preventing, and Mitigating Negative Impacts on Human Rights

BSR provided recommendations on the human rights issues identified in the previous section to prevent them from occurring. The Mitsubishi Electric Group has formulated improvement measures to address these recommendations and began implementing them in FY2025. Key activities carried out in FY2025 are outlined below.

Initiatives Addressing Significant Human Rights Issues: FY2025 Achievements and FY2026 Key Initiative Plans

	Key Recommendations from BSR (Selected Items)	FY2025 Achievements	Future Challenges (Key Initiatives for FY2026)
Common Issue	<ul style="list-style-type: none"> Review the Human Rights Policy formulated in FY2018 to reflect evolving social conditions 	<ul style="list-style-type: none"> The Group revised its Human Rights Policy based on insights from BSR, an external human rights experts, and published the updated policy under the President's name in August 2024. 	<ul style="list-style-type: none"> Review and formalize the grievance process—from intake to remedy—based on the eight criteria outlined in the UN Guiding Principles on Business and Human Rights.
	<ul style="list-style-type: none"> Enhance the grievance mechanism to ensure more effective resolution 		
Employees' Human Rights	<ul style="list-style-type: none"> Strengthen identification and response to labor and human rights issues across global operations 	<ul style="list-style-type: none"> The human resources departments collected information on occupational safety and health initiatives from overseas associates and considered organizing and preparing shared educational content on occupational safety and health. 	<ul style="list-style-type: none"> Consider establishing a human rights promotion organization to identify and address human rights risks across Group sites, including overseas locations.
		<ul style="list-style-type: none"> RBA-SAQ assessments were conducted at the Company's own manufacturing sites to initiate risk identification efforts. 	
Supply Chain's Human Rights	<ul style="list-style-type: none"> Reinforce supply chain management through the use of RBA tools 	<ul style="list-style-type: none"> In FY2025, RBA-SAQ was conducted for domestic suppliers. 	<ul style="list-style-type: none"> Ensure 100% implementation of corrective actions for high-risk suppliers identified through the FY2025 RBA-SAQ.
			<ul style="list-style-type: none"> Expand deployment of the RBA-SAQ to suppliers in China and Thailand.

Human Rights of Consumers and Communities	<ul style="list-style-type: none"> Review the checklist items and processes related to AI ethics, and establish a framework that enables thorough risk assessment from a human rights perspective 	<ul style="list-style-type: none"> The Corporate AI Strategy Division is advancing initiatives related to the development of an AI Management System, AI Risk Management, AI Regulation and Standardization, and other efforts. 	<ul style="list-style-type: none"> Further reinforce the initiatives listed to the left.
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Tracking and Evaluating Human Rights Initiatives

The Human Rights Subcommittee periodically verifies the status of activities to address the BSR recommendations. It also monitors working conditions at Mitsubishi Electric Group's manufacturing sites and at suppliers using the RBA Self-Assessment Questionnaire (SAQ) to identify and assess potential risks.

Initiatives Related to Employee Human Rights

Basic Policy

Mitsubishi Electric Group is committed to respecting the basic rights of employees, an approach that is included in the principles of the Universal Declaration of Human Rights as well as the United Nations Global Compact, as provided in Mitsubishi Electric Group Code of Conduct.

In addition, Mitsubishi Electric respects the freedom of association as a company and assures Mitsubishi Electric labor union to hold the three basic rights of labor (the right to organize, the right to collective bargaining, and the right to act collectively), under the labor agreement entered into between Mitsubishi Electric and Mitsubishi Electric labor union.

Relationship with Labor Union

Based on the labor agreement, Mitsubishi Electric implements the following.

- The Company and labor union periodically hold meetings of a management council and labor council and have active communication.
- Under the union-shop system, all employees (excluding management-level employees) become union members after completing a trial period, as a rule.
- Working conditions for employees not covered by this labor agreement are determined based on individual employment status and laws related to equal pay for equal work.
- Associated companies in and outside of Japan also share the principle of holding thorough rational discussions between labor and management, and endeavor to maintain and improve sound working conditions and workplace environments in compliance with labor-related laws and regulations concerning employment, personnel affairs, work duties, wages, working hours, immigration control, and so on in the countries and regions where they do business, as well as with internal regulations and procedures.
- The labor contract stipulates that Mitsubishi Electric will swiftly notify the labor union of secondments and transfers of employees within and outside the organization for business reasons. The contract also states that, particularly when large numbers of employees will be seconded or transferred within or outside the organization, the Company will consult with the labor union regarding the basic terms.

> Human Capital Strategy

Human Rights Initiatives in the Supply Chain; Joining the RBA

In 2024, the objectivity and transparency of the Mitsubishi Electric Group's human rights initiatives in sustainable procurement was enhanced through the alignment of our own operations with the provisions of the RBA Code of Conduct, the global standard. We will continue to promote ongoing improvement of our sustainable procurement efforts. Following our transition to regular membership in the RBA in February 2025, we are further strengthening our efforts to continuously improve sustainable procurement practices.



➤ Supply Chain Management (Procurement)

Compliance with Laws and Regulations on Human Rights

Relevant divisions within the Mitsubishi Electric Group are collaborating to respond in a timely and appropriate manner to legislation being developed in various countries regarding the implementation of human rights due diligence by companies.

Our statements on the UK Modern Slavery Act, the Australian Modern Slavery Act, Norway's Transparency Act, and Canada's Modern Slavery Act are posted on our official website.

➤ Compliance with Laws and Regulations on Human Rights

Human Rights Education

The Mitsubishi Electric Group takes various opportunities to educate its employees on human rights.

Training	Content
Human Rights Week	To raise awareness of human rights within the company, the Company delivers messages explaining social trends in the area of business and human rights and the objectives of Mitsubishi Electric's initiatives to employees of Mitsubishi Electric and associated companies in and outside of Japan during Human Rights Week (December 4–10). In FY2025, we developed a human rights awareness video in four languages and distributed it throughout the Group.
Company-wide training (e-learning)	In the "Mitsubishi Electric Group Sustainability" e-learning course for all employees of Mitsubishi Electric and its associated companies in Japan, we provide opportunities to deepen their understanding of human rights issues and the Group's related initiatives, including the concept of "Business and Human Rights."
Job-level specific training	For new employees and newly appointed managers, we provide ongoing training programs regarding human rights. In the training for managers, after completing the course, participants confirm from a manager's perspective whether any problems have occurred in their own workplaces, thereby facilitating the realization of workplace environments in which employees can work comfortably.
Harassment Prevention Education	Mitsubishi Electric and its associated companies in Japan provide harassment prevention education to all employees, promoting a correct understanding of harassing behavior and encouraging the development of appropriate communication skills.

➤ Human Rights and Harassment Prevention Education

Grievance Mechanism

Human Rights Contact Desk

The Mitsubishi Electric Group has established multiple human rights contact desks, including the external contact point JaCER,* to receive inquiries from all stakeholders involved in its business activities—such as employees, business partners, customers, consumers, and local communities. These contact desks are accessible year-round and support anonymous reporting.



* The Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) provides a nonjudicial platform for addressing grievances in accordance with the UN Guiding Principles on Business and Human Rights.

[!\[\]\(10f8862fc183b400327470ea85afe9ae_img.jpg\) JaCER](#)

➤ **Human Rights Contact Desk**

Discussion with External Parties

In order to make the Mitsubishi Electric Group's efforts for human rights issues effective, we have discussions with experts, human rights NGOs and other parties to receive advice on human rights initiatives.

In June 2025, we had the opportunity to explain Mitsubishi Electric Group's initiatives to respect human rights to Ms. Asako Nagai, Managing Director of BSR, and to receive her feedback on the overall assessment and future expectations.

The Mitsubishi Electric Group demonstrates its commitment to human rights across the value chain—including employees, supply chain workers, customers, consumers, and local communities—through its Mitsubishi Electric Group Human Rights Policy. In 2023, the Group established the Mitsubishi Electric Group Supply Chain Code of Conduct, and in 2024 transitioned to regular membership in the Responsible Business Alliance (RBA), a recognized industry standard. In addition, the Group has established multiple grievance mechanisms related to human rights, including an external channel via JaCER (Japan Center for Engagement and Remedy on Business and Human Rights), ensuring progress in its human rights initiatives.



Asako Nagai, Managing Director of BSR

We hope to see further reinforcement of these efforts through the following:

- 1) Setting and managing goals that incorporate KPIs and other indicators to give greater concreteness to mid- to long-term plans and roadmaps
- 2) Reliable risk mitigation, including self-assessments and on-site evaluations
- 3) Enhancing understanding of human rights through expanded training and education for all personnel—from executive leadership to general employees

The feedback received will be discussed within the Human Rights Subcommittee and reflected in the Mitsubishi Electric Group's future human rights initiatives, as part of our commitment to continuous improvement.

Human Capital Strategy

Basic Policy

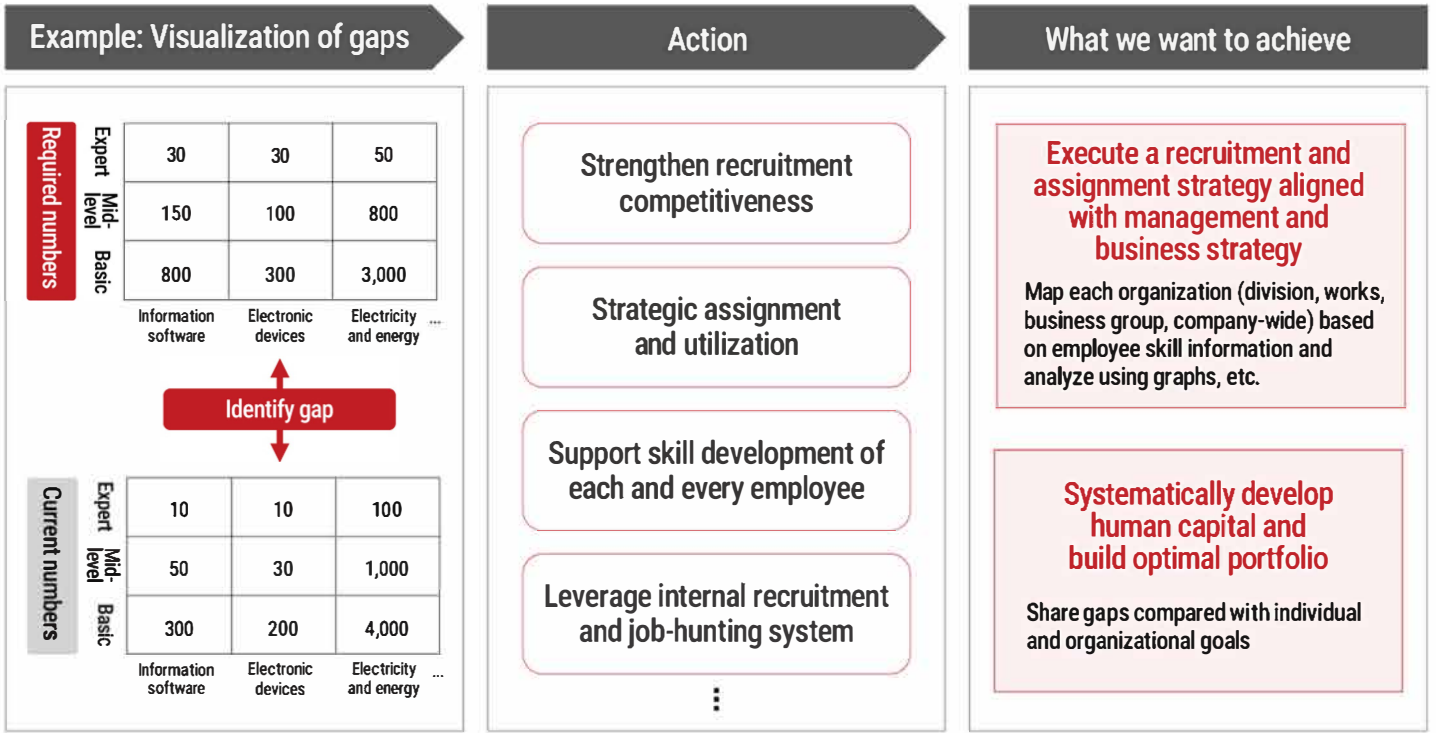
In the Mitsubishi Electric Group Medium-term Management Plan for fiscal 2026, the Mitsubishi Electric Group states it will contribute to realizing a vibrant and sustainable society, including working toward decarbonization, by increasing the provision of integrated solutions through strengthening the business management foundation, promoting digital transformation, and other activities. People are the driving force behind this sustainable growth, and we will continue to practice “human capital management,” which views “people as the capital that creates future value.” To maximize the value of human capital by strengthening talent management and embracing diversity and to develop as an innovative company amid increasingly intense global competition, the Mitsubishi Electric Group will implement diverse reforms by mobilizing all of its human capital, namely, its varied and versatile individual powers. To support this evolution, we are making strategic, planned investments in human capital.

- **Talent Management that Fosters Mutual Growth of People and the Organization**
- **Success of Varied Human Capital**
- **Employee Well-Being**
- **Health and Productivity Management and Occupational Safety and Health**

Talent Management that Fosters Mutual Growth of People and the Organization

Aiming to Realize a Human Capital Portfolio that Contributes to Business Strategy

We define human capital requirements by backcasting based on our future objectives rather than by making assumptions about current human capital and skills. This is how we strategically recruit, place, and develop human capital.



Strengthening Recruitment Competitiveness to Secure Varied and Versatile Human Capital

Mitsubishi Electric maintains an open and inclusive recruitment process, conducting fair and impartial selection based on each candidate’s abilities and aptitude. Moreover, we are actively developing recruitment activities more accurately tailored to the career needs and expertise of applicants. Our goal is to strengthen recruitment competitiveness in order to secure varied and versatile human capital.

Enhancing Job Matching in New Graduate Recruitment

For sales and administrative positions, in addition to the conventional “general stream” in which placements are determined after job offers based on aptitude and individual preferences, we have been operating a “occupational stream” for staff-level employees since fiscal 2024. In this stream, candidates are placed in a predefined role aligned with their individual needs and expertise at the time of joining.

For technical positions, in addition to the existing “designated placement recruitment system,” which determines placement at the time of hiring based on variations in business fields, job functions, and work locations, etc., we have been operating the “designated placement recruitment system PLUS” since fiscal 2024. This enables us to offer more competitive compensation (salary and bonuses) than what is typically provided to standard new graduate hires, particularly in areas requiring rarer and more advanced technical expertise.

Further Expanding Mid-Career Hires

To secure human capital capable of making immediate contributions through diverse experience, we are consistently hiring mid-career talent at a stable scale through a variety of recruitment channels.

Our employee referral program, introduced in fiscal 2022, has successfully led to applications and hires from talent pools that are difficult to reach through traditional job markets. We plan to expand this initiative further. To increase the effectiveness of our comeback recruitment program (rehiring former employees), we launched the Re-MELCO Alumni Network in fiscal 2024. This initiative fosters ongoing engagement between Mitsubishi Electric and former employees, expanding opportunities for reemployment. We are strengthening our direct sourcing efforts by proactively reaching out to individual candidates, particularly in the increasingly competitive engineering field, to secure more top-tier professionals.

In addition, we have discontinued the criteria for recent graduate recruitment that applicants must have graduated within the last three years from the last school attended. Instead, we have expanded the application criteria so that job seekers with work experience are free to choose between recent graduate recruitment or mid-career hiring based on their own career aspirations, regardless of the length of their work experience.

Initiatives to Secure Global Human Capital

In Mitsubishi Electric’s new graduate recruitment activities, the company works to secure varied and versatile human capital regardless of nationality or race. Avenues for this include actively engaging with talent pools that include Japanese students studying at overseas universities and holding its own recruitment seminars for international students studying at universities in Japan. We also support career development for international students by actively hosting such students for internships, which provide opportunities for work experience and deepening understanding of industries and occupations, which will ultimately help them increase their job satisfaction.

Optimal Global Placement Across the Group

Strategic Global Deployment and Utilization of Human Capital

The Mitsubishi Electric Group has introduced global job grading to foster visualization of key positions within the Group, including at overseas locations. We aim to strengthen our business and further develop human capital by creating a Group-wide pool of management candidates and identifying talented persons for placement to key positions and tough assignments.

In addition, we appoint human capital from overseas associated companies to executive officer and other management positions at Mitsubishi Electric, and will continue promoting these strategic placements going forward.

Mitsubishi Electric is working to make the most of its human capital across countries in an attempt to place excellent human capital to optimal positions regardless of nationality or race. We are also working on borderless organizational management to make the most of online communication, while gradually implementing a virtual assignment mechanism in which employees engage in the business of a Group company in another country while staying in their own country.

Strengthening the Human Capital Management Framework

The Mitsubishi Electric Group is advancing the transformation of its human capital management framework to a more strategic model at both the Group and global levels. We have established Regional HR Offices responsible for designing and implementing human capital strategies tailored to the characteristics of each region, based on the Group's overall human capital strategy.

Mitsubishi Electric Corporate HR, business division HR, Group company HR, and Regional HR are working in close collaboration to ensure the optimal global placement of the Group's 150,000 employees. Together, they are driving a range of HR initiatives, including leadership development, recruitment, and cultural transformation, across the global organization.

Developing Varied and Versatile Human Capital

Human Capital Development Measures and Initiatives to Support Individual Skill Enhancement

The Mitsubishi Electric Group encourages employees to continuously and proactively develop their own skills with the aim of cultivating talent who think independently, act proactively, and continuously take on challenges. To support this, we design and implement a wide range of human capital development initiatives and create environments that foster learning. We emphasize on-the-job training to pass on daily operational know-how and mindsets, while complementing it with off-the-job training that enables employees to acquire knowledge, skills, and career development opportunities that are difficult to gain on the job alone. This includes active use of online learning platforms. Additionally, we support employee networking activities to foster a corporate culture of mutual learning, teaching, and connection. Off-the-job training programs include technical, motivational, and knowledge-based sessions delivered by exceptional teachers from both within and outside the organization; skill enhancement through certifications and competitions; and practical training at overseas sites as well as study opportunities at domestic and international universities. These initiatives support upskilling across the entire Group, including employees of affiliated companies. In fiscal 2026, we launched a new short-term intensive program to develop digital transformation (DX) talent at each level, targeting a wide range of job categories.

We also provide all employees with essential knowledge expected of working professionals, including ethics and legal compliance. All new graduates and mid-career hires receive training designed to build awareness and understanding of foundational concepts, management principles, compliance, and other key topics.

Furthermore, guided by the principle of enabling growth for both the company and its people, Mitsubishi Electric supports each employee in taking ownership of their career and achieving self-directed development as a means to pursue both sustainable corporate growth and individual fulfillment. Beyond conventional, uniform job-level specific training programs, we are expanding our content offerings to support the specific skills and capabilities required for each employee's unique situation. We seek to integrate these initiatives with core focus areas—such as enhancing communication skills among younger employees and strengthening leadership and people management capabilities for mid-level and managerial roles, including the development of their subordinates and junior colleagues. Through these efforts, we are cultivating the talent who will drive Mitsubishi Electric's future, while creating an environment where all employees can thrive and contribute to improved well-being and engagement across the organization.

Human capital development system diagram (Mitsubishi Electric)

Training and development measures	Management candidate development	Key functional person development	☆MELCO Seminar (M-Semi)		Functional training				Level-specific training	
			Area of specialty	Common areas	Global	Skill training	Individual functional training			
	Mitsubishi Electric Business Innovation School (MBIS)	Advanced Technology/ System Course	JIT improvement instructor / driver development	<ul style="list-style-type: none">• Sales• Career produce• Communication• AI / Media• Information software• Electronics / Devices• Machines• Electricity / Energy• Control• Quality• Environment• Production• Planning / Development	<ul style="list-style-type: none">• Globalization• Business knowledge / Intellectual production capacity• New business creation skills• Corporate principles / Governance	Overseas OJT system	Study abroad system	Training before overseas assignment	Language study abroad/Dispatching to domestic language schools	Administrative division personnel training (purchasing, accounting, general affairs, etc.)
							Mitsubishi Electric Group skills competition	Company-wide supervisor meeting	Job-level specific training / Management training	
Career development support	Supporting each and every employee to envision and shape their future career by developing the necessary skills		☆Career consulting room ☆Self-development support system		ME Time* ☆Job-Net*	Total life program ☆Career Challenge System*				
Knowledge sharing	Place to accumulate, pass down, and develop information related to technology and business. Human networking beyond individual areas of business		☆Melcollege Chief Engineers' Meeting ☆Mitsubishi Electric quality-related information sharing system		☆Engineering Divisions' Meeting Engineering Committee		☆Engineers' Meeting ☆Technical help desks			
Training for all employees	Ensuring basic knowledge for Mitsubishi Electric Group employees is provided and an appropriate mindset is developed within them		Compliance, safety, quality, sustainability, diversity, etc.							

☆Main measures and systems that employees can utilize independently

* Includes some non-development measures.

Annual amount of human resources development and training expenses per employee (Mitsubishi Electric)	Approx. 172,000 yen/person
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Strengthening and Handing Down Technologies and Business Capabilities to Drive Transformation

In pursuit of strengthening its technologies and business capabilities, Mitsubishi Electric has been developing group-wide seminars under the name “MELCO Seminar” that can be selected and attended according to the needs of each individual. Approximately 450 types of seminars are provided in total, with more than 31,000 annual participants. Online courses are also provided, making it easy to attend from any office. In addition, Mitsubishi Electric has set up the “Advanced Technology System Course” as the top level seminar course to bolster its important technologies, and the Company is focusing efforts to develop key persons in the relevant areas.

In parallel, Mitsubishi Electric is enhancing its learning infrastructure: employees are encouraged to envision their future selves and actively shape their own development, while supervisors are equipped to offer tailored support for each team member's growth. Beginning in fiscal 2026, the Company launched a digital guide titled Jinkai-se Torisetsu*—a Group-wide resource designed to help employees explore and select training and development programs, including MELCO Seminars, that align with their needs at every stage of life and career, from onboarding through to retirement. In addition, Mitsubishi Electric has introduced Skill Development Guidelines for each job field across the Group, outlining essential competencies and expectations by job level, and connecting them to relevant MELCO Seminars and other development tools that can help employees acquire these skills. These initiatives aim to empower employees to take ownership of their professional development.

* The name “Jinkai-se Torisetsu” incorporates the abbreviated Japanese name of the Human Resourced Development Center (Jinzai Kaihatsu Senta), which oversees the MELCO Seminars.



"Jinkai-se Torisetsu" poster and digital brochure (in Japanese)



Fostering a Community to Learn from, Teach and Connect with Each Other

A variety of knowledge sharing networks have been constructed within the Mitsubishi Electric Group. In the Engineering Divisions' Meeting, the largest organization of these networks, approximately 20,000 people participate across 10 subcommittees featuring lectures given by people invited from outside of the Company, presentation sessions within the Group, workshops, and many other mutual study activities to relay a broad range of information. We have also established technical help desks through which newer employees can consult with highly experienced employees via the company intranet.

We also run "Melcollege" as a platform for employees to deepen their understanding and gain more awareness of their own current and future aspirations, both as a company employee and an individual. The concept is creating a community in which we learn from each other, teach each other, and connect with each other. By planning seminars and other sessions on topics that anyone may want to learn about, rather than being restricted to specific businesses or areas of technology, Melcollege promotes non-hierarchical connections that transcend differences in expertise, job, and age between employees who have never met before under the broader business environment of the Mitsubishi Electric Group. Melcollege also aims to foster a mindset of continuously striving to vitalize one's own learning environment by providing opportunities for employees to study together utilizing the previous learning of every individual.



Melcollege seminars and Melcollege logo

Strengthening and Handing Down Skills that Support Transformations

A skills competition is held annually as a measure to strengthen the skills of the Mitsubishi Electric Group, with the aim of “handing down skills and raising skills to even higher levels,” “further creating a climate that respects skills,” and “developing top-level technicians.” The company-wide competition is joined by representatives from manufacturing facilities and has approximately 120 participants in total. The CEO also attends the opening and awarding ceremonies.

As a measure to improve the ability of supervisors, company-wide supervisor meetings and supervisor training programs are held to hand down skills at each manufacturing site.

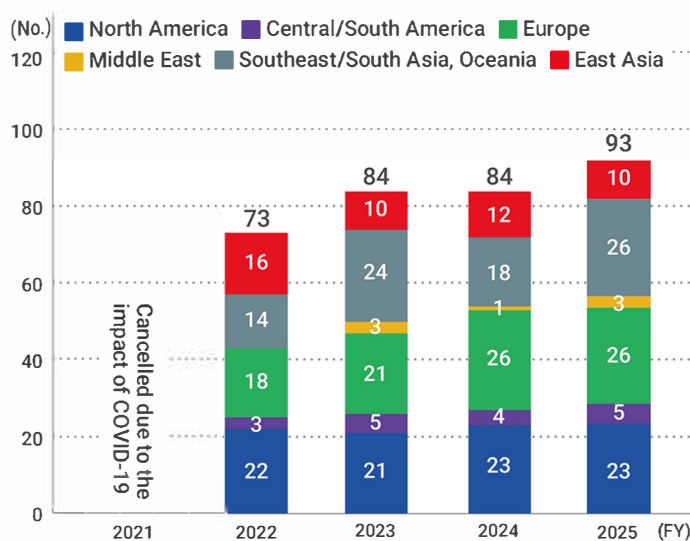


Mitsubishi Electric Group Skills Competition

Globalizing Employees in Japan

Mitsubishi Electric dispatches its employees in Japan to overseas associated companies or overseas business schools, universities, languages schools, and the like as a program that allows them to not only improve language skills, but also experience and understand the local business operations, different culture, and lifestyles.

Especially, the overseas OJT system involves dispatching employees to overseas associated companies for one year, and about 100 employees are dispatched to overseas associated companies every year, as part of our efforts to develop human capital who will drive our global businesses.



Employees dispatched under the overseas OJT system

Promotion and Training of Employees from Overseas Associated Companies for Senior Management Positions

At our overseas associated companies, we are promoting the advancement of high-performing employees into senior management positions by organically linking development and placement strategies—such as career formation through training and the formulation of succession plans—with the goal of strengthening regionally rooted operations and enhancing employee engagement.

To be specific, employees at overseas associated companies participate in training including on-the-job training to learn technologies and skills at production sites in Japan. Selected executives and those in management positions in overseas associated companies gather at the Mitsubishi Electric headquarters to go through training (MGEP*¹ and GMW*²) to learn the necessary knowledge and mindset of a global leader as well as to understand the management policy and business strategies of the Mitsubishi Electric Group.

Participation in these programs not only supports individual growth, but also facilitates interaction with other executive candidates, fosters unity across the Mitsubishi Electric Group, and promotes the formation of cross-border leadership networks. Several past participants in executive training programs have already been promoted to senior management positions at overseas associated companies. We will continue to strengthen the organic connection between development and placement in order to further expand our global talent cultivation and utilization.



Mitsubishi Electric Global Executive Program (MGEP)



Trend in the number of people from overseas participating in training programs held in Japan

	2021	2022	2023	2024	2025	Cumulative total
MGEP	Canceled due to the impact of COVID-19	18	15	Not implemented	15	68
GMW		Canceled	30	27	30	295

*¹ Mitsubishi Electric Global Executive Program

*² Global Management Workshop

(Depending on the year, one or two selected persons from Japan also participate)

Selection, Development, and Evaluation of Executive Leadership

In fiscal 2024, Mitsubishi Electric launched the L.E.A.D.,* a structured management candidate development program designed to cultivate and promote next-generation executive management personnel on a global scale. The program selects, develops, and evaluates candidates with diverse experiences and backgrounds—both from within and outside the Group—and cultivates and advances them into leadership roles capable of guiding the Mitsubishi Electric Group globally.

The selection, development, and evaluation processes are discussed, determined, and executed by the Top Talent Review Committee, chaired by the CEO, to ensure a robust cycle of open candidate selection, appropriate opportunity through placement and training, and assessment and monitoring.

Internal training programs are designed to transcend specific business divisions or locations, promoting cross-functional interaction. From a global perspective, these initiatives also encourage networking between employees in Japan and those from overseas associated companies. In addition, our broad range of management candidate development programs includes the active dispatch of participants to domestic and international business schools, as well as external training opportunities.

* Leadership Enhancement And Development

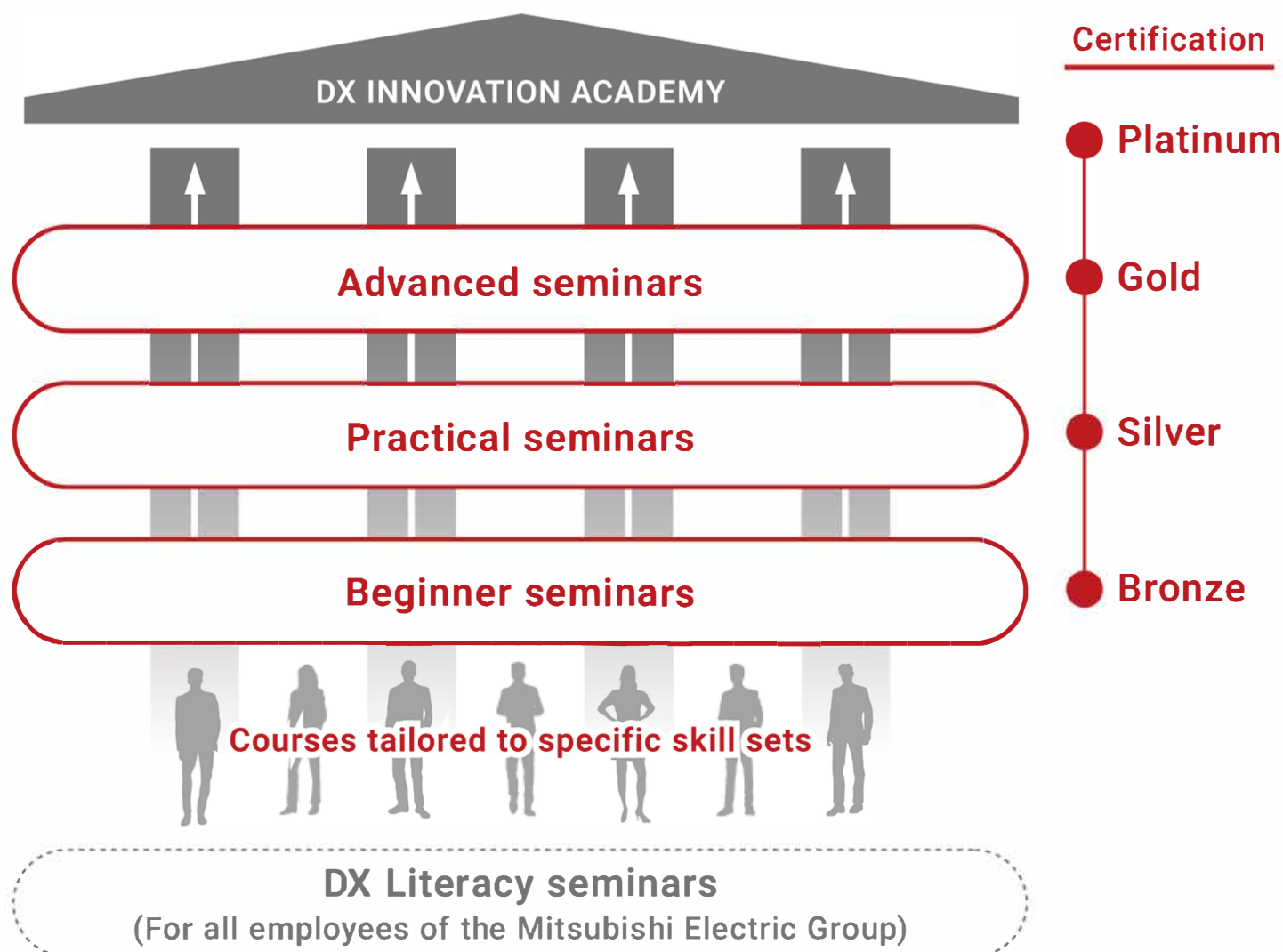
Strengthening DX Human Capital

Mitsubishi Electric has set a Group-wide goal of securing 20,000 digital transformation (DX) professionals by 2030 to drive its Serendie® business forward. To achieve this, it is not only acquiring talent and expanding through M&A, but also intensifying efforts to develop human capital in alignment with its business strategy. On April 1, 2025, the Company established the DX Innovation Academy, a structured training institution for employees across the Group.

The Academy provides learning opportunities based on the Mitsubishi Electric Group's DX talent skill set,* enabling participants to acquire the technologies, knowledge, and mindset they need—and apply them directly in practice across the organization. Supported by a stepwise learning framework that combines internal and external courses, the Academy fosters the development of a broad range of talent—ranging from individuals with existing DX-related expertise and experience to those transitioning from other roles or newly joining the company—based on their unique skill levels and learning needs, in conjunction with an internal certification system for skills and competencies. Dedicated courses are also available for all Group employees to foster a collaborative culture where DX is embraced and advanced across the Group.

To further accelerate the acquisition and practical application of emerging technologies—as well as talent exchange—Mitsubishi Electric is strengthening its industry-academia collaboration. On March 27, the Company signed a partnership agreement with Waseda University focused on developing DX talent. Through this collaboration, the DX Innovation Academy will integrate Waseda University's educational programs into its own offerings. Insights gained from this initiative will be fed back into Waseda's data science education programs for both working professionals and students, creating an industry-academia co-creative framework that enhances value for both sides.

* Refers to the job-based concept used to clarify the characteristics and requirements of each role.



Overview of the DX Innovation Academy for the Mitsubishi Electric Group

Enhancing Career Ownership

Mitsubishi Electric is convinced that providing a sense of growth and job satisfaction for employees by fostering their autonomous career development drives sustainable growth for the Company. Accordingly, we are creating an environment that enables varied and versatile human capital to autonomously build their careers while reaching their full potential and thriving, and we are working to enhance each employee's career ownership.

In April 2023, we clarified the company policy by establishing a new internal career development concept, "Grow your career by growing yourself." The concept embodies a message that encourages each and every employee to take ownership of their own career and to act proactively, as well as the Company's management stance of aiding and supporting its employees' careers.

In addition, we issued a digital pamphlet on career development compiling information for employees, including the meaning of the concept and the measures Mitsubishi Electric is taking to support career development, and disseminated it to all employees. We also provide training based on the concept and transfer opportunities that facilitate autonomous career development. Moreover, under the new personnel system, we have introduced opportunities for establishing a career plan and discussing it with supervisors through the unification of career interviews and goal management interviews. At the same time, we are proactively investing in human capital to strengthen career development support for employees, including training programs for managers to serve as career development partners for their team members and promoting initiatives that support employees' voluntary skill development.

Supporting Employees in Pursuing Autonomous Career Design

In order to support employees' autonomous career development, Mitsubishi Electric instituted an internal recruitment system (Job-Net) and job search system (Career Challenge System).

Job-Net enables employees to apply for job openings within the Mitsubishi Electric Group that are posted on the intranet.

Career Challenge System is a system in which employees register their career aspirations, experience, skills, and so forth and the recruiting department then makes offers to them. Both Job-Net and Career Challenge System allow for transfers to be realized through mutual matching between employees and the recruiting department. Approximately 250 employees were transferred using these systems in fiscal 2025.

To further encourage employees in their pursuit of autonomous career design, we introduced an internal and external side-job system in fiscal 2025 named EGG (Expand your work for Growth & to Gain fulfillment). This initiative supports employees in applying experiences and learning outside their primary roles—whether within the organization or externally—to drive new value creation.

Opportunities to Enhance Skills Anytime and Anywhere

Mitsubishi Electric has introduced a range of programs designed to encourage and support employees in taking on challenges to proactively and independently develop their skills. The Self-Development Support System (SD System) motivates individual efforts by offering financial and time-based support for training courses recognized by the company as beneficial or useful, as well as monetary incentives for obtaining recommended professional qualifications aligned with Mitsubishi Electric's standards. As part of our employee benefits package, we offer a Select Plan Program under the Cafeteria Plan, allowing employees to allocate up to ¥83,000 in annual points toward self-development learning, such as correspondence courses or attending external schools.

In addition, we provide a Group-wide training program known as MELCO Seminars, designed to respond to each employee's autonomous skill development needs. These include online courses accessible from any business location, as well as on-demand e-learning options that allow employees to study from their desks as often as needed, at any time during the program period—ensuring access to skill development opportunities regardless of location or schedule.

Personalized Career Development Support

Once a year, "Life Design 30," "Life Design 40," and "Career Action 50/53" trainings are held at each business site for employees who are turning 30, 40, 50, and 53 years old. The sessions encourage employees to take an interest in planning the rest of their lives and designing a rewarding lifestyle by providing information on career design and mid- to long-term life planning, including retirement benefits and health, and other topics, and by facilitating group discussions. In particular, in fiscal 2024, we established our new "Life Design 30" training at 30 years of age to help increase employees' interest in career design, planning their lives, and designing their lifestyles from an early stage.

Additionally, starting in fiscal 2025, we are introducing career training for older workers (Career Action 50/53) designed to support career autonomy in their 50s by encouraging participants to actively select their career paths and take steps toward realizing them.

To further support the wide-ranging career concerns and aspirations of employees, we have established a career consultation desk staffed by certified internal and external career consultants. Approximately 300 individual consultations are conducted annually, providing personalized career support tailored to each employee.

Fair Evaluation and Compensation

Renewal of the Human Resources System

To maximize the value of human capital, Mitsubishi Electric introduced a new human resources system in fiscal 2025.

The concepts for the new system are realizing a proper evaluation system that leads to growth and supporting autonomous career development. Based on these concepts, we have renewed the grade, evaluation, and compensation systems for the first time in 20 years to promote autonomous growth based on employee career ownership. At the same time, we transitioned to job-based human capital management by introducing a globally standardized job grade system for management-level employees.

Introduced in April 2023, our Career Development Concept encourages every employee to think more independently and work proactively when it comes to their own careers. It once again clarifies the Group's approach of guiding and supporting each individual employee in their efforts to achieve personal growth. Using the new personnel system, we will achieve optimal human capital management that increases employee engagement and enables our people and organizations to grow together by providing support to employees who want to take on challenges and grow autonomously. We will do this by practicing even greater respect for their personal career ownership, discarding seniority-based requirements, and implementing transparent personnel evaluations that employees can feel confident about because they are directly linked to actual performance.

Grade System

We are working to establish a hybrid grade system that combines job grade (based on job duties) with mission grade (based on people) to achieve optimal management of human capital on a global basis. We are also expanding multiple-track career paths.

In the "management course" for management positions, we have introduced a job-duty-based job grading system in which over 5,000 positions are evaluated on a six-level scale based on the job value and responsibilities of the position, and the appropriate personnel are placed to each position. By linking this grading system to the management candidate development program and succession management for staff at overseas associated companies, we will ensure strategic development and appropriate relocation of human capital on a global basis.

In the "professional course" for general employees, we redefined role value (mission grade) following the traditional approach of starting from the person (role value based on competence) and assigning roles and duties accordingly to establish a contemporary grade system. We are completely discarding the examination system, which had been an obstacle to early appointment, with the aim of eliminating seniority-based requirements in order to facilitate early appointment of excellent human capital.

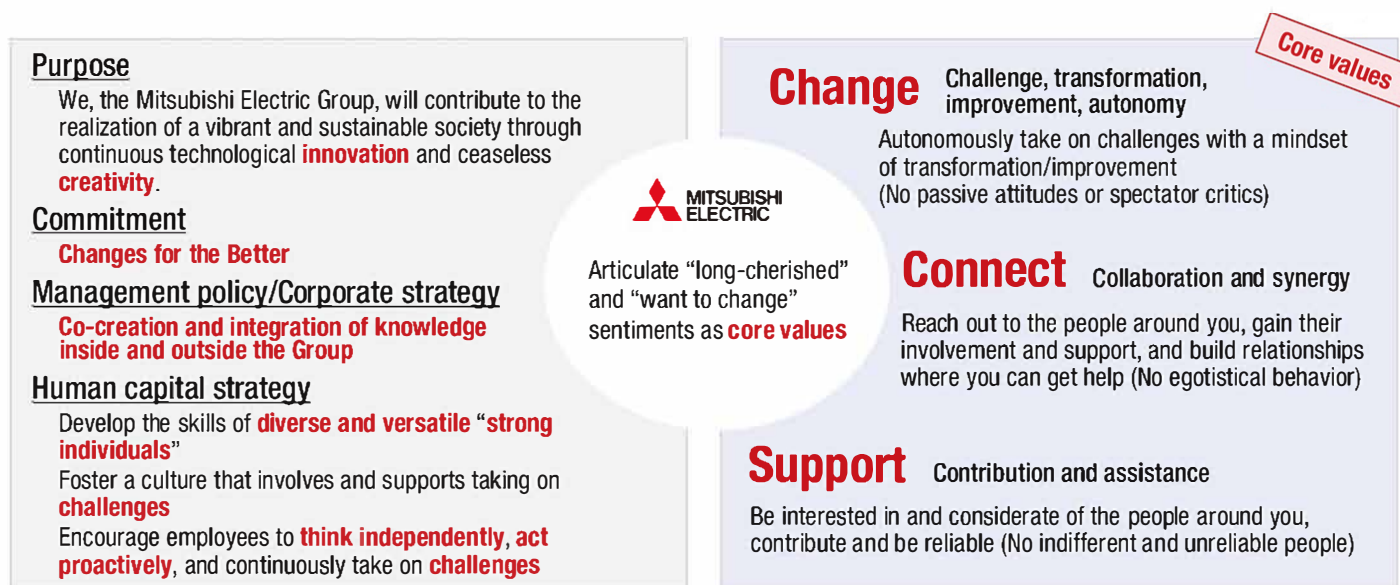
In addition, we have established the "expert course" and the "craftsman course," which are multi-track career paths for utilizing advanced expertise (knowledge, skills, and experience) to contribute to management, to expand career options. The same job grade and compensation systems apply to both the "expert course" and the "management course."

Evaluation System

We are increasing transparency and employee confidence in evaluations by further clarifying evaluation criteria and strengthening evaluation management to lead to growth and the meeting of challenges for every employee.

Evaluation Criteria on Two Axes: Performance Evaluation and Action Evaluation

In addition to the performance evaluation based on the degree to which goals have been achieved, we have clarified the core values that Mitsubishi Electric cherishes ("Change," "Connect," and "Support"), which include capacities such as innovation, challenge, collaboration, and support, and introduced an action evaluation based on the degree to which these values are put into practice. In addition, for the management and expert courses, we have added human capital development, team building, and other initiatives to the action evaluation factors. By clarifying the two axes of evaluation into performance evaluation and action evaluation, and improving transparency and employee confidence in evaluations, we will build a highly collaborative, open organizational culture.



Action evaluation (core values) categories

"ME Time" to Support Autonomous Career Development and Taking on Challenges

"ME Time" (Time for me, to be a time for the Mitsubishi Electric), a unified framework that combines career interviews and goal management interviews. This system supports employees in their autonomous career development by ensuring that the Company and their supervisors actively partner with them to realize their career plans, goals, and personal growth—while also emphasizing the delivery of developmental feedback to enhance motivation and strengthen confidence.

Compensation and Incentive Program (Stock-Based Awards for Executives)

By directly linking evaluation to compensation, we have established a compensation system that is easy to understand and achieves more balance free of seniority considerations. Compensation and bonuses are directly tied to the overall evaluation determined by performance and action evaluations from the previous fiscal year. By directly reflecting individual overall evaluations, we ensure differentiated treatment based on personal performance.

In addition, we plan to introduce a stock-based compensation program during fiscal 2026 for management positions equivalent to executive level to raise awareness of management participation. Through this initiative, we seek to enhance willingness to contribute to the Group's mid- to long-term performance and corporate value, while also strengthening loyalty (sense of belonging).

Introduction of the Master Career Program (Revamping the Reemployment System)

To create an environment where post-retirement reemployed personnel (hereinafter referred to as “reemployed employees”) can thrive more vibrantly than ever, regardless of age, by leveraging their extensive experience and capabilities, we will introduce a new “Master Career Program” (hereinafter referred to as “the new program”) that revamps the conventional reemployment system in fiscal 2027.

To ensure consistent human capital management even after retirement, the concepts and principles of the HR system updated in fiscal 2025 will also apply to reemployed employees. Accordingly, the same frameworks for grading, evaluation, and compensation used prior to retirement will be adopted. Additionally, this new program will abolish the previous system of annual reemployment contracts from ages 61 to 65, and introduce a mechanism that allows reemployed employees to select their own reemployment period. This program facilitates fair evaluation and feedback on the performance of reemployed employees, enabling differentiated and motivating compensation. It further promotes autonomous growth and proactive engagement, while fostering a work environment that supports continued employment aligned with each individual’s career and life plans.

Success of Varied Human Capital

Basic Policy

As the business environment surrounding the Mitsubishi Electric Group continues to evolve rapidly, it is increasingly important for all our varied and versatile employees to fully leverage their individual strengths and capabilities for driving sustainable business growth and enhancing corporate value. In Japan, where demographic shifts such as a declining birthrate and aging population are accelerating, the need to embrace and utilize a broader workforce has become even more critical. In response, we are actively promoting initiatives to foster a workplace culture and environment where diverse working styles and individual differences are respected and embraced.

Initiatives to Support Work–Caregiving Balance

Work–Childcare Balance Handbook for Supervisors and Their Team Members

To help employees on childcare leave smoothly return to work and continue to perform at their best while raising children, we distribute a handbook to both employees and their supervisors, and have formalized a rule requiring regular supervisor interviews both before and after the employee's return. In fiscal 2023, we introduced a new paired training program for employees returning from childcare leave and their supervisors, designed to foster mutual understanding and open communication. This program also includes male employees who have taken childcare leave. A workplace where colleagues support one another is not only beneficial for those balancing work and childcare, but also creates a more comfortable and productive environment for their supervisors and coworkers alike. We will continue to accelerate these efforts going forward.



Work–Childcare Balance Handbook for Supervisors and Their Team Members

Work–Family Care Balance Support: Seminars and Consultation Services

We are advancing a range of support initiatives to help employees engaged in family care feel confident in balancing their responsibilities both at work and at home. In fiscal 2025, we hosted a family-care support seminar led by an external expert, which was attended by approximately 400 employees. Other initiatives include an external consultation service that allows employees to speak directly with certified care managers, as well as the distribution of the Work–Family Care Balance Guidebook.



Work–Family Care Balance Guidebook

Promoting Women's Empowerment in Japan

Career Forum for Women in the Workforce

As part of our initiatives to promote women's empowerment in Japan, we host a career forum for female employees to inspire and train them to form a positive career vision that considers work-life integration and to create an opportunity for networking with other women. The forum features a message from the president, talks by outside women leaders about their own careers and thoughts about working, stories of senior employees' personal experiences, and group discussions. The president also engages in dialogue with the participants directly. The forum, attended by around 200 people every year, encourages employees to think and act independently and promotes personal networking. In addition to this forum, which is held at the Head Office, exchange events are also held at other business sites.

In fiscal 2024, the forum, which had previously been held once a year, was held twice, once for employees in their third year at Mitsubishi Electric and once for employees who have been at the company for between five and ten years.

Seminar on Menstruation and Fertility Treatment

We are committed to actively promoting initiatives that address employees' health challenges, ensuring their well-being and fostering a workplace environment where they feel comfortable to fulfill their tasks. In fiscal 2025, we held a seminar in the Head Office area to provide foundational knowledge on menstruation and fertility treatment, and to support employees in balancing these health needs with their work responsibilities. The seminar featured external lecturers, including medical professionals, who offered detailed explanations on essential facts and data related to women's health, as well as practical insights into menstruation and fertility care. The event was attended by a wide range of employees—including management and staff of all genders—and served as an opportunity to build shared understanding around women-specific health issues.

Social Contribution Activities to Foster STEM Talent

STEM refers to the four educational fields of Science, Technology, Engineering, and Mathematics. As part of efforts to promote women's empowerment in science and technology fields in Japan, it is essential to create opportunities that highlight the appeal of STEM disciplines so as to inspire female students to pursue careers in these fields. With many STEM professionals actively contributing at Mitsubishi Electric, we take a medium- to long-term approach to addressing the gender gap in STEM—one of Japan's key societal challenges—by working to increase the number of women in these fields. In fiscal 2025, we began participating in the Girls Meet STEM initiative. We held office tours and meetings with woman employees in STEM for female junior and senior high school students.

Girls Meet STEM

Eruboshi (Grade 2) recognition from the Ministry of Health, Labour and Welfare

Mitsubishi Electric formulated an action plan based on Japan's Act on the Promotion of Women's Active Engagement in Professional Life^{*1} and set domestic targets in the next table. Under the current action plan, we have been implementing various initiatives from the three perspectives of recruitment, development and promotion, and retention. In recognition of these efforts, Mitsubishi Electric has received Eruboshi (Grade 2) recognition from the Ministry of Health, Labour and Welfare as an outstanding enterprise in promoting women's participation and career advancement.

Our action plan, based on the Act on Advancement of Measures to Support Raising Next-Generation Children,^{*2} sets goals such as increasing the paternity leave uptake rate among male employees and strengthening communication around work-life balance. We are working to create a more supportive workplace environment for employees who are balancing work with caregiving and other responsibilities.



^{*1} Act enacted in 2016 which stipulates the responsibilities of the national government, local governments, and general employers in promoting female participation with the aim of realizing a society in which women can fully embody their individuality and abilities.

^{*2} Act enacted to establish fundamental principles for measures to support the development of the next generation in response to Japan's sharp decline in birthrate and other demographic challenges. The Act promotes the creation of environments where children—who will shape future society—can be born and raised in good health. It also stipulates necessary measures to advance these goals, including the formulation of action plans by employers and other stakeholders.

Mitsubishi Electric's Action Plan in Japan based on the Act on the Promotion of Women's Active Engagement in Professional Life (Target: FY2026)

Initiatives	Target	Performance for FY2025
Percentage of woman in management	2 times (Compared to FY2021)	2.11 times
Percentage of newly hired women	1.2 times (Compared to the average for FY2017–2021) ^{*1}	1.2 times (FY2022–2025) ^{*1}
Percentage of men on childcare leave ^{*2}	70%	85.7%

^{*1} Total from FY2022

^{*2} Includes those who obtained special leave for childcare purposes

International Women's Day Event

We planned and held an event on March 8, International Women's Day, at the Mitsubishi Electric Head Office in fiscal 2025. The open space of the Head Office building was decorated with mimosa—the symbolic flower of the day—and offered themed items such as bento lunches, drinks, and cookies inspired by International Women's Day.



Decorations of the open space on the Head Office Building

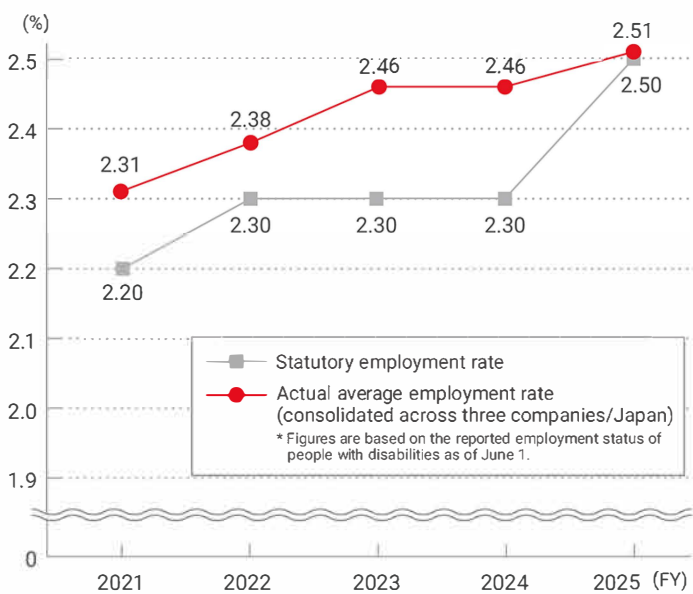
Promoting Employment of People with Disabilities

Each company within the Mitsubishi Electric Group is actively employing people with disabilities, creating opportunities for them to thrive across a wide range of roles, and supporting their individual career development. Furthermore, we promote barrier-free initiatives to create comfortable work environments for people with disabilities.

In October 2014, we established Melco Tender Mates Corporation (currently Mitsubishi Electric Tender Mates Corporation), a special statutory employment rate subsidiary* that specializes in businesses mainly suited to people with intellectual disabilities. As of June 1, 2024, people with disabilities comprised 2.51% of the total workforce at Mitsubishi Electric and its special subsidiaries in Japan combined.

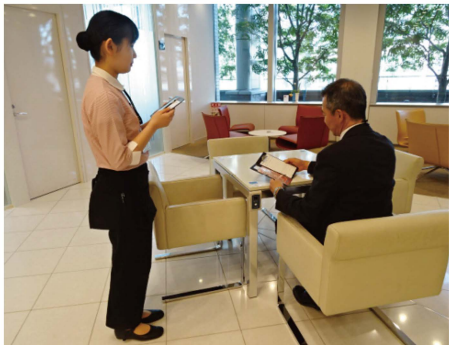
The company name of Mitsubishi Electric Tender Mates expresses the principle that employees with or without disabilities are equal partners in the workplace and peers who mutually care for each other. The company mainly engages in the cleaning service, cookie manufacturing, cafe, business card, food service, and health promotion (massage) businesses, and employs 159 people with disabilities in Japan as of June 1, 2024. The special subsidiary and relevant business divisions are also working together to foster a more inclusive workplace, including holding workplace dialogue sessions.

New works were established in Nagoya in fiscal 2021, Himeji in fiscal 2023, and Itami in fiscal 2024.



Changes in the ratio of hired people with disabilities

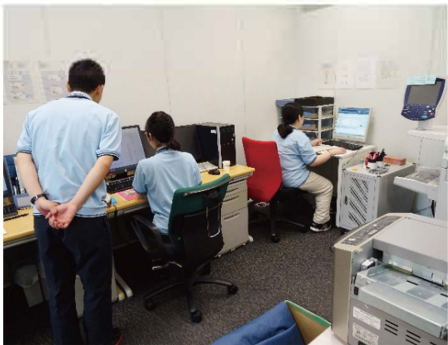
* A company that meets certain requirements under Act to Facilitate the Employment of Persons with Disabilities (Employment Promotion Act for Persons with Disabilities), and is deemed to be one business establishment (employed by the parent company) of the parent company (Mitsubishi Electric Corporation) after receiving permission from the Minister of Health, Labour and Welfare, and also is included in the parent company's employment rate for persons with disabilities as an exception.



Cafe business



Cookie manufacturing



Business card production

Employee Well-Being

Mitsubishi Electric's Approach to Well-Being

The Mitsubishi Electric Group is working toward its vision of a "Sustainable Society Full of Prosperity" and prioritizes sustainability management.

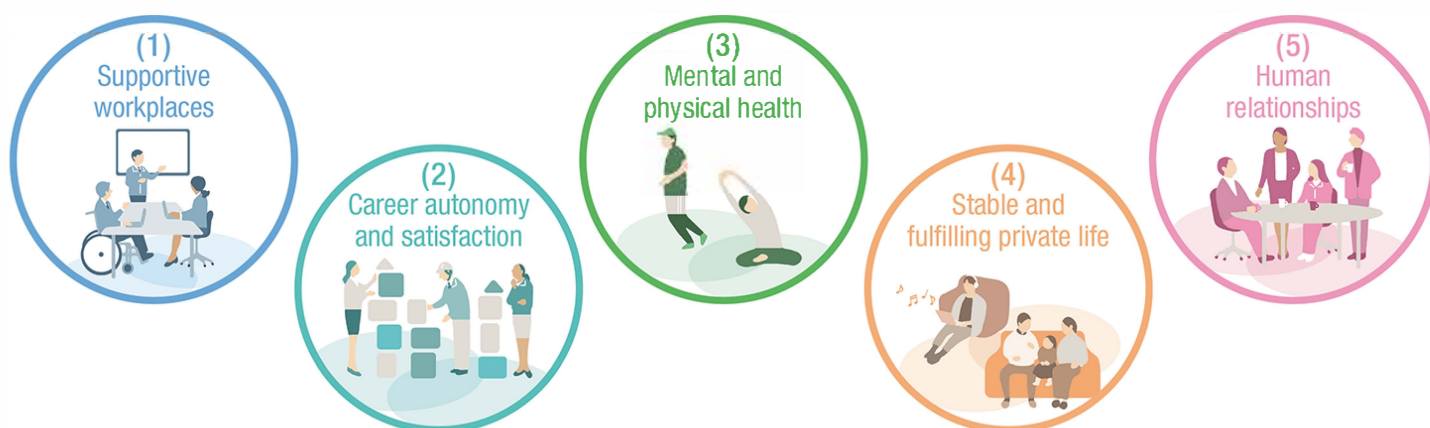
Mitsubishi Electric Group believes that such a society will make our stakeholders feel happy, including our business partners, customers, and Mitsubishi Electric Group employees.

We consider well-being at Mitsubishi Electric to be "a state in which the employees who work at Mitsubishi Electric and the people who the employees care about are physically and mentally fulfilled and feel happy." Accordingly, we work to increase well-being based on the idea that a strong sense of wellness and fulfillment among the varied and versatile human capital working at Mitsubishi Electric is the driving force for sustainability management.

Focus and Initiatives for Increasing Well-Being

Ways to increase well-being have been extensively researched around the world. Mitsubishi Electric has defined five areas of focus for increasing well-being, referring to this body of research.*

We will promote well-balanced measures in line with the five areas of focus below to increase the well-being of the varied and versatile human capital working at Mitsubishi Electric.



* PERMA theory (Martin Seligman), SPIRE theory (Tal Ben-Shahar), and the four factors of happiness (Takashi Maeno)

Supportive Workplaces

Mitsubishi Electric has made building supportive workplaces one of its areas of focus for increasing well-being. We will increase the well-being of employees by creating a supportive workplace culture. We will accomplish this by investing in the work environment and offering flexible work styles.

Create a Work Environment Where All Employees Can Work Actively with a Sense of Security

Organizational Culture Reform

The Mitsubishi Electric Group took the multiple work-related issues that it experienced until fiscal 2020 within the Group seriously, and has been working on the Mitsubishi Electric Workplace Reform Program, which aims to create a workplace where employees can openly communicate with one another, to provide thorough and appropriate care of employees with mental health issues, and to reach other goals. Regarding this program, we completed the application of short-term priority measures in fiscal 2022, and we have been implementing long-term measures focusing on “improvement of work engagement,” “active communication,” and “fostering of organizational culture and mindset” since fiscal 2023. We have now integrated these efforts with “organizational culture reform,” which is one of our Three Key Reforms, and are advancing them with greater momentum.

To create a workplace environment where employees can thrive and engage more easily, Mitsubishi Electric has set key performance indicators (KPIs) related to “rewarding work” and “work life balance.” We will regularly monitor these indicators, thereby continuing to work to further improve and entrench our organizational culture and workplace environment.

Changes in Effort Evaluation Indicators

As a result of various initiatives aimed at fostering a more supportive work environment through organizational culture reform and a focus on employee well-being, our employee engagement score for fiscal 2025 improved from the previous survey, with a favorable response rate of 60%. We remain committed to further improving the scores by continuously implementing the following measures: increasing opportunities for dialogue between management and employees; developing measures to prompt communication between supervisors and subordinates in the workplace (one-on-one meetings, etc.); reforming outdated and overly formalized procedures; strengthening measures to support the formation and development of employees’ career paths; and carrying out various robust implementation measures with a resolve to reform the organizational culture, such as revision of the personnel system, etc.

KPI	FY2022 (Result)	FY2023 (Result)	FY2024 (Result)	FY2025 (Result)	FY2026 (Target)
Employee engagement score (percentage of employees who are proud and motivated to work for the Company)*	54%	54%	55%	60%	63% or higher
Percentage of employees who responded that they had a good work-life balance	65%	66%	68%	71%	70% or higher

* Average percentage of positive responses to the five questions in the employee engagement survey, conducted annually: “Pride in working for the Company,” “Willingness to contribute,” “Desire to change jobs,” “Encouraging others to join the Company,” and “Sense of achievement through work”

> Social Data

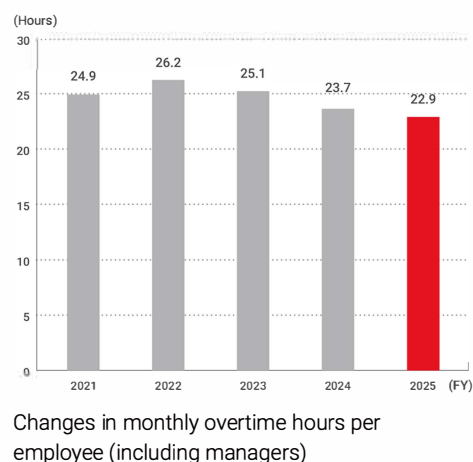
Improving the Work Environment

To achieve sustainable growth, we believe it is important to foster a work environment in which each and every employee can make the most of their abilities within a limited time frame. Mitsubishi Electric has established its own internal workplace environment standards, covering areas such as air quality and handicap accessibility. We continue to drive steady progress toward meeting these standards. We are also proactively investing in the work environment to ensure everyone can work actively and feel a sense of security, and we will continue to make such investments going forward.

Work Style Reforms and Detailed Management of Working Hours

Mitsubishi Electric made “Work-Style Reforms” an important management policy in fiscal 2017, seeking to build a workplace environment in which everyone can maintain physical and mental health and thrive with a good work-life balance. Ever since, we have pursued a variety of measures to contribute to the improvement of operational efficiency and productivity, as well as to reduce total working hours. Building on these efforts, we no longer position Work-Style Reforms as special initiatives, but regard them as a foundational pillar of our business management. We are accelerating a broad range of activities—including the proactive use of digital transformation (DX) and generative AI, top-led streamlining of operations, and the development of self-driven initiatives that enable each organization to solve issues independently.

While further reducing long working hours with the efforts outlined above, we are also implementing detailed management of working hours using objective data such as entry and exit times and PC logon and logoff times. This helps us to secure and retain varied and versatile human capital (strengthen recruitment competitiveness and retention), increase well-being, promote health and productivity management, and encourage autonomous career development. It also helps ensure that each individual employee continues to experience a positive work-life balance at a high level. We believe that these efforts have yielded results to some extent. Specifically, in fiscal 2025, we reduced monthly overtime hours per employee by 8% compared to fiscal 2021.



Support for Flexible Working Styles

Development and implementation of childcare and family-care programs

Mitsubishi Electric is making every effort to fully establish a work-life balance support system that more than satisfies the legal requirements, and to develop workplace conditions that allow employees to comfortably do their jobs and raise children or care for elderly family members. Our childcare leave system can be extended to the month of March following the child's first birthday (or to the first end of March following the child's second birthday if there is a special circumstance). The reduced working hours program for childcare is available until the end of March of the child's final year in elementary school. Starting in fiscal 2026, this program may be extended until the end of March following the child's 18th birthday for employees raising children with disabilities or those requiring medical care. Our nursing care leave program allows employees with families that meet the requirements to take a leave of absence for up to two years. It also allows employees to work shorter hours for up to three years to help them take care of their families. In addition, we have a childbirth support leave system for employees who wish to undergo fertility treatment to support the development of the next generation. There is also a program to provide the spouse with special paid leave (self-support leave) to use in certain circumstances such as to participate in a child's school event, a remote work program (work from home), as well as a re-employment system for employees who have temporarily left the company to provide childcare and family care. Recognizing the high latent demand for balancing work and caregiving responsibilities, we launched new initiatives in fiscal 2024, including hosting seminars to support employees managing both family care and work and establishing consultation services for family care. These efforts align with the revised Child Care and Family Care Leave Act coming into effect in fiscal 2026.

To raise employee awareness of these initiatives, we actively disseminate relevant information through a portal site, which features a range of information on work-life balance, such as a list of support systems for employees raising children, and interviews with working parents. We make this information available to employees, managers, and new hires, aiming to create an environment that is conducive to using these support systems. Along with enhancing our programs, we will work to foster a workplace culture in which employees can enrich their personal lives while advancing their careers.

Status of development of main childcare and nursing care systems

Introduced the request system to change work location	A program whereby employees can apply to change their work location to where their spouse is located in order to offer employees the possibility to move in with their spouse when they get married or when their spouse changes work location.
Introduced the request system to choose reinstated job after childcare leave	A program that allows employees who are returning from childcare leave to indicate their preference for a workplace.
Enhanced the remote work program	Covered all employees, eliminated the upper limit for the use of the program, and expanded the range of applicable work locations.
Introduced the Company-led nursery school matching service	A match-making service between employees looking for a nursery school and company-led nursery schools with openings to accept children.
Introduced the remote location work program	A program that allows employees to live outside the commuting area of their offices and engage mainly in remote working
Increased the number of days of leave to prepare for impending childbirth by employee's spouse	Period of leave that can be taken for infertility treatment extended from 12 months to 30 months
Extension of the career support leave system for accompanying a spouse on an overseas transfer	Period of career support leave that can be taken to accompany a spouse on an overseas transfer extended from three to five years
Introduction of new paid leave to support work and family care responsibilities, etc.	In line with the revised Child Care and Family Care Leave Act taking effect in fiscal 2026, we are implementing measures that go beyond legal requirements—introducing a new category of paid leave to support work and family care responsibilities for employees raising children below elementary school age, along with initiatives to create a work environment that helps prevent employees from leaving their jobs to care for family members.
Support for employees raising children with disabilities or medical needs	Upon request, employees raising children with disabilities or children requiring medical care may be granted reduced overtime hours and exemption from night shifts. In addition, the reduced working hours program for childcare will be available through the end of March following the child's 18th birthday.

Special Paid Leave (Self-Support Leave)

The self-support leave is a system that allows employees who do not use up their annual paid vacation time by the end of the fiscal year to accumulate up to 20 days of unused vacation time and carry them over to the next fiscal year and onward.

Those who receive company approval to participate in their children's school programs, recuperate from an illness, engage in family care, take part in a volunteer activity, pursue career development, etc., may acquire self-support leave.

Remote Location Work Program

Mitsubishi Electric has introduced the remote location work program, which allows employees to live outside the commuting area of their offices and engage mainly in remote working, to realize diverse workstyle regardless of employees' place of work. The program enables personnel to achieve a workstyle that suits their own lifestyle by eliminating situations of employees living separately from their family members and by letting them engage in child care or nursing care.

System for Continuing Careers According to Individual Employees' Circumstances

Mitsubishi Electric has introduced the various systems that allow employees who need to engage in childcare or nursing care to continue their career, in light of the recent increased diversity in home environments and the change in views and values among individuals regarding work as well as diversifying requirements for careers among employees in line with such changes. One of the systems the Company offers is a Career Support Leave System that enables employees to take administrative leave for self-improvement, volunteer activities, or to accompany their spouse who has been transferred to an overseas site. The program also features a system that excludes employees from transfers that require relocation for up to three years if they have difficulty relocating due to childcare, nursing care, treating illnesses, or other circumstances.

> Utilization status of childcare and family care programs

Career Autonomy and Satisfaction

Mitsubishi Electric believes that the career autonomy and satisfaction of each employee is also an area of focus for increasing well-being. We will work to increase the sense of growth and achievement and bring out a feeling of satisfaction for each individual by strengthening measures that support career autonomy and other means.

> Enhancing Career Ownership

Mental and physical health

Practicing Health and Productivity Management

Mitsubishi Electric implements health and productivity management with the aim of building an environment where employees can maintain good health both mentally and physically and work actively. This effort is the foundation for a work environment that enables varied and versatile human capital to participate actively. To that end, we have clarified our company-wide policy and integrated it with a range of HR initiatives, driving comprehensive efforts to enhance employee well-being.

Mitsubishi Electric Group Health and Productivity Management (in Japanese)

Stable and fulfilling private life

A stable and fulfilling foundation for everyday life is also an important area of focus for increasing the well-being of employees. Mitsubishi Electric has established various welfare systems designed to stabilize and expand the economic foundation of everyday life, fostering heart-to-heart connections and well-rounded human qualities among employees and their family members, and maintaining and improving mental and physical health.

From the perspective of stabilizing and expanding the economic foundation of everyday life, we have introduced a housing support system. It includes dormitories, company housing, and a rent subsidy system, a group insurance system, an employee shareholding union, an asset accumulation and savings scheme, a cafeteria plan, and other measures. From the perspective of creating heart-to-heart connections and well-rounded human qualities with employees and their families, we have introduced a variety of schemes, including supporting a range of cultural and sports club activities through the Employee Friendship Association, a recreation facility exclusively for Group employees, and offering a benefit program through the Mutual Aid Association.

Cafeteria Plan

Mitsubishi Electric is introducing a cafeteria plan in fiscal 2005 with the aim of respecting the independence and diverse values of each individual employee and supporting each individual employee to achieve happiness through a welfare program with selectable options.

In the cafeteria plan, points equivalent to 83,000 yen are granted at the start of the fiscal year and each employee can apply for subsidies by selecting the necessary menu item as desired according to his/her life stage or lifestyle.

To support employees in balancing childcare or nursing care with work, support is given to the value of double the regular number of points for menu items related to subsidies for childcare and nursing care service usage fees.

Housing Support System

In fiscal 2025, we implemented a major review of our dormitory, company housing, and rent subsidy system from the perspective of investing in people and human capital management to build a rewarding working environment as the foundation for varied, versatile human capital to come together and thrive. Specifically, we improved the level of rent subsidies for employees who are transferred to a different location and those who are transferred without being accompanied by their families, while also improving the ratio of the subsidy to the rent. We also revised the system to meet diverse needs by introducing a choice between a dormitory for single people or a rent subsidy for single employees.

Human relationships

Mitsubishi Electric believes that offering workplaces with a high level of psychological safety, in which each person's individuality blends harmoniously and reaches its full potential, is also important for increasing the well-being of employees.

The ideal for human relationships that the Mitsubishi Electric Group is aiming for is a state in which "anyone is welcome to speak out at any time to anyone about organizational policy regardless of differences in skills and opinions and without being worried about damaging relationships or failure." We promote initiatives to enhance psychological safety, aiming to build strong and positive relationships where employees feel free to speak their minds—even when it involves healthy conflict.

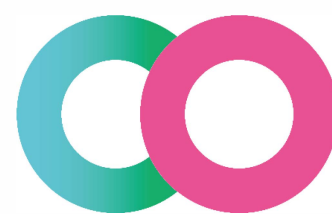
To increase psychological safety at Mitsubishi Electric, we have established the Psychological Safety Guidelines, which we have made available to all employees. The content of the Guidelines includes "Tips for Increasing Psychological Safety (For Team Leaders and Team Members)" and "Case Studies," which can be put to practical use in individual organizations. We have also added a question on psychological safety to the employee engagement survey we conduct each year and introduced a monitoring mechanism. By implementing PDCA cycles, we will create an inclusive environment with a high level of psychological safety where everyone can enjoy positive, strong human relationships.

External Recognition

Mitsubishi Electric's initiatives to enhance employee well-being have been widely recognized. The company was selected as a WELLBEING AWARDS 2025 Finalist—an award organized by the WELL-BEING ACTION! Executive Committee, jointly operated by The Asahi Shimbun Company and SIGNING Ltd.—, received top honors in the Hataraku Yell 2025 for Outstanding Corporate Health and Welfare Program (General Category), sponsored by the Roumu Kenkyusho, and won the Excellence Award in the Career Ownership Management Award 2025. We will continue to advance well-being initiatives as part of our commitment to building a sustainable society full of prosperity.



WELLBEING AWARDS
2025
FINALIST



2025
Career Ownership
Management
Award

優秀賞
(大企業の部)

Health and Productivity Management and Occupational Safety and Health

Practicing Health and Productivity Management

Mitsubishi Electric implements health and productivity management with the aim of building an environment where employees can maintain good health both mentally and physically and thrive in their work. This effort is the foundation for a work environment that enables varied and versatile human capital to participate actively.

We have issued the Mitsubishi Electric Group Health and Productivity Management Declaration to clarify our policy for the entire organization. We are also integrating health and productivity management into various human resources measures and taking comprehensive measures to increase well-being. Moreover, under “MHP ‘Lively and Exciting Action,’” a project to promote health through cooperation between the company, the labor union, and the health insurance society, we have assigned an “MHP implementation leader” at each site and we are working on various activities to promote health, employing proactive implementation of activities not only from the top down but also from the bottom up.

We are also pursuing Group-wide certification under the KENKO Investment for Health (KHI) Outstanding Organization recognition program, which certifies enterprises that are outstanding in health and productivity management. This will increase the profile of our efforts and help enhance the corporate value of the entire Group.

Group-Wide Health Promotion Activities (MHP)

For two decades beginning in fiscal 2003, Mitsubishi Electric and its associated companies in Japan carried out the Mitsubishi Electric Group Health Plan 21 (MHP21) initiative—a collaborative health promotion program involving three parties: the company, the labor union, and the health insurance society. Targeting approximately 100,000 employees and their families, the initiative aimed to encourage early lifestyle improvements, prevent lifestyle-related diseases, and enhance quality of life (QOL), while realizing a health-oriented company.

In fiscal 2023, MHP21 was renamed the “Mitsubishi Electric Group Health Management Plan” and another five-year activity has started as “MHP ‘Lively and Exciting Action.’” Under the activity principle, “We promote fitness activities for each one of us to be excited to spend time in a lively way,” we are developing activities with the ultimate goal of achieving a subjective feeling of liveliness and excitement; that is, improved health satisfaction among each and every employee as well as their family members.

Specifically, we have set “good appetite,” “good sleep” and “good bowel movements” as three indexes to represent the daily level of health satisfaction (degree of liveliness and excitement) regarding the mental and physical health among each and every one of us, for the purpose of assessing the degree of achievement of the activity principle and objective. In addition, we have set “diet,” “exercise,” “smoking,” “care for the teeth,” “sleep” and “drinking” as six indexes for lifestyle habits. We utilize these indexes in a system that is designed to visualize each person’s health condition using ICT and other technologies, and that sets targets to encourage changes in behavior according to individual lifestyle habits. In this way, we have been promoting activities that lead to improved health satisfaction.

Our associated companies overseas are likewise taking initiatives to maintain and promote health among their employees, in consideration of the health situation in their respective countries.

MHP “Lively and Exciting Action” activity goals and achievements <Health satisfaction>

Target item		Target value (by FY2027)	FY2025 result
Good appetite	Percentage of people who have an appetite and enjoy their meals	90.0% or more	89.1%
Good sleep	Percentage of people sleeping comfortably and soundly	80.0% or more	56.4%
Good bowel movements	Percentage of people with good bowel movements that leave them feeling comfortable	80.0% or more	65.8%

> MHP “Lively and Exciting Action” activity goals and achievements

 **Mitsubishi Electric Group Health Declaration (in Japanese)**

Addressing Women’s Health Issues

We regard women’s health issues as a vital matter directly related to full participation of human capital and organizational revitalization, and we work to increase health literacy regardless of gender or generation. Recently, we have held seminars featuring external lecturers on the perspectives of menstruation and infertility treatment. Information was provided on the available systems, and we received comments from many employees that they deepened their understanding and other such feedback.

Promoting Mental Health Care

Mental health care is a top priority for health management in the Mitsubishi Electric Group. By establishing a counseling program that includes an industrial physician and/or counselor and other such initiatives, active efforts are made to help employees cope with everyday worries related to work and family and other emotional issues.

Through conventional telephone and e-mail counseling and a newly introduced face-to-face counseling program as well as an online counseling program provided by an employee assistance program (EAP),* which covers associated companies in Japan as well, we have actively worked on the primary prevention of employee mental health disorders.

In addition to checking issues related to mental health and formulating a Mental Health Development Plan, the Office Safety and Health Committee (Committee to Promote Mental Health) serves as a forum for collaboration among employees in charge of developing office policies and conducting measures. By disclosing through the Committee information such as the presence or absence of employees who had an injury/sick leave or absences due to mental health, the status of implementation of measures to ensure health and welfare (the number of people eligible for long-term counseling, etc.), and the plans for and results of mental health-related training programs, continuous improvement activities are promoted.

With regard to a stress check system in line with legislation, efforts are being made to improve the workplace climate of organizations with issues in light of the results of organizational analysis.

Furthermore, by conducting stress checks and appointing dedicated counselors in the Mitsubishi Electric Head Office, focused care is also provided to employees posted outside of Japan, where working and living environments largely differ from Japan.

In terms of education, line-care and self-care training are repeatedly implemented through lectures, to provide sessions on mental health and strengthen responses to mental health among managers and employees, especially for mental health. As a common feature of the Group, Mitsubishi Electric and its associated companies in Japan also provide safety and health education based on an internal e-learning system, which has been instrumental in promoting greater understanding of mental healthcare (line-care, self-care) to more than 100,000 employees, managers, and supervisors every year.

* Employee assistance program (EAP) is a program that provides support to employees, by providing a wide range of counseling covering physical health, relationships with family and colleagues, as well as mental health.

Category	Primary preventive care	Secondary preventive care <early detection>	Tertiary preventive care <support for returning to the workplace/recurrence prevention>
Self-care	Self-care training (location training, company-wide e-learning, new hire training) Stress checks, mental health checks	Physical health checks	Recovery Establishment of health routines (reports on daily routines during recovery)
Care provided by the line	Interviews on working hours subject to health management Appropriate employment management (restrictions on work) Line care training for managers and supervisors (location training (new hires), company-wide e-learning)	Cooperation among occupational physicians/public health nurses (nurses)/ counselors and the human resources and safety & health divisions	Support for those on leave (pamphlet on recovery) Follow-ups during leave and after returning to work
Care provided by occupational health staff		Counseling service with counselors and clinical psychologists Interviews with occupational physicians based on health management time and stress check results (work restrictions)	Appropriate determination of whether employees should return to work
Care provided by resources outside the office	Support for employees working overseas	Cooperation with medical institutions Counseling service through an external EAP (Follow-ups for high-stress employees, cooperation in emergencies) * Working with mental health checkups * Providing e-mail, telephone, online, and face-to-face meetings for consultations	Effective use of rework support facilities
Fostering of an appropriate corporate culture	Clear statement of the company policy (company-wide safety and health management policy, mental health plan, general safety and health manager policy) Promotion of the PDCA cycle by clarifying the matters to be reported and discussed at the Safety and Health Committee (number of mental health absences and employees on leaves of absence, etc.) Collaborating with efforts to reform work styles, and working to improve the workplace environment by referencing the results of organizational analysis of stress checks, etc.		

Use of the workplace recovery support implementation guidelines

Mental health initiatives (Mitsubishi Electric)

Occupational Safety and Health

Basic Policy

The Mitsubishi Electric Group promotes safety and health activities across the entire Group under the strong leadership of the top management.

Adhering to the basic policy of prioritizing the safety and health of our employees above all else, the Group aims to achieve the following two goals.

- Establish a culture that places top priority on safety and health in all social and business environments based on the understanding that health and safety management form the foundation of business management.
- Establish health and productivity management and create a workplace environment that allows everyone to maintain good health both mentally and physically and thrive in work as one of our core management policies for increasing employee engagement.

Based on these policies, Mitsubishi Electric has formulated a company-wide Safety and Health Five-Year Plan and promotes specific activities each fiscal year. Our associated companies in and outside of Japan, along with relevant partner companies, engage in health and safety management activities in line with relevant national laws and regulations, and company-specific issues, guided by a company-wide safety and health management policy.

Promotional Framework

The Mitsubishi Electric Group and its associated companies in and outside of Japan cooperate in exchanging information about safety and health, engage in education activities, and implement various measures. Communication is also held with employees through meetings with labor unions and the Safety and Health Committee, and labor management efforts are made to raise the level of safety and health.



Mitsubishi Electric Group safety and health management framework

Occupational Health and Safety Management System

In fiscal 2010, Mitsubishi Electric introduced the Occupational Health and Safety Management System (OHSMS). Under the program, each office runs PDCA cycles for safety and health activities by implementing internal audits based on the Mitsubishi Electric Group's requirements for safety and health management on foundation management and items to be individually managed. These requirements range from the development of policy and management frameworks in each office governed by a general safety and health manager (assumed by Group Vice President) to the implementation of risk assessment and other accident prevention activities through education to improve employee awareness of safety and health management. The goal is to raise the occupational health and safety management level of the company as a whole. Some business sites and associated companies in and outside of Japan have obtained external ISO45001 certification.

As a result of these initiatives, we have achieved one of the lowest frequency rates and severity rates of industrial accidents (number of people killed or injured in a fatal accident or an accident that requires time off from work per 1 million hours of work, and number of working days lost per 1,000 hours) in the industry.

Unfortunately, two fatal accidents occurred at Mitsubishi Electric Group's overseas sites in fiscal 2025. To address this, we are working to identify risks and implement countermeasures specifically for maintenance and inspection operations, while strengthening our integrated safety management system. Although the Group's overall accident incidence rate declined in fiscal 2025 compared to the previous fiscal year, we remain committed to achieving our fiscal 2026 targets by developing action plans and reinforcing our efforts.

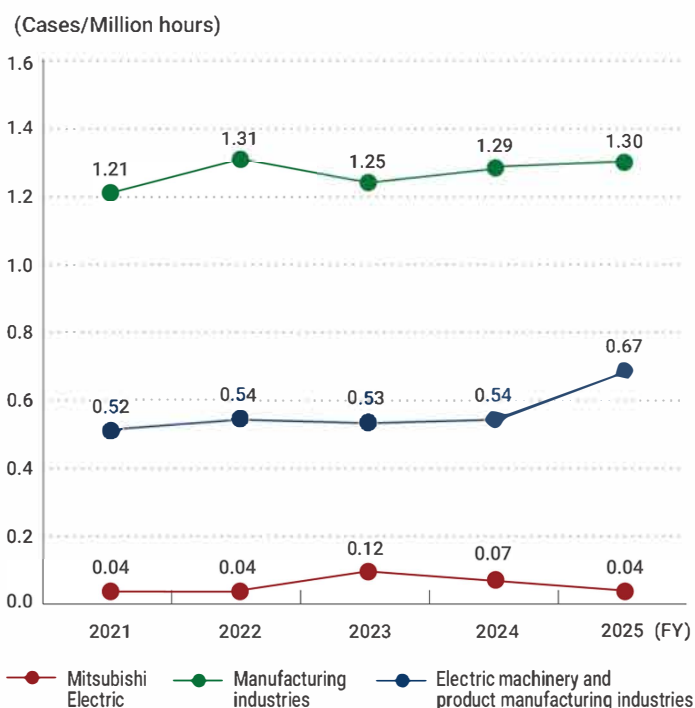
Risk management

Mitsubishi Electric Group identifies hazards through risk assessment and implements risk reduction measures in the following cases.

- When new equipment is installed and when equipment is changed
- When there is new work or a change in work
- For work involving the handling of chemical substances

If an industrial accident occurs, safety measures are immediately taken by the department where the accident occurred. At the same time, efforts are made to prevent similar accidents by conducting safety management status inspections and sharing countermeasures within the Mitsubishi Electric Group developed through case reports of disasters.

> Frequency of fatal accidents



Frequency of labor accidents (Number of accidents requiring leave, per million hours)

* This graph shows annual aggregated values.

Thorough Safety and Health Education

The Mitsubishi Electric Group implements safety and health education that matches its business characteristics and social environment, including job-level specific trainings and job specific programs, in addition to education programs as stipulated by law. We also provide health and safety education materials to relevant partner companies.

As a common feature of the Group, Mitsubishi Electric and its associated companies in Japan also provide safety and health education based on an internal e-learning system, which has been instrumental in promoting greater understanding of the principles and concept of safety and health to more than 100,000 employees, managers, and supervisors every year.

Furthermore, to strengthen experiential risk simulation training for employees, we have established facilities such as Safety Rooms. These business sites have been working to increase all employees' hazard awareness by upgrading the simulation machine, introducing a virtual reality (VR) simulator, developing and providing education to instructors, and establishing an education system.



Safety Room (Kobe Works and Energy Systems Center)

➤ Number of employees who took safety and health education programs

Supply Chain Management (Procurement)

Approach to Supply Chain Management

Procurement Policy and Supplier Selection Criteria

The Mitsubishi Electric Group mitigates supply chain risks in procurement by communicating its Procurement Policy to suppliers and conducting fair evaluations based on supplier selection and assessment criteria.

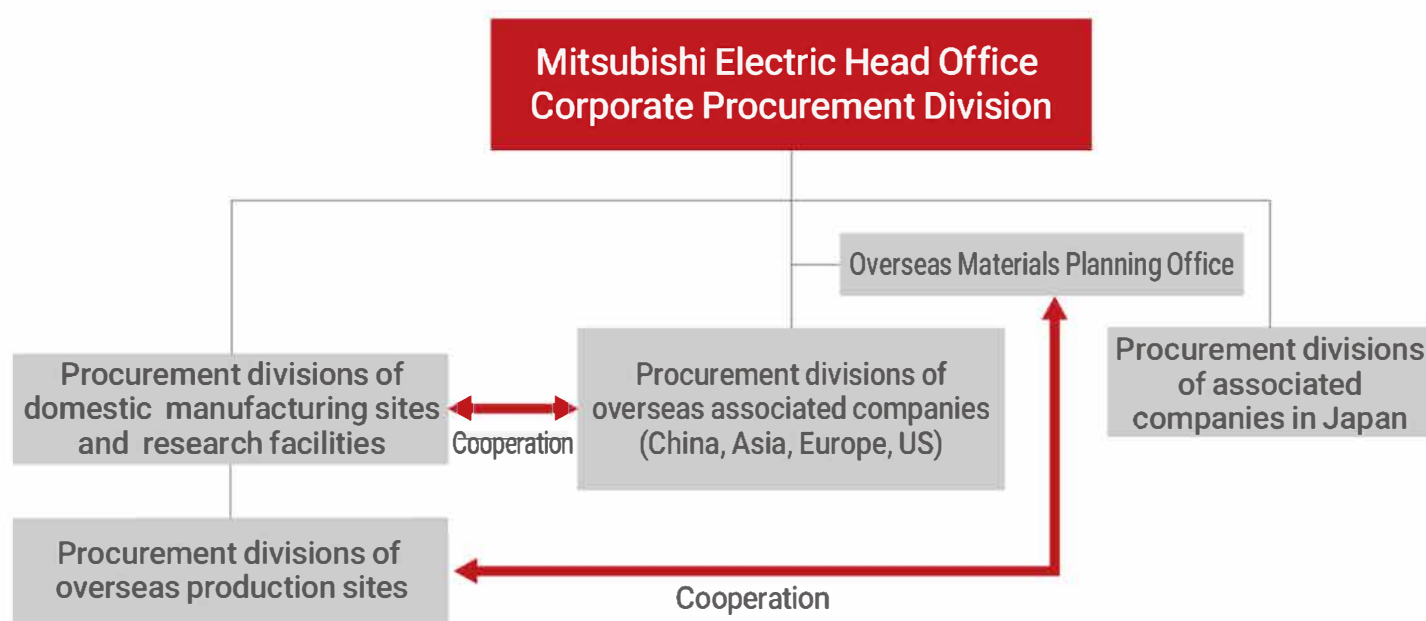
The criteria for evaluating suppliers include not only quality, cost, delivery schedules and services, but also initiatives in response to environmental regulations and sustainability. As a basic policy, the Group preferentially procures materials from suppliers who rank high in our comprehensive evaluation.

In order to enhance the objectivity and transparency of human rights and environmental initiatives throughout the supply chain, in February 2022, we joined the Responsible Business Alliance (RBA), an alliance that promotes corporate social responsibility in global supply chains. We commit to progressively aligning our operations with the provisions of the RBA Code of Conduct, a global standard, to promote continuous improvement of our sustainability efforts.

> Procurement Policy

Framework for Promotion of Procurement Supply Chain Management

The Mitsubishi Electric Group is working to strengthen supply chain management resilience under the following framework:

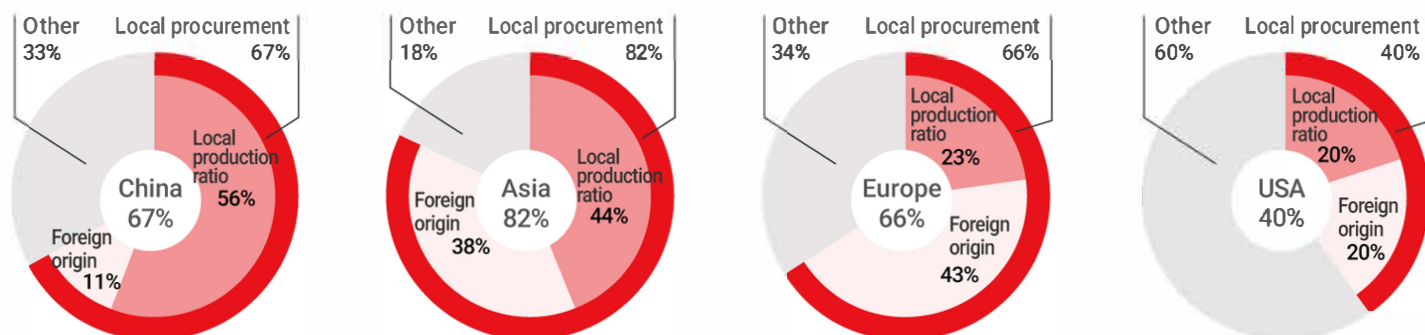


Framework for promotion of procurement supply chain management

Overview of Global Procurement

In cooperation with the Materials Planning Office in regional corporate offices in China, Asia, Europe and the Americas, we implement purchasing strategies through conferences of procurement officers and other such meetings to promote global optimal procurement.

In addition to this initiative, we will also promote activities to mitigate any perceived risks regarding a range of issues related to labor practices and environmental problems in the procurement supply chain and thereby strengthen our business continuity plan (BCP).



Local procurement rate* in the major regions (Mitsubishi Electric Group)

*The ratio of materials, parts, and other items procured at the discretion of each overseas production site, regardless of country of origin. Of these, the procurement ratio of items produced in the country of the overseas site is defined as the local production ratio, and the procurement ratio of items produced in countries other than the country of the overseas site is defined as foreign origin.

Mid- to Long-Term Priority Activities

Continuing Activities to Identify and Address Risks Involving Major Human Rights Violations (Forced Labor, Hazardous or Dangerous Labor, and Child Labor) in the Supply Chain

The Mitsubishi Electric Group asks its major suppliers to complete an annual questionnaire survey to determine, on an individual basis, the presence of especially major human rights violations risks, such as forced labor, dangerous or hazardous labor, and child labor. Through this process, we continuously strive to identify suppliers with high risk. In the Mitsubishi Electric Group Supply Chain Code of Conduct, we also include reduction of the number of excessive working hours and the right to a minimum wage, and we will continue to confirm this by means of the survey form.

- **Evaluation status of suppliers' initiatives to address sustainability issues**
- **Survey on foreign technical intern trainees**

Transitioning to RBA-Compliant Initiatives

Mitsubishi Electric joined the RBA in February 2022. In fiscal 2024, we established the Mitsubishi Electric Group Supply Chain Code of Conduct in alignment with the RBA Code of Conduct and held two explanatory sessions in June and November for approximately 800 supplier companies. Since FY2025, we have been conducting supplier surveys in alignment with the Mitsubishi Electric Group Supply Chain Code of Conduct.

- **Human Rights Management**
- **Sustainable Procurement**

Establishing a Grievance Mechanism for the Entire Supply Chain

We joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) to strengthen our “grievance mechanism” for receiving and resolving grievances in the supply chain, and we have added a grievance point of contact.

> Human Rights Contact Desk

Initiatives to Decarbonize Procurement Supply Chain Activities

The Environmental Sustainability Vision 2050 aims to achieve decarbonization in the entire value chain. We will grasp the level of reduction in CO₂ emissions generated during production by suppliers and call for further reductions. In fiscal 2024, we conducted a survey on the status of carbon neutral initiatives and greenhouse gas emissions of our major suppliers. Based on the survey results, we will improve the accuracy of “greenhouse gas emissions in the value chain.”

> Environmental Sustainability Vision 2050

Strengthening Sustainability Initiatives along the Procurement Supply Chain

Initiatives to Address Social Issues

From 2009, the status of sustainability initiatives has been included in the survey items, and a survey is also made of issues such as human rights, labor practices, safety and health, legal compliance, and product safety. In 2018, we also established the CSR Procurement Guidelines derived from the RBA Code of Conduct formulated and published by the RBA. In February 2023, we newly established the Mitsubishi Electric Group Supply Chain Code of Conduct, which is compliant with the RBA Code of Conduct. We confirm suppliers' agreement with our Supply Chain Code of Conduct and supplier surveys.

Initiatives to Address Environmental Issues

Since 2006, the Mitsubishi Electric Group has been evaluating the progress of suppliers' initiatives to address environmental issues under the Green Accreditation System. Based on the Green Accreditation Guideline, the System involves a survey of each supplier's progress in acquiring environmental management system certification, the supplier's status of compliance with laws and regulations related to the environment, and its management of chemical substances contained in components and materials they deliver to our company. Starting in 2024, we ensure proper evaluation of the progress of suppliers' efforts to address environmental problems using survey forms that are compliant with the RBA Code of Conduct. Suppliers identified as being at risk are provided with appropriate advice and are requested to make corrections to mitigate any risk.

> Green Accreditation Guideline

Responsible Minerals Procurement

The Mitsubishi Electric Group aims for transparency in its procurement supply chain to avoid any affiliation with armed groups that trade in conflict minerals* as their source of funding. We also recognize the possibilities of human rights violations occurring in the severe labor conditions in cobalt mining sites as a major problem. The Group adheres to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas,

and removes certain minerals from the procurement supply chain in situations where their procurement encourages or contributes to serious human rights violations or environmental destruction.

* Conflict minerals refer to gold, tin, tantalum, tungsten, and other minerals that have been determined by the U.S. State Department to be a source of support for armed groups when mined in OECD-defined conflict-affected and high-risk areas.

Survey Results of Restrictions on Conflict Minerals

Mitsubishi Electric takes part in the Responsible Minerals Trade Working Group of the Japan Electronics and Information Technology Industries Association (JEITA) and addresses restrictions on conflict minerals in cooperation with other industry organizations. Surveys are conducted using the survey form (CMRT*¹ and EMRT*²) that is commonly used in the automobile, electric, and electronic industries. In fiscal 2025, surveys were carried out on 1,036 suppliers, and responses in survey form were obtained from 916. As a result of the survey, 368 smelters were identified. Of the identified smelters, 233 were RMAP*³ compliant. We will continue to promote RMAP compliance among smelters through industry activities.

*¹ Conflict Minerals (tin, tantalum, tungsten, and gold) Reporting Template issued by the Responsible Minerals Initiative

*² Cobalt/Mica Reporting Template by the Responsible Minerals Initiative

*³ Responsible Minerals Assurance Process: A program in which a third party certifies that the minerals processed by a smelter come from sources that are not complicit in conflicts or human rights abuses

> Number of smelting companies identified in a survey of conflict minerals

 **List of Smelters Identified in Fiscal 2025**

Providing Internal Learning Programs on Procurement Laws and Regulations

The Mitsubishi Electric Group offers various learning programs on laws and regulations related to the operations of employees in charge of procurement activities. In Japan for example, we hold lectures on laws and regulations that particularly pertain to procurement activities, such as the Anti-Monopoly Act, the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, and the Construction Business Act, and we provide guidance and training to ensure thorough compliance. Guidance and education are also provided overseas. Based on the Code of Conduct and check sheets, learning programs strictly teach employees not to become involved in bribery, embezzlement, or any other form of action that goes against the principle of fair trade. Compliance education related to procurement is also held for local employees in charge of procurement operations overseas. In addition, the Group is further strengthening sustainable procurement initiatives by sharing information on activities and guidance at each business site and holding regular learning sessions on sustainable procurement for employees of procurement departments.



Learning session on sustainable procurement for procurement department employees

Evaluation Status of Suppliers' Initiatives to Address Sustainability Issues

Fundamental Approach and Requests Regarding Supplier Surveys

The Mitsubishi Electric Group requests its suppliers to understand and comply with the Group's Procurement Policy and Supply Chain Code of Conduct, and to communicate these policies throughout their supply chains, including secondary suppliers and beyond. In particular, we generally ask new suppliers to first understand the Mitsubishi Electric Group Supply Chain Code of Conduct and then confirm their agreement to it. Starting in FY2025, we are requesting key suppliers—those accounting for the top 80% of our procurement value—to annually respond to a survey aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct. We provide feedback on the evaluation results of supplier responses. For suppliers identified as high-risk, we engage in individual meetings and other forms of communication to request corrective actions.

 **Mitsubishi Electric Group Supply Chain Code of Conduct**

Supplier Survey Track Record

The supplier survey, launched in fiscal 2007 for suppliers in Japan, was expanded in fiscal 2018 to include overseas suppliers.

Since FY2025, we have been conducting supplier surveys based on the Mitsubishi Electric Group Supply Chain Code of Conduct, which is modeled after the RBA (Responsible Business Alliance) Code of Conduct.

➤ Overview of supplier survey on sustainable procurement

Survey on Foreign Technical Intern Trainees

In fiscal 2020, Mitsubishi Electric conducted a survey of 390 main subcontract factories in the Mitsubishi Electric Group's production activity on foreign technical intern trainees and obtained responses from all the companies surveyed. Among the companies surveyed, 136 companies hire technical intern trainees, and we confirmed with the suppliers as to whether they are certified as "excellent implementing organizations"* and the presence or absence of risks associated with implementing training (50 suppliers have been accredited as "excellent implementing organizations"). As a result of the survey, it was found that 24 out of 86 companies that have not been accredited as "excellent implementing organizations" are required to make improvements, which include displaying important signs for health and safety, such as hazardous materials and evacuation routes, in a language that trainees can understand. However, none of the suppliers were in violation of the Act on Proper Technical Intern Training and Protection of Technical Intern Trainees, the Labor Standards Act, etc.

We will provide guidance on items to be improved as well as continue promoting activities on an ongoing basis for preventing the violation of human rights of foreign technical intern trainees.

* An accreditation system administered by the Organization for Technical Intern Training (OTIT). A total score for a track record of acquiring the skills, the acceptance system, employment conditions of technical intern trainees, presence or absence of violations of laws and regulations, and consultation and support system for technical intern trainees of at least 60% of the full marks conforms to the criteria for the excellent implementing organizations. When a company is accredited as an excellent implementing organization, the intern training period is extended and the quota for the number of trainees accepted is increased.

➤ Survey on foreign technical intern trainees — Items to be improved and the number of companies

Communication with Suppliers

To promote understanding and support for the Group's Procurement Policy and Supply Chain Code of Conduct, the Group holds briefing sessions and regular dialogue meetings with suppliers at its Head Office and business sites. To promote sustainability initiatives at our suppliers, we also communicate with them in the areas of support for business continuity planning (BCP)* activities, management of chemical substances according to regulations such as the EU RoHS Directive, and compliance (including export control, information security and management, the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, etc.)

* Being prepared for any disaster or other emergency situation by planning how to minimize damage to the company and how to continue or restore business activities.



Supplier Briefing (China)



Supplier Briefing (Thailand)

Initiatives for Strengthened Partnership with Suppliers

Mitsubishi Electric also participated in the Declaration of Partnership Building introduced in response to the discussion in the Council on Promoting Partnership Building for Cultivating the Future hosted by the Cabinet Office and the Ministry of Economy, Trade and Industry, and Mitsubishi Electric announced its declaration on July 1, 2020.

We have been conducting a supplier satisfaction questionnaire survey since fiscal 2021 aimed at improving business practices with suppliers and further strengthening the partnership based on the policy of building mutually beneficial relationships as stated in the Declaration of Partnership Building.

In 2023, we conducted a survey following from the previous year with a total of 16 questions covering Mitsubishi Electric's business attitude, ethics, compliance, and other topics in an attributed survey form for each supplier using a website.

We aggregate the responses from supplier questionnaires and analyze each survey item by comparing it with the results from the previous fiscal year, and we use the results to extract areas to be improved, to analyze causes, and to correct Mitsubishi Electric's business attitude.

We will continue to conduct this activity in the future to utilize it to find potential issues in transactions with suppliers and to further promote improvement by taking the results seriously.



Declaration of Partnership Building by Mitsubishi Electric Corporation (in Japanese)

Value Engineering (VE) Activities with Suppliers

The Mitsubishi Electric Group engages in joint development from the initial stages to the development of parts and materials, and works in partnership with suppliers to engage in Value Engineering (VE) activities with the aim of adopting advanced technological products, recycling resources, and reducing the consumption of materials.

Through these activities, we reduce the input of materials and minimize environmental burden by making products more compact and lightweight, and build a win-win relationship that leads to increased sales and enhanced technology capabilities for both Mitsubishi Electric and our partners.

We also give awards to suppliers whose achievements are especially significant.

Mitsubishi Electric proactively conducts this activity to suppliers not only in Japan but also overseas, including in the UK, US, China, Thailand, Indonesia, Mexico, India, and Colombia. We also promote internal and external human capital development, such as by conferring an instructor's certificate on those who have taken a written test and participated in the VE program in VE lectures, and demonstrated a certain level of knowledge.



VE lecture in China

Philanthropic Activities

Our Philosophy on Philanthropic Activities

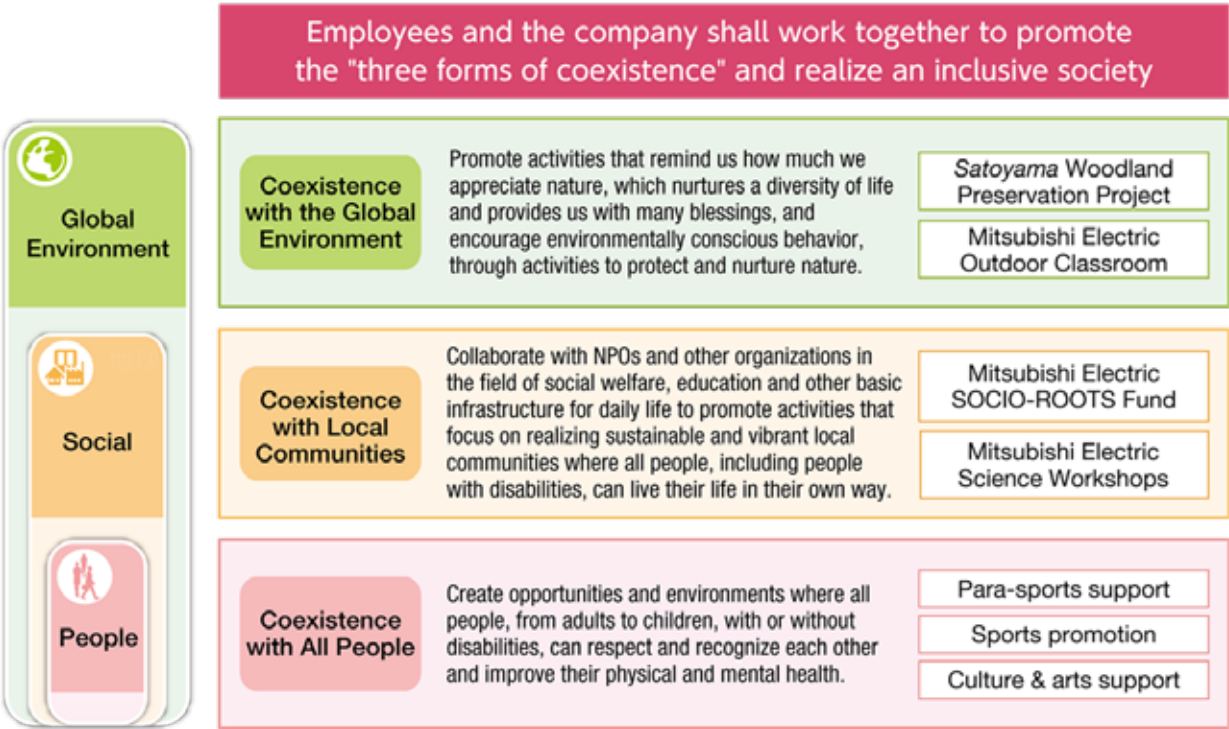
As a corporate citizen committed to meeting societal needs and expectations, the Mitsubishi Electric Group will make full use of the resources it has at hand to contribute to creating an affluent society in partnership with its employees.

Our Policies on Philanthropic Activities

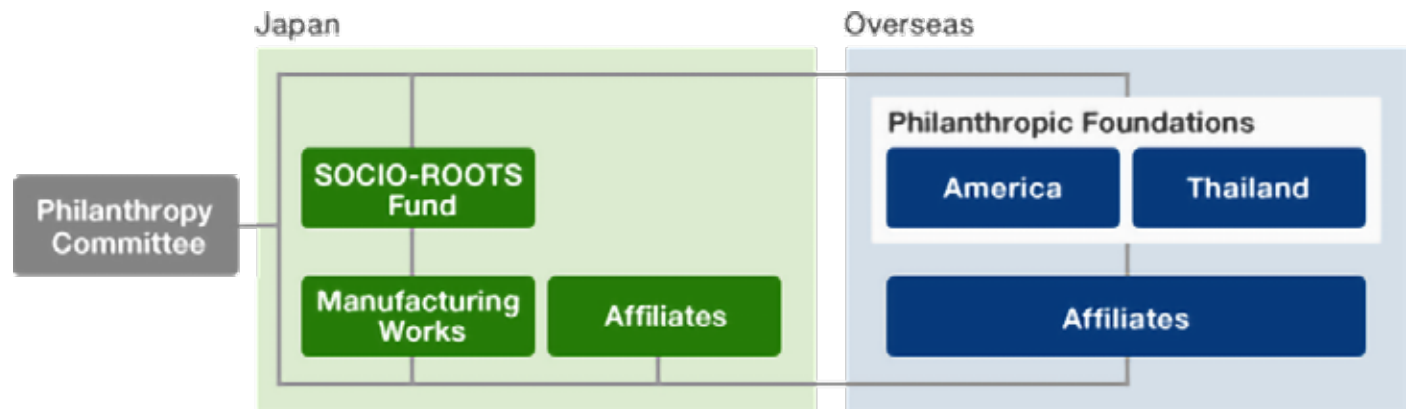
- We shall carry out community-based activities in response to societal needs in the fields of social welfare and global environmental conservation.
- We shall contribute to developing the next generation through activities that support the promotion of science and technology, culture and arts, and sports.

"Three Forms of Coexistence" that the Mitsubishi Electric Group Aims for

To realize an inclusive society, the Mitsubishi Electric Group has been promoting activities at the level of people with a focus on each and every individual, the level of society as an aggregate of local communities, and the level of the Earth, which is the foundation for all individuals and communities.



Promotion Framework



As part of the Group’s Sustainability initiatives, each Mitsubishi Electric Group company and business site is pursuing community activities to meet local needs. This effort is based on a philosophy of philanthropic activities. The Group also maintains the Mitsubishi Electric SOCIO-ROOTS Fund, an independent charity through which the company matches employee donations in Japan, and independent Mitsubishi Electric charitable foundations in [Thailand](#) and [the United States](#).

Fiscal 2025 Activity Results

Philanthropic activity expenditures (Mitsubishi Electric and major associated companies in and outside of Japan)

Approx. **2.52** billion yen*

* Expenditures include the costs of operating and donating products for philanthropic activities planned by Mitsubishi Electric and/or major associated companies.

Activities by region

Mitsubishi Electric Group companies around the world are implementing a variety of unique, community-based philanthropic activities to help ensure sustainable development.

Activities by region

Philanthropic foundations



Mitsubishi Electric America Foundation



Mitsubishi Electric Thailand Foundation



Governance

Corporate governance

Here we introduce our core policies on corporate governance and share updates on the implementation of related initiatives. (Redirects to Investors)

Corporate governance →

Risk management

We will not only address conventional risks such as large-scale disasters and social risks but also strategically explore and prepare for new risks in areas such as economic security, technological innovations including AI, and sustainability. (Redirects to Investors)

Risk management (Business and other risks) →

Disaster countermeasures

The Group conducts regular verification and review of the business continuity plan (BCP), including the Group's disaster countermeasures, and will respond to the emergency situation.

Disaster countermeasures →

Compliance

The Mitsubishi Electric Group regards ethics and compliance as the foundation of corporate management, and top management issues a message to all officers and employees as part of the effort to establish even stronger relationships of trust with customers, shareholders and society.

Compliance →

> Mitsubishi Electric Group Code of Conduct

Tax initiatives

Based on the concept of fulfilling our social responsibility through the proper payment of taxes, the Mitsubishi Electric Group has established the Mitsubishi Electric Group Global Tax Policy and is working to ensure tax compliance.

Tax initiatives →

AI ethics policy

The Mitsubishi Electric Group will promote the responsible development and use of AI, taking into account not only convenience, but also safety and security for the realization of an AI society that is centered on human beings.

AI ethics policy →

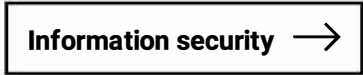
Data utilization

In order to promote the data utilization across our connected businesses and organizations, the Mitsubishi Electric Group is continually working on proactive data management.

Data utilization →

Information security

In order to respond to the threat of cyberattacks, which are rapidly becoming more sophisticated and diverse, the Mitsubishi Electric Group is continually working to strengthen its cybersecurity and governance of information management and operations.



Governance data

Mitsubishi Electric discloses data related to corporate governance and compliance.



Risk management (Business and Other Risks)

Risk management framework

At the Mitsubishi Electric Group, we incorporate risk management into our business operations, managing risks according to the size and characteristics of each business, to strengthen internal control systems with an emphasis on prevention. We manage and prioritize significant risks common to the entire Group according to their impact on the management of the Group.

We will not only address conventional risks such as large-scale disasters and social risks but also strategically explore and prepare for new risks in areas such as economic security, technological innovations including AI, and sustainability.

For more details, please refer to the Securities Report, “II . Business Overview 3. Business and Other Risks”.

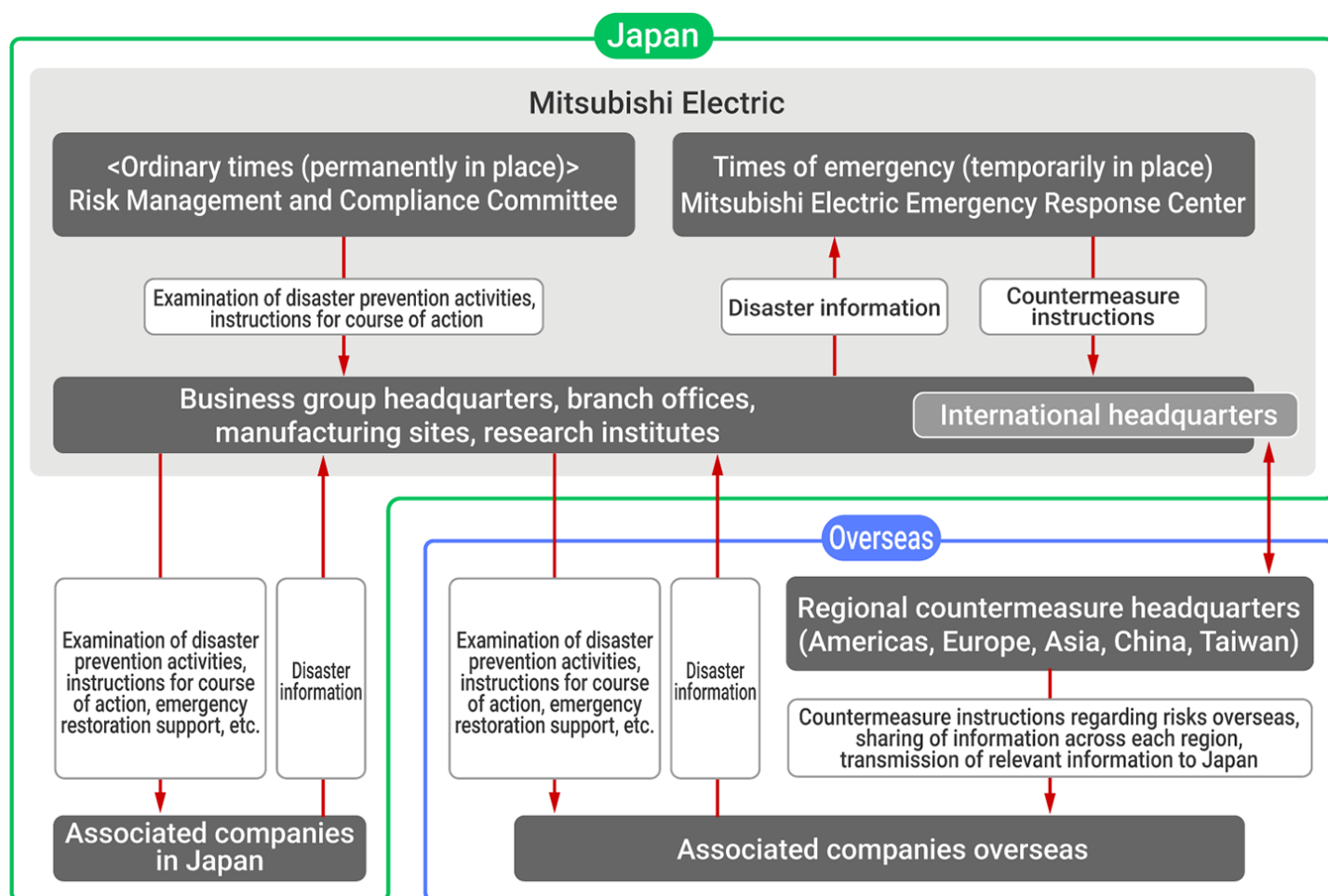
 **Annual Securities Report for FY2025**

Disaster Countermeasures

Development of a Response Framework for Large-scale Disasters

The Mitsubishi Electric Group has established a Risk Management and Compliance Committee chaired by the Chief Risk Officer (CRO) and conducts regular verification and review of the business continuity plan (BCP), including the Group's disaster countermeasures, at least once a year.

In the event that any of the Mitsubishi Electric Group's sites suffer or are at risk of suffering serious damage as the result of a large-scale disaster, we will establish the Mitsubishi Electric Emergency Response Center, headed by our president, which will serve as the central hub for the entire Mitsubishi Electric Group in responding to the emergency situation. In addition to verifying the (personal and physical) disaster situation, the Emergency Response Center will promptly examine and execute policies in response to business continuity initiatives and requests from society (support for affected areas, donations, etc.). Particularly with regard to overseas sites and associated companies overseas, it will work closely with each regional response headquarters to ensure employee safety (safety confirmation, livelihood support, etc.) and provide support for business restoration.



Disaster Prevention Framework (Mitsubishi Electric Group)

Initiatives for Business Continuity

Business continuity plan (BCP) Formulation and Regular (Annual) Review

To fulfill our responsibility as a product supplier, we had all Mitsubishi Electric Group offices formulate a BCP assuming the possible outbreak of a new strain of influenza in fiscal 2011 and a BCP assuming the risk of a large-scale earthquake in fiscal 2013 and urged major associated companies in Japan and overseas to formulate a BCP.

Each office and associated company in Japan and overseas where the BCP has been established, reviews it and upgrades countermeasures every year so that the BCP once developed will not turn into a mere formality.

Business Continuity in the Supply Chain

At Mitsubishi Electric, we pursue initiatives to avoid situations in which a large-scale disaster or other unavoidable circumstance imposes serious damage on suppliers, severs the supply of materials, or obstructs our production activities.

- **Activities for Visualizing the Procurement Parts Supply Chain and Mitigating Procurement Risks in Addition to Procurement**

To prepare for the risk of supply chain disruptions in the event of an emergency, we implement various measures, such as visualizing the supply chain per procured item and purchasing from multiple suppliers. In addition, we continue to educate and support our suppliers on disaster preparedness by holding BCP seminars for them.

- **Activities for Ensuring a Prompt Initial Response and Efficient Response Tasks in Times of Emergency**

We are restructuring our frameworks and systems to accelerate and streamline operations, including centralized management of supply chain information for purchased goods, supplier impact surveys in the event of an emergency, and automation of response tabulation.

Strengthening Disaster Responses

Each office and associated companies of the Mitsubishi Electric Group possesses a disaster response manual that is used to implement preliminary measures (disaster mitigation measures) and disaster prevention drills.

For example, Mitsubishi Electric carries out an emergency drill and safety confirmation training that involves the use of a safety confirmation system at each site. In addition, we have two separate data centers in the Greater Tokyo Area and the Kansai region and carry out an annual drill for switching between data centers in the event of an emergency.

We have also instructed associated companies to establish the same level of disaster countermeasures as those implemented by Mitsubishi Electric to strengthen their emergency preparedness through disaster-prevention drills at each site.

Pandemic Countermeasures

As the Mitsubishi Electric Group continues to expand its business globally, we are advancing initiatives in Japan aimed at (1) ensuring the safety of individuals, (2) maintaining operations that support essential social functions, and (3) minimizing economic losses to the company in the event of an outbreak of a novel influenza or similar threat. These efforts include the formulation of business continuity plans (BCPs) and monitoring the movements of business travelers and expatriates. For our overseas associated companies, we provide direction for establishing countermeasures suitable for the situation in each country, including the formulation of a BCP that anticipates the outbreak of a new strain of influenza.

Ensuring Safety Overseas

The Mitsubishi Electric Group's Overseas Security Center works closely with overseas sites, including local associated companies and overseas offices of Mitsubishi Electric and associated companies in Japan, to grasp the dynamics and confirm the safety of overseas business travelers, convey various information (travel restrictions, etc., based on information gathered from the Ministry of Foreign Affairs and specialized agencies), and to provide employee education.

In addition, from a geopolitical risk perspective, each overseas site has developed a crisis management manual that stipulates evacuation procedures and routes in preparation for emergencies. Relevant risk information is also gathered weekly from overseas crisis management consultants and other sources, and shared with stakeholders.

We also participated in the public-private overseas safety cooperation conference sponsored by the Ministry of Foreign Affairs and exchanged information and views with other companies and organizations. The results of the conference have been incorporated into the risk management activities of our company and overseas sites.

Compliance

Our Concept of Compliance

Message from Top Management

The Mitsubishi Electric Group regards “ethics and compliance” as the foundation of corporate management, and top management issues a message to all officers and employees as part of the effort to establish even stronger relationships of trust with customers, shareholders and society.

> Message from Top Management

Compliance Motto—“Always Act with Integrity”

The Mitsubishi Electric Group has established the compliance motto “Always Act with Integrity” as a guiding mindset for all officers and employees. “Integrity” means the strong will and attitude to persist in doing the right thing and having character traits such as “being fair,” “being honest,” “being sincere,” “taking responsibility for one’s behavior” and “respecting others.”

Always Act with Integrity

いかなるときも「誠実さ」を貫く

When establishing the compliance motto, the Group also formulated “Questions to Test for Integrity” to serve as a tool to help officers and employees ask themselves whether an action or decision is right, whenever they are uncertain as to whether an action or decision is right. We have been working to ensure that all Group officers and employees are fully aware of the “Questions to Test for Integrity.”

Questions to Test for Integrity

1	Is your action or decision in line with laws and regulations, internal rules, contractual terms or this Code of Conduct?
2	Can you tell your family and friends about your action or decision without feeling ashamed?
3	Will you be proud of your action or decision if it is reported in the mass media or social media?
4	Does your action or decision give priority to compliance over other considerations, e.g., profit, efficiency, etc.?
5	Can you rationally and honestly defend your action or decision without having to give excuses such as, "It is just a small thing, there will be no problem"; "It will not be found out"; "I need to do this for the company"; "It has been done this way for a long time"; "My senior colleague also did that" or "I was instructed by my superior"?
6	Do you first assess if your superior's instructions are right in light of this Code of Conduct before acting upon the instructions?

Mitsubishi Electric Group Code of Conduct

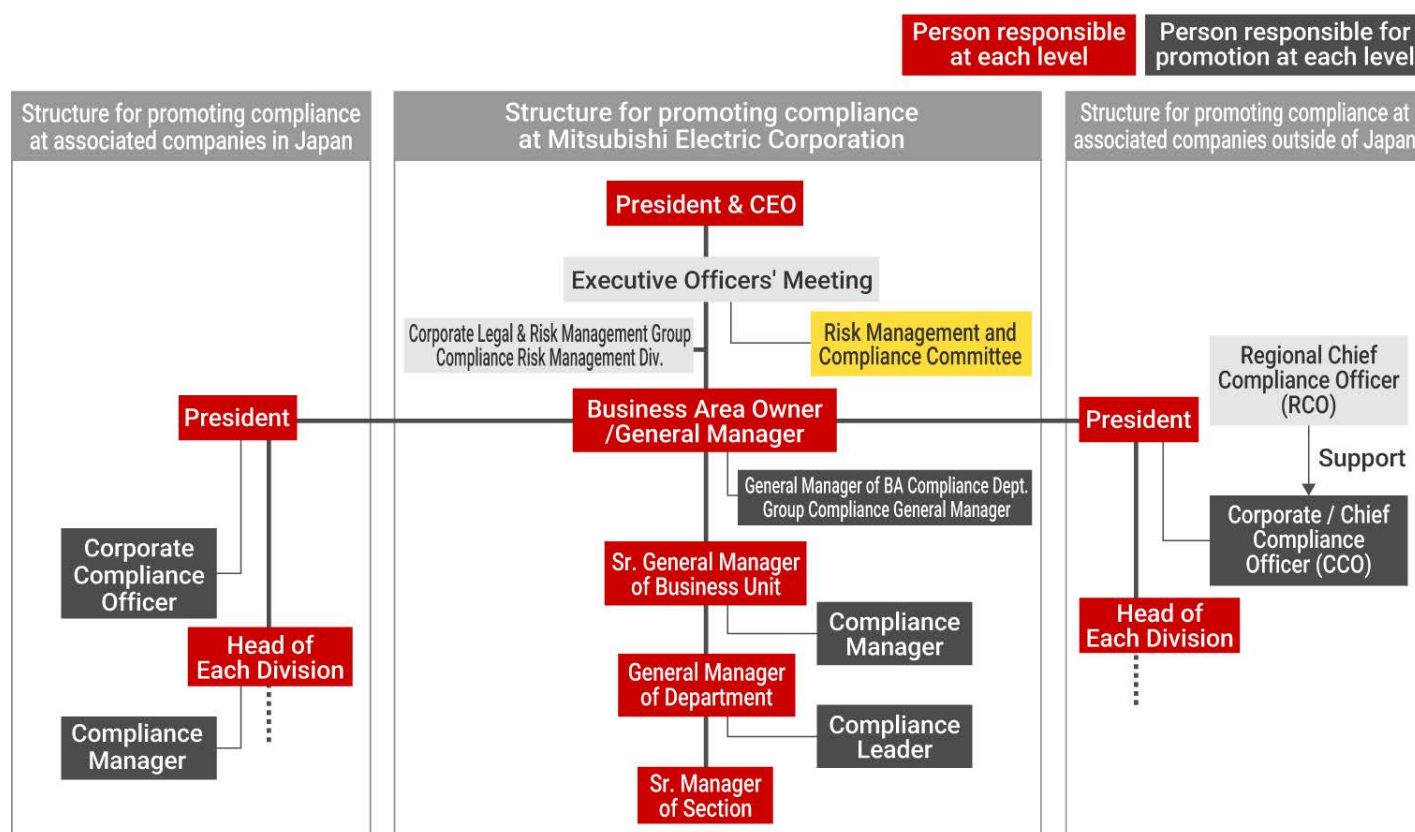
The Mitsubishi Electric Group Code of Conduct is a uniform code of conduct that consolidates and summarizes laws and regulations and social norms to be observed and respected by each and every officer and employee of Mitsubishi Electric Group in the execution of business and defines how we should act on a daily basis. The Code of Conduct is constantly revised to reflect changes in legislation and evolving societal expectations. The latest update was published in March 2025.

The Code of Conduct is published in 23 languages, including Japanese, English, Chinese, and Thai, and offers identical content for each country and region in which we operate, presenting norms to which every Mitsubishi Electric Group officer and employee should conform.

➤ Mitsubishi Electric Group Code of Conduct

Mitsubishi Electric Group Compliance Promotion Structure

Based on the recognition that the promotion of compliance is inseparably linked with business promotion, the Mitsubishi Electric Group has established a compliance structure in which the President & CEO of Mitsubishi Electric Corporation serves as the Chief Compliance Promotion Officer, and each Mitsubishi Electric business division as well as each associated company in Japan and overseas proactively promotes compliance. Moreover, to ensure that rapidly expanding new risks are addressed, it is important to prioritize risks using a risk-based approach while implementing flexible risk control based on decision-making led by management. Accordingly, we reorganized the Corporate Compliance Committee as of April 1, 2024, establishing the Risk Management and Compliance Committee to deliberate and make decisions on policies for addressing priority risks and other matters.



Mitsubishi Electric Group compliance promotion structure

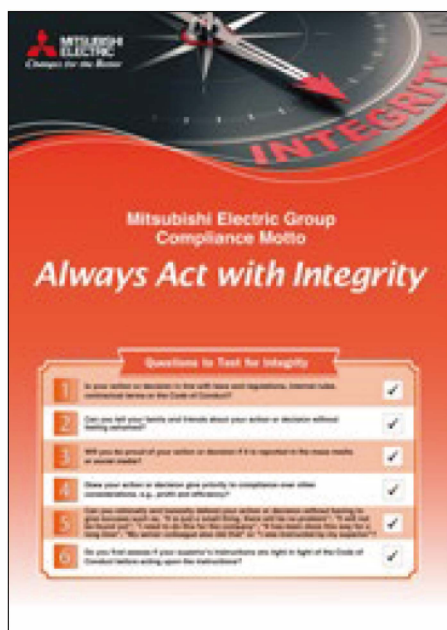
Thorough Dissemination and Education about Our Compliance Policy

Ensuring that Employees Are Familiar with Our Compliance Policy

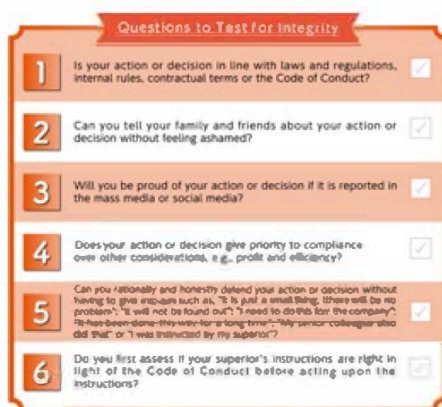
The senior management of the Mitsubishi Electric Group, including the President & CEO, takes every opportunity to directly address officers and employees on the subject of compliance in a diverse range of situations, ensuring that an awareness of our stance on compliance takes root throughout our organization.

To raise awareness even further, we also display posters of our compliance motto, "Always Act with Integrity," in our workplaces and distribute cards printed with the compliance motto to each of our employees. We distribute the "Mitsubishi Electric Group Code of Conduct" to all Mitsubishi Electric Group officers and employees, including overseas officers and employees.

By disseminating the "Mitsubishi Electric Group Code of Conduct Global Handbook," which explains the contents of the Code of Conduct with a Q&A section and introductions of actual cases, and by holding workshops and read-through sessions in each workplace, our aim is for all officers and employees to internalize the Code of Conduct.



Poster



Portable Card



Mitsubishi Electric Group Code of Conduct

Compliance Education by Diverse Means

The Mitsubishi Electric Group works to ensure that employees are aware of the Group's concept of compliance and of the laws that are essential to the conduct of our business activities, using a variety of tools including workshops, e-learning programs, and the distribution of manuals. These tools provide the optimum content for different businesses, job levels, job categories, and regions (overseas).

In addition to educational activities conducted independently by each of the Group's associated companies and business divisions, we also carry out Group-wide educational initiatives. Officers and employees across the countries where we operate participate in the educational program that covers major relevant laws and the Group's approach to compliance, delivered through e-learning, in-person sessions, correspondence courses and other methods. For example, Mitsubishi Electric conducts annual e-learning on the Mitsubishi Electric Group Code of Conduct for all officers and employees, with a 100% participation rate in FY2025.

➤ Education Covering Major Laws and Regulations, as well as the Group's Concept of Compliance; and Workshops Related to Compliance

Basic Initiatives against Compliance Risks

Fair Competition (Preventing the Violation of Anti-trust Laws)

The Mitsubishi Electric Group deeply regrets its experience of having received an administrative penalty for violating anti-trust laws in Japan and overseas. Out of this regret, we uphold anti-trust laws as one of the most important laws that we must abide by, and make ongoing Group-wide initiatives to both prevent any recurrence of such incidents and prevent previous incidents from being forgotten. In addition to formulating and operating internal regulations that govern the entire Mitsubishi Electric Group, we have also strengthened internal audits that specialize in anti-trust laws, and place importance on employee training through a combination of e-learning and classroom programs.

In Japan, in addition to providing e-learning to directors, officers, and employees of Mitsubishi Electric and its associated companies in Japan, we continuously conduct practical training that reflects the characteristics of each business every year. Additionally, we provide education on anti-trust laws that focus on regional characteristics overseas in the combined form of e-learning programs and face-to-face education.

We will continue to make greater initiatives to prevent similar incidents from occurring and previous incidents from being forgotten, through regular monitoring of the status of daily business activities and internal regulations, practical training that matches actual transaction situations, and other such initiatives.

> Compliance e-Learning Programs

Corruption Prevention (Preventing Bribery)

We are committed to Group-wide initiatives to prevent bribery under the Mitsubishi Electric Group Anti-Bribery Policy.

Furthermore, we are conducting monitoring activities such as maintaining and enacting internal regulations, internal audits, and self-assessments for interactions with public officials inside and outside the country as a measure to prevent bribery. We also work to prevent the occurrence of partners offering bribes by conducting pre-screenings to check for the risk of bribery before entering into new transactions with partners, including agencies, consultants, agents, and distributors, as well as by prescribing a strict antibribery provision in any agreements to be concluded.

In addition, we provide training to directors, officers and employees of Mitsubishi Electric and its associated companies in Japan who regularly interact with public officials in the combined form of e-learning programs and face-to-face training. We also provide training to prevent bribery in our overseas offices in the combined form of e-learning programs and face-to-face training according to the characteristics of the respective region.

We will continue to enhance measures in each region, and take effective and efficient measures by selecting countries and transactions with particularly high risks of being involved in bribery, to respond to the expansion of our business at a global level.

Note that there were no incidents where Mitsubishi Electric was subjected to any fines, penalties, or other sanctions related to bribery.

 **Mitsubishi Electric Group Anti-Bribery Policy**
(English version)

 **Mitsubishi Electric Group Anti-Bribery Policy**
(Chinese version)

> Compliance e-Learning Programs

Support and Responses to Political Activities

The Mitsubishi Electric Group provides support for political activities only upon full consideration of its social standing as defined in its Purpose and in compliance with relevant laws and regulations in each country.

For example, when Mitsubishi Electric makes a political donation in Japan, the Human Resources and General Affairs Division screens all cases in detail in accordance with the Political Funds Control Act, and ensures adherence to all internal procedures. Additionally, in public elections, we make every effort neither to infringe on the Public Offices Election Act nor deviate from sound social morals.

Security Trade Control

To help maintain international peace and security, Mitsubishi Electric Group has established and abides by the Corporate Security Export Control Regulation. Based on the regulation, all transactions are closely checked for any inclusion of export controlled items and security concerns related to destination, customers, end-use, and transaction conditions, and are strictly managed pursuant to relevant laws and regulations. Furthermore, to ensure all associated companies in Japan and overseas also take proper action in line with our policies, we distribute the Security Export Control Standard Regulations of the Mitsubishi Electric Group (in Japanese, English, Chinese, and Thai) to all associated companies, and provide guidance for the establishment of regulations, the development of a framework, employee training and internal audits in each company. In recent years, transactions involving economic security risks are increasing in line with the progress of trade-related legislation, on top of export control, addressing sustainability issues such as human rights and decarbonization, etc., particularly in Europe and the United States. Mitsubishi Electric Group is complying with trade-related laws and regulations including imports through checks, conducted by business partners as well, on export restrictions including economic sanctions, etc., from the perspective of ensuring security across the entire supply chain.

In fiscal 2025, in Japan we provided e-learning courses and held online workshops for working-level personnel. For overseas associated companies, we also have e-learning materials for the implementation of training programs in each company in major languages in Europe, America and Asia.

➤ Compliance e-Learning Programs

Disassociation with Anti-social Groups

The Mitsubishi Electric Group clearly sets forth the following provisions in the Mitsubishi Electric Group Code of Conduct and implements them.

1. We will not have any relationship with nor will we conduct business with any anti-social forces (including crime syndicates, terrorists and drug dealers). If any demand is made by anti-social forces, we refuse such demand.
2. We comply with applicable anti-money laundering, anti-corruption and anti-social forces laws and regulations.

Furthermore, in Japan, it is recommended to include an article on the "elimination of crime syndicates and other anti-social groups" in transaction contracts and an officer for preventing unreasonable demands, as stipulated in the Act on Prevention of Unjust Acts by Organized Crime Group Members, is assigned to each business office and associated company as a Groupwide measure against unreasonable demands from anti-social groups. If a transaction partner is found to be an anti-social group, we make every effort to promptly disassociate ourselves from the company with the cooperation of the police, external specialist institutions* and lawyers.

* National Center for the Elimination of Boryokudan and the Special Violence Prevention Measures Association (Tokubouren) under the control of the Metropolitan Police Department, National Center for the Elimination of Criminal Organizations, etc.

Compliance Audits and Internal Notification System

Compliance Audits

To verify the state of compliance in the Mitsubishi Electric Group, self-inspections are carried out in each internal department and associated company several times a year. The inspection utilizes various tools, including specific check sheets for the areas of corporate ethics and legal compliance. Corrective action is taken as necessary in response to the result of such self-inspection.

Additionally, internal regulations and systems are in place to ensure proper operations across the Mitsubishi Electric Group. The Corporate Auditing Division of Mitsubishi Electric conducts internal audits to check the operational effectiveness of these regulations and systems (in the audit areas of ethics and legal compliance, accounting and finance, human resources, technology management and quality management). If an audit reveals the need for improvement, the relevant company or department will receive instructions for remediation/improvement. Periodical reports of audit are presented before the audit committee and the President & CEO through the executive officer in charge of internal audits.

Internal Notification System

Mitsubishi Electric has put in place “ethics and legal compliance hotlines” (internal notification system, so-called “whistleblowing system”), with the objective of promptly addressing fraudulent, illegal, and anti-ethical conducts as a self-disciplinary mechanism. This function is available through two notification channels, inside and outside the company. The outside channel is managed by independent law firms. The hotlines are operated pursuant to clearly defined internal regulations that ensure responses to anonymous informants, elimination of disadvantageous treatment of informants, and the confidentiality of all informants. Notifications are also accepted from business partners and companies, if it pertains to issues that arise out of their relationship with Mitsubishi Electric, including but not limited to business transactions.

Alleged issues of each notification are examined by an “ad hoc” investigation group, whose membership is determined depending on the nature of the notification. In case an alleged issue casts doubt on compliance with pertinent laws and/or internal rules, efforts are made to reinforce the prevalence of adequate norms through a revision of rules or explanatory meetings for promoting due understanding of the same. Where misconduct contrary to any laws and/or internal rules is detected, the concerned employee is subject to disciplinary action, and if any organized involvement in the detected incident is found, remediation is demanded of the concerned department.

The detailed functions of these “ethics and legal compliance hotlines” are provided in the Mitsubishi Electric Group Code of Conduct Handbook disseminated to all employees. These detailed functions also appear on posters displayed in each workplace (each department and operating base), on the handheld cards containing the contact information of internal and external contact points that are distributed to all employees, and on the Group intranet, to ensure that we communicate them to all employees.

The internal notification system is also in place at each associated company of the Mitsubishi Electric Group both in Japan and overseas.

Mitsubishi Electric Group Code of Conduct

Mitsubishi Electric Group Code of Conduct is a uniform code of conduct in which laws and regulations and social norms to be complied with and respected by each officer and employee of Mitsubishi Electric Group in executing company business and performing his/her duties are put together and summarized, and is intended to serve as guidelines for our day-to-day conduct.



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Tax Initiatives

Basic Policy on Tax

Based on the concept of fulfilling our social responsibility through the proper payment of taxes, the Mitsubishi Electric Group has established the “Mitsubishi Electric Group Global Tax Policy” and is working to ensure tax compliance.

Tax Governance Framework

Based on a recognition that tax compliance is inseparably linked with business promotion, the Mitsubishi Electric Group’s tax governance framework ensures tax compliance by having each group company implement risk management under the direction and supervision of the Chief Financial Officer (CFO).*

The CFO reports tax matters to the Executive Officers’ Meeting and on other occasions in a timely manner, in consideration of their importance.

* Some taxes, including customs duties and personal income taxes, are the responsibility of the division in charge of complying with the respective laws and regulations.

Tax Policy

The Mitsubishi Electric Group has established the basic policy on tax that each group company shall adhere to in its domestic and international business activities.

Mitsubishi Electric Group Global Tax Policy

Our principles

The Mitsubishi Electric Group has positioned sustainability as a pillar of its corporate management, based on its “Purpose” and “Our Values.”

Furthermore, the Mitsubishi Electric Group recognizes the importance of ethics and absolute compliance with legal requirements as a fundamental precondition for the Group’s continued existence.

Aligning with these principles and the “Mitsubishi Electric Group Code of Conduct,” the Mitsubishi Electric Group is committed to complying with tax laws and regulations, and pays the correct amount of tax.

Our attitude towards tax planning

The Mitsubishi Electric Group complies with tax laws and regulations of the countries and regions in which we conduct business, including without limitation treaties applicable to them. We also respect guidelines such as, but not limited to OECD guidelines, and conduct transactions between group companies on an arm's length principle.

The Mitsubishi Electric Group may seek to apply the tax incentives and exemptions available in the countries and regions in which we conduct business, however, we do not engage in any artificial tax arrangements which are not in line with our principles.

Tax risk management

The Mitsubishi Electric Group believes that tax compliance is inseparably linked with business promotion. Therefore, each group company shall thoroughly ensure tax risk management in carrying out their business operations.

The Mitsubishi Electric Group has put in place a framework for tax governance to ensure that tax management at the group level is properly implemented, and each group company maintains an organizational structure and processes in place to ensure that all applicable tax rules are respected and taxes are paid in accordance with those rules.

Where material uncertainty exists, the Mitsubishi Electric Group may proactively seek the advice of external experts as appropriate. Also, if available, we may consider seeking predictability from tax authorities by obtaining an interpretation/clarification of the application of tax laws and regulations through prior consultation.

In the event a disagreement with the tax authority arises on the appropriate tax treatment of a case and it cannot be resolved between both parties, the Mitsubishi Electric Group will resolve the issue constructively through an appropriate method.

Relationship with tax authorities

The Mitsubishi Electric Group adopts a collaborative and constructive relationship at all times with tax authorities. We make accurate and timely declarations and respond to queries and information requests from tax authorities in a sincere and timely manner.

Tax Compliance Initiatives

In accordance with its tax governance framework, the Mitsubishi Electric Group is strengthening risk management by grasping the status of tax investigations by the tax authorities of each country and tax disputes, and other matters.

With regard to the transfer pricing regulation, as an important issue for our business operations, we are working to strengthen transfer pricing management based on the OECD Transfer Pricing Guidelines as well as the transfer pricing regulations of each country and region.

Information Security

Basic Policy

In order to respond to the threat of cyberattacks, which are rapidly becoming more sophisticated and diverse, the Mitsubishi Electric Group is continually working to strengthen its cybersecurity and governance of information management and operations.

We manage the information entrusted to us by customers and stakeholders of Mitsubishi Electric as well as confidential corporate information, including sales, engineering, and intellectual property information, based on the Declaration of Confidential Corporate Information Security Management.

Corporate Information Security

Information Security Organization Structure

The Mitsubishi Electric Group's information security framework designates the President & CEO as the Chief Officer responsible for information security management. It consists of a corporate division that manages information security across the organization and business divisions that bear responsibility for information security risks within their business activities. Within the corporate division, an Executive Officer in charge of Information Security appointed as the Officer, Information Security of MELCO^{*1} Group oversees all aspects of information security management. Under the direction, the Chief Information Security Manager ensures compliance with customer supply chain requirements, international standards, and industry best practices, while regularly reporting on the division's activities. In each business division, General Managers, Information Security operate under the supervision of their respective Officer, Information Security to manage information security of their own divisions, including oversight of associated companies.

The Officer, Information Security of MELCO Group convenes regular Information Security Management Meetings with General Managers, Information Security to communicate and coordinate the formulation of group-wide information security policies and the planning of related initiatives.

Each division is equipped with functions for information management: CSIRT,^{*2} PSIRT,^{*3} and FSIRT.^{*4} The Corporate Information Security Division is responsible for planning and promoting the Group's information security mechanisms, rules, IT system security, and compliance with personal data protection laws and regulations. In the event of a security incident, this division collaborates with the relevant business divisions to make prompt and informed decisions based on operational circumstances, ensuring swift incident response.

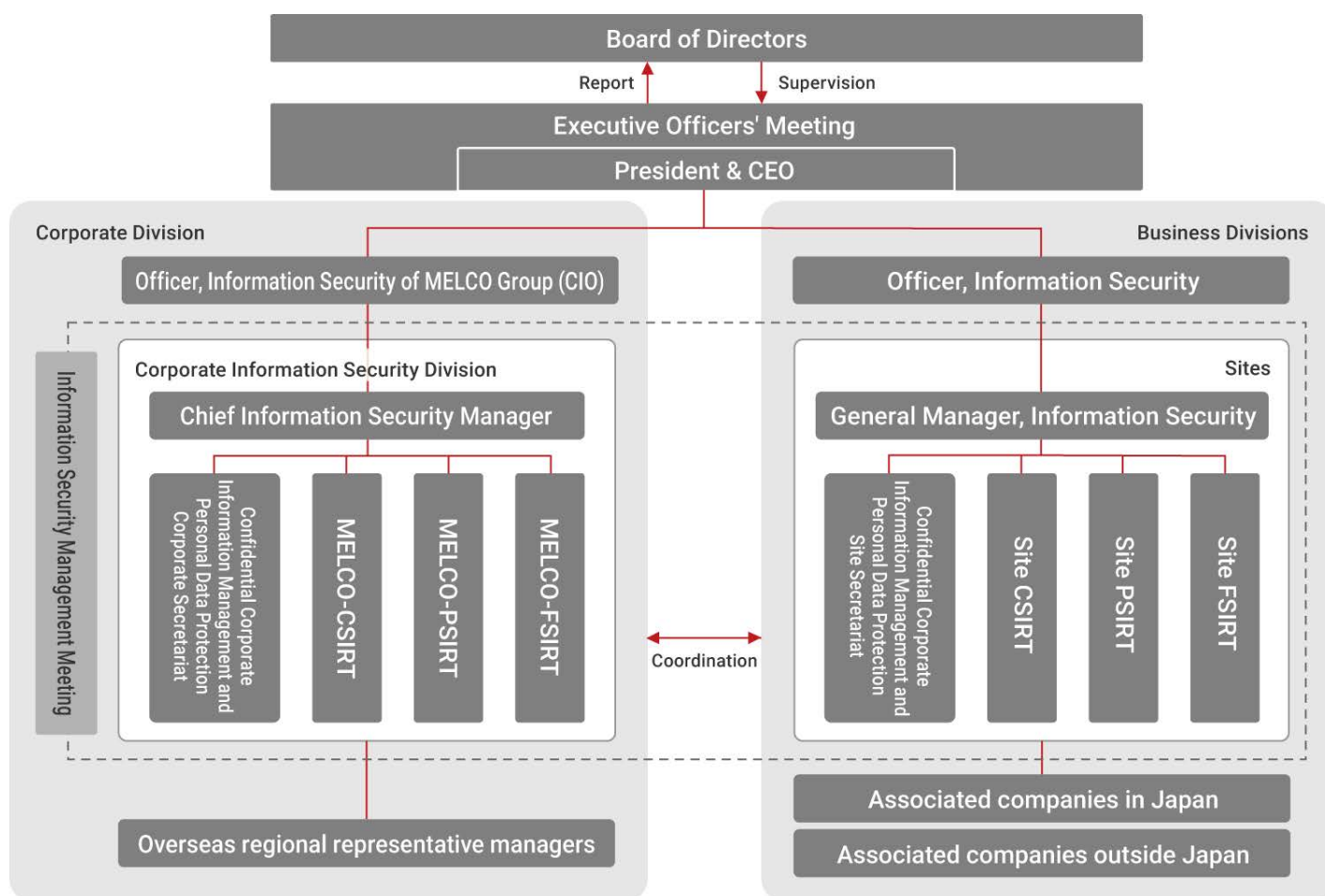
As for cybersecurity issues at overseas associated companies, the Corporate Information Security Division cooperates closely with overseas regional representative managers in the Americas, Europe, and Asian countries, while considering each region's unique circumstances.

*1 Mitsubishi Electric Corporation

*2 Computer Security Incident Response Team

*3 Product Security Incident Response Team

*4 Factory Security Incident Response Team



Information Security Organization Structure (Mitsubishi Electric Group)

Personal Information Protection

Mitsubishi Electric has established Personal Information Protection Policy and the Company Rules on Personal Information Protection, developing a framework in accordance with the Japanese Industrial Standards JIS Q 15001: Personal Information Protection Management System – Requirements. Through this framework, the Company ensures thorough awareness of personal information protection among its employees and actively promotes initiatives to safeguard personal information.

In January 2008, we were granted the right to use the PrivacyMark, which certifies the establishment of management systems that ensure proper measures for personal information protection. We have been renewing the PrivacyMark certification since then. In January 2024, we completed the eighth PrivacyMark renewal process.

Cyberattack Countermeasures

To counter cyberattacks against companies, the Mitsubishi Electric Group is implementing centralized management of networks, computer terminals, and servers (cloud) and adopting defense-in-depth. Defense-in-depth provides protection against cyberattacks and enables the detection of suspicious activities and intrusions. The immediate response system we have established also helps to prevent and minimize damage.

In order to support work at the office as well as work requiring access from home or on a business trip, strong multifactor authentication has been introduced and authentications are centrally managed. Internet websites are constantly exposed to many external threats, and so we only launch websites that are approved in order to maintain a high security level.

Environmental Data

The environmental reporting boundary includes 225 companies: Mitsubishi Electric Corporation, 92 affiliated companies in Japan, and 132 affiliated companies outside Japan.

Reducing Greenhouse Gases Emitted in the Value Chain

The data for fiscal 2025 have undergone third-party assurance by KPMG AZSA Sustainability Co., Ltd., as documented in the Mitsubishi Electric Group Sustainability Data Book 2025.

		Accounting (kt-CO ₂) (Total emission ratio indicated in parenthesis)			Accounting Summary
		FY2023	FY2024	FY2025	
Scope 1 : Direct emissions from fuel use and industrial processes at our company* ¹		272 (0.1%)	234 (0.1%)	216 (0.1%)	
Scope 2 : Indirect emissions associated with use of electricity and heat purchased by our company* ² * ³					
	Market based	679 (0.4%)	676 (0.4%)	520 (0.3%)	Calculated using the power emission coefficient based on the contract
	Location based	774	837	776	Calculated using the average emission coefficient of power generated in the area
Scope 1 + 2 (Scope 2 is market-based)		951 (0.5%)	910 (0.5%)	736 (0.4%)	Coverage: 99% (energy usage based)
Scope 3 : Indirect emissions outside the scope of our company's operational activities* ⁴ * ⁵		182,427 (99.5%)	180,316 (99.5%)	164,280 (99.6%)	
1	Purchased goods and services* ⁶ * ⁷	11,947 (6.5%)	11,282 (6.2%)	14,286 (8.7%)	Emissions associated with activities up to the manufacturing of materials, etc., relating to raw materials, parts, purchased products, and sales
2	Capital goods	1,048 (0.6%)	775 (0.4%)	207 (0.1%)	Emissions generated by the construction and manufacturing of own capital goods
3	Fuel- and energy-related activities* ³	148 (0.1%)	128 (0.1%)	141 (0.1%)	Emissions associated with procurement of fuel necessary for power generation, heat supply, etc., and power such as electricity supplied by other parties
4	Upstream transport and distribution	607 (0.3%)	492 (0.3%)	1,340 (0.8%)	Emissions associated with logistic processes up to the delivery to our company of materials, etc., relating to raw materials, parts, purchased products, and sales
5	Waste generated in operations	0.6 (0.0%)	0.4 (0.0%)	103 (0.1%)	Emissions associated with transporting and processing waste produced by our company
6	Business travel	15.7 (0.0%)	24.3 (0.0%)	119 (0.1%)	Emissions associated with employee business travel
7	Employee commuting	41 (0.0%)	41 (0.0%)	125 (0.1%)	Emissions associated with employees commuting to and from their respective workplaces
8	Upstream leased assets	-	-	-	Emissions associated with operation of leased assets hired by our company (Calculated by Mitsubishi Electric under Scope 1 and Scope 2)
9	Downstream transport and distribution	5.9 (0.0%)	5.0 (0.0%)	6.1 (0.0%)	Emissions associated with the transport, storage, cargo handling and retailing of products
10	Processing of sold products	2.2 (0.0%)	2.2 (0.0%)	2,532 (1.5%)	Emissions associated with the processing of interim products by business operators
11	Use of sold products* ² * ³ * ⁸	168,568 (91.9%)	167,527 (91.4%)	144,361 (87.5%)	Emissions associated with the use of products by users (consumers/business operators)* ⁹
12	End-of-life treatment of sold products	5.4 (0.0%)	4.9 (0.0%)	676 (0.4%)	Emissions associated with the transport and processing of products for disposal by users (consumers/business operators)
13	Downstream leased assets	14 (0.0%)	11 (0.0%)	-	Emissions associated with operation of leased assets
14	Franchises	-	-	-	
15	Investments	26 (0.0%)	23 (0.0%)	385 (0.2%)	Emissions associated with operation of investments
Scope 1 + 2 + 3 (Scope 2 is market-based)		183,379 (100.0%)	181,226 (100.0%)	165,016 (100.0%)	

*1 The usage of fuels such as city gas and heavy oil. SF₆, HFCs, and PFCs emissions from product manufacturing and testing. Emission coefficients are based on the latest published figures from the Ministry of the Environment.

*2 For CO₂ emission coefficients for electricity, we use the latest figures published by individual electric power providers from the Ministry of the Environment and the Ministry of Economy, Trade and Industry for Japan, and by the International Energy Agency for overseas.

*3 Electricity CO₂ emission coefficients for overseas are adjusted from end-use country-specific values to generation-side country-specific values, as emissions attributable to transmission and distribution losses are included under Category 3.

*4 Includes extrapolated estimates.

*5 The calculation method has been reviewed and updated based on the aggregation of fiscal 2025 results.

*6 Calculated based on purchases recorded in the materials procurement system, including extrapolated estimates using sales revenue and employee data.

*7 Emission factors are sourced from the Ministry of the Environment's Emission Factor Database v3.5.

*8 <Electricity Consumption from Product Use>

Target products are those registered in the e-Pro system. Electricity consumption per product is multiplied by its service life, number of units shipped, and the electricity emission coefficients to calculate total emissions.

<GHG Leakage>

Covers refrigerant leakage during product use (for products registered in the e-info system) and insulating gas leakage during inspection of electrical equipment.

Refrigerants: calculated by multiplying the filling volume by the company-defined leakage rate, service life, and global warming potential.

Insulating gases: calculated by multiplying the filling volume by the company-defined leakage rate, number of inspections until disposal, and global warming potential.

*9 Data excludes certain operational sites.

GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

Material Balance

Input

		Unit	FY2023	FY2024	FY2025
Production	Materials* ¹ (weight of all products sold + weight of packaging materials + waste generation)	kt	2,920	2,600	3,100
	Total energy input* ² * ³	kGJ	20,920	17,910	17,560
	Electricity* ³	GWh	1,894	1,807	1,768
	Traditional electric power	GWh	1,624	1,396	1,133
	Renewable electricity	GWh	270	411	634
	Renewable energy usage rate	%	14.2	22.8	35.9
	City gas	thousand m ³	35,780	33,820	34,830
	LPG	t	3,780	2,949	2,967
	Oil (crude oil equivalent)* ³	kl	18,659	15,460	14,913
	Purchased thermal energy (steam, etc.)	kGJ	140	140	150
	Water usage	thousand m ³	14,980	13,151	12,819
	Intake* ⁴	thousand m ³	10,878	9,776	9,612
	Reuse* ⁵	thousand m ³	4,102	3,375	3,207
	Chemical substances				
	Controlled chemical substances* ⁶	t	4,236	4,043	3,890
	VOC (Volatile Organic Compounds)	t	2,440	2,336	2,036
Transportation	Sales and Logistics* ⁷				
	Fuels (gasoline, diesel, bunker oil, etc.)	kl	224,822	179,887	360,303
	Electricity	GWh	1.5	1.4	2.5
Use	Energy consumed during product use* ⁸	GWh	336,341	355,014	333,600

Output

				Unit	FY2023	FY2024	FY2025	
Production	Weight of all products sold* ⁹			kt	2,495	2,176	2,716	
	Weight of packaging materials* ¹⁰			kt	130	126	130	
	Greenhouse gas (CO ₂ -equivalent)			kt-CO ₂	951	910	736	
				CO ₂ * ¹¹ * ¹⁶	kt-CO ₂	815	803	642
				HFCs* ¹²	kt-CO ₂	19	16	10
				PFCs* ¹²	kt-CO ₂	22	14	10
				SF ₆ * ¹²	kt-CO ₂	95	78	75
	Water discharge volume* ¹³			thousand m ³	8,467	7,784	7,129	
	Chemical substances	Controlled chemical substances* ⁶	Emissions to air	t	515	515	406	
			Discharges to water	t	5.7	23.9	19	
		VOC (Volatile Organic Compounds)		t	882	776	775	
		NO _x		t	40	80	35	
		SO _x		t	0.3	2.0	2	
		BOD (Biochemical Oxygen Demand)			t	81	85	87
	COD (Chemical Oxygen Demand)			t	73	156	101	
	Waste	Generation		t	292,814	294,590	253,305	
			Non-hazardous waste	t	286,177	287,847	247,396	
			Hazardous waste (Japan)	t	1,445	1,432	1,231	
			Hazardous waste (Overseas)	t	5,192	5,311	4,677	
		Waste treatment subcontracted out		t	134,100	156,843	119,228	
		Amount recycled		t	223,258	233,873	207,265	
			of which, hazardous waste (Japan)	t	436	436	570	
			of which, hazardous waste (Overseas)	t	3,251	2,689	4,075	
		Direct landfill amount		t	1,561	2,268	1,218	
			Japan	t	117	20	36	
			Overseas	t	1,445	2,248	1,182	
		Direct landfill rate	Japan	%	0.06	0.01	0.02	
			Overseas	%	1.40	2.06	1.37	
Transportation		CO ₂ emissions* ¹⁴			kt-CO ₂	607	491	956
Use		Greenhouse gas emissions during product usage (CO ₂ -equivalent)* ¹⁵ * ¹⁶			kt-CO ₂	168,568	167,527	144,361

Recycle

				Unit	FY2023	FY2024	FY2025
Plastic waste generation (Japan)				kt	26	26	38
Effective utilization rate of plastic waste (Japan)				%	92.5	95.0	97.0

*1 Total value for shipping weight of products, plus amount of product packaging materials used, plus total amount of waste

*2 Includes electricity, city gas, LPG, oil, etc.

*3 Figures include commercial vehicles and other company-owned vehicles

*4 For sites where water intake by building tenants cannot be determined, figures are calculated by multiplying the number of employees by a fixed value

*5 Volume of water that has been recovered, purified, and reused after being used in processes

*6 Japan: Substances subject to Japan's PRTR law. Overseas: Controlled chemical substances designated by Mitsubishi Electric and used in amounts of 18 kg or more per year.

*7 Transport fuel for overseas associated companies includes fuel used in international shipments.

*8 Estimated total electricity consumption over the operating life of final products subject to CO₂ reduction during use. Operating life is defined per product based on statutory service life, design specifications, and statistical data.

*9 Shipment weight of products

*10 Total amount of disposable and returnable packaging materials used

*11 For CO₂ emission coefficients for electricity, we use the latest figures published by individual electric power providers from the Ministry of the Environment and the Ministry of Economy, Trade and Industry for Japan, and by the International Energy Agency for overseas.

*12 Global Warming Potential (GWP) for greenhouse gases other than CO₂ is calculated in reference to figures published in the IPCC 5th Evaluation Report.

*13 Data collected using one of the following methods depending on the site: measurement by instruments, a calculation based on sewage charges, or discharge volume = water intake volume. At certain sites, spring water and rainwater flow into the drainage system and are included in the discharge volume.

*14 Figures for overseas affiliated companies include transport between countries.



*15 CO₂ emission during product usage (CO₂ equivalent): Total CO₂ emitted during the operation of final products. For CO₂ emission coefficients for electricity, we use the latest figures published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry for Japan, and by the International Energy Agency for overseas.

*16 Electricity CO₂ emission coefficients are adjusted from end-use country-specific values to generation-side country-specific values, as emissions attributable to transmission and distribution losses are included under Category 3.

Water Intake, Discharge, and Usage

The data on water intake and discharge for fiscal 2025 have undergone third-party assurance by KPMG AZSA Sustainability Co., Ltd., as documented in the Mitsubishi Electric Group Sustainability Data Book 2025.

FY2025 results

	Unit	Group	Japan	Overseas	High-risk sites*
Water usage	thousand m ³	12,819	10,844	1,975	825
Intake	thousand m ³	9,612 	7,798	1,814	763
Surface water	thousand m ³	41	41	0	0
Groundwater	thousand m ³	4,237	4,207	30	6
Seawater	thousand m ³	0	0	0	0
Water discharged during development/mining processes	thousand m ³	0	0	0	0
Water purchased from third parties	thousand m ³	5,334	3,551	1,783	756
Water reused	thousand m ³	3,207	3,046	162	62
Discharge	thousand m ³	7,129 	5,688	1,441	573
Surface water	thousand m ³	2,222	2,220	2	0
Groundwater	thousand m ³	1	0	1	0
Seawater	thousand m ³	60	60	0	0
Water discharged into third-party drainage facilities	thousand m ³	4,846	3,407	1,438	573
Water consumption (water intake minus discharge volume)	thousand m ³	2,483	2,110	372	190
Reuse ratio (reused/used)	%	25	28	8	8
Water usage per unit of sales (Water usage/sales)	m ³ /million yen	2.4	–	–	0.006

FY2024 results

	Unit	Group	Japan	Overseas	High-risk sites*
Water usage	thousand m ³	13,151	11,234	1,916	754
Intake	thousand m ³	9,776	7,983	1,792	711
Surface water	thousand m ³	31	31	0	0
Groundwater	thousand m ³	4,391	4,367	24	6
Seawater	thousand m ³	0	0	0	0
Water discharged during development/mining processes	thousand m ³	0	0	0	0
Water purchased from third parties	thousand m ³	5,353	3,585	1,768	705
Water reused	thousand m ³	3,375	3,251	124	43
Discharge	thousand m ³	7,784	6,311	1,473	593
Surface water	thousand m ³	2,584	2,578	6	0
Groundwater	thousand m ³	1	1	0	0
Seawater	thousand m ³	54	54	0	0
Water discharged into third-party drainage facilities	thousand m ³	5,145	3,678	1,467	593
Water consumption (water intake minus discharge volume)	thousand m ³	1,992	1,672	319	118
Reuse ratio (reused/used)	%	26	29	6	6
Water usage per unit of sales (Water usage/sales)	m ³ /million yen	2.5	–	–	0.006

FY2023 results

	Unit	Group	Japan	Overseas	High-risk sites*
Water usage	thousand m ³	14,980	13,036	1,943	809
Intake	thousand m ³	10,878	9,068	1,810	752
Surface water	thousand m ³	86	85	1	0
Groundwater	thousand m ³	5,422	5,395	27	7
Seawater	thousand m ³	0	0	0	0
Water discharged during development/mining processes	thousand m ³	2	2	0	0
Water purchased from third parties	thousand m ³	5,369	3,586	1,783	745
Water reused	thousand m ³	4,102	3,968	133	57
Discharge	thousand m ³	8,467	7,122	1,345	441
Surface water	thousand m ³	2,489	2,487	2	0
Groundwater	thousand m ³	1,159	1,159	0	0
Seawater	thousand m ³	54	54	0	0
Water discharged into third-party drainage facilities	thousand m ³	4,765	3,422	1,343	441
Water consumption (water intake minus discharge volume)	thousand m ³	2,411	1,947	464	311
Reuse ratio (reused/used)	%	27	30	7	7
Water usage per unit of sales (Water usage/sales)	m ³ /million yen	3.0	–	–	0.008

* Five sites located in Thailand designated as high-water-risk areas, based on water risk assessments conducted using the Aqueduct tool and the specific characteristics of each business operation.

Social Data

Human Capital

Employment situation

Mitsubishi Electric (non-consolidated)

		FY2021	FY2022	FY2023	FY2024	FY2025
Full-time employees	Total	36,162 persons	36,700 persons	35,136 persons	36,520 persons	31,213 persons
	Men	32,346 persons	32,701 persons	31,141 persons	32,109 persons	27,073 persons
	Women	3,816 persons	3,999 persons	3,995 persons	4,411 persons	4,140 persons
Temporary staff	Total	6,838 persons	6,682 persons	6,505 persons	6,636 persons	4,909 persons
	Men	4,179 persons	4,092 persons	4,130 persons	4,283 persons	3,098 persons
	Women	2,659 persons	2,590 persons	2,375 persons	2,353 persons	1,811 persons
Average age	Total	40.7 years of age	41.1 years of age	41.3 years of age	41.4 years of age	41.3 years of age
	Men	40.6 years of age	41.0 years of age	41.3 years of age	41.4 years of age	41.3 years of age
	Women	41.2 years of age	41.3 years of age	41.3 years of age	41.2 years of age	41.1 years of age
Average number of years worked	Total	16.6 years	16.9 years	16.9 years	16.7 years	16.3 years
	Men	16.5 years	16.8 years	16.9 years	16.8 years	16.4 years
	Women	17.2 years	17.1 years	16.9 years	16.3 years	15.8 years
Turnover rate	Total	2.3%	2.7%	2.8%	3.3%	3.4%
	Men	2.2%	2.7%	2.8%	3.3%	3.4%
	Women	2.4%	3.1%	3.5%	3.4%	3.7%
Average annual wage	Full-time employees	Total	7,963,544 yen	8,067,252 yen	8,273,671 yen	8,298,631 yen
		Gender difference*1	71.6%	71.4%	71.3%	71.7%
	All workers	Gender difference*1	60.7%	61.0%	61.5%	62.4%
	Full-time employees*2	Gender difference*1	63.5%	63.6%	63.6%	64.4%
	Non-regular employees	Gender difference*1	63.5%	62.4%	63.2%	61.8%
Managerial position		Held by women*3	1.9%	2.3%	2.6%	3.1%
Regular position	Total	25,308 persons	25,391 persons	24,559 persons	25,403 persons	22,786 persons
	Held by women	7.3%	7.6%	8.2%	8.8%	9.7%

*1 Women's average annual wage compared to men's average annual wage, expressed as a percentage

*2 Full-time employees and non-regular employees who are full-time, open-ended

*3 Percentage of managerial positions held by women

Employee breakdown per segment and business area

Mitsubishi Electric Group (Unit: No. of people)

Segment	FY2021	FY2022	FY2023	FY2024
Energy & Electric Systems	47,697	47,113	-	-
Industrial Automation Systems	32,975	32,692	-	-
Information & Communication Systems	13,900	13,818	-	-
Electronic Devices	5,323	5,393	-	-
Home Appliances	27,545	28,710	-	-
Other	12,603	12,329	-	-
Common	5,610	5,641	-	-
Total	145,653	145,696	-	-

Mitsubishi Electric Group (Unit: No. of people)

Business Area (BA)	FY2021	FY2022	FY2023	FY2024	FY2025
Infrastructure BA	-	-	21,840	22,033	22,347
Industry & Mobility BA	-	-	31,897	31,593	31,023
Life BA	-	-	61,833	61,051	62,732
Business Platform BA	-	-	11,557	4,912	4,704
Semiconductor & Device	-	-	-	5,848	5,832
Other	-	-	16,575	17,041	16,422
Common	-	-	5,953	6,656	6,854
Total	-	-	149,655	149,134	149,914

New graduates

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

		October 2021 and April 2022 (result)	October 2022 and April 2023 (result)	October 2023 and April 2024 (result)	October 2024 and April 2025 (projection)	October 2025 and April 2026 (plan)
Mitsubishi Electric	Engineering positions	500	600	650	650	650
	Sales & administrative positions	200	200	200	200	150
	Technical positions	200	300	250	250	250
	Total	900	1,100	1,100	1,100	1,050
Group companies in Japan		1,200	1,300	1,500	1,700	1,700
Total		2,100	2,400	2,600	2,800	2,750

Mid-career hires

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

	FY2022	FY2023	FY2024	FY2025	FY2026 (plan)
Mitsubishi Electric	400	900	1,000	1,000	1,000
Group companies in Japan	700	1,000	1,400	1,400	1,200
Total	1,100	1,900	2,400	2,400	2,200

Percentage of women among all new hires

Mitsubishi Electric (non-consolidated) (Unit: %)

	FY2022 (result)	FY2023 (result)	FY2024 (result)	FY2025 (result)	FY2026 (projection)
Overall	20.0	23.3	18.4	18.9	22.6
Sales & administrative positions	38.0	44.3	36.1	43.9	52.3
Engineering positions	14.4	15.0	11.3	10.7	12.8

Employment rate of people with disabilities

Consolidated across three companies* (Unit: %)

FY2021	FY2022	FY2023	FY2024	FY2025
2.31	2.38	2.46	2.46	2.51

* Actual average employment rate (consolidated across three companies/Japan)

Figures are based on the reported employment status of people with disabilities as of June 1.

Starting salary

Mitsubishi Electric (non-consolidated)

	Monthly wage	Compared to the minimum wage*
High school graduate	207,000 yen	111%
Technical high school graduate	236,000 yen	127%
College graduate	269,000 yen	145%
Graduate school graduate	296,000 yen	159%

* Minimum wage is calculated based on the minimum wage for Tokyo Prefecture as of March 2025 (1,163 yen per hour), working 20 8-hour days per month.

Annual human capital development and training expenses per employee

Mitsubishi Electric (non-consolidated)

	FY2021	FY2022	FY2023	FY2024	FY2025
Training hours/year	-	-	25.7 hours	28.1 hours	31.0 hours
Training expenses/year	-	86,000 yen	124,000 yen	147,000 yen	172,000 yen

* Results solely for training organized by corporate divisions in FY2024; does not include training conducted by divisions and production sites.
(Note that trainee training is included in the results.)

Number of people from overseas participating in training programs held in Japan

Mitsubishi Electric Group (Unit: No. of people)

	FY2021	FY2022	FY2023	FY2024	FY2025	Cumulative total
MGEP*1	Canceled due to the impact of COVID-19	18	15	Not implemented	15	68
GMW*2		Canceled	30	27	30	295

*1 Mitsubishi Electric Global Executive Program

*2 Global Management Workshop

(in some years, one or two selected members in Japan may participate)

Employees dispatched under the overseas OJT system

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

	FY2021	FY2022	FY2023	FY2024	FY2025
North America	Canceled due to the impact of COVID-19	22	21	23	23
Central/South America		3	5	4	5
Europe		18	21	26	26
Middle East		0	3	1	3
Southeast/South Asia, Oceania		14	24	18	26
East Asia		16	10	12	10
Total		73	84	84	93

Evaluation indicators related to workplace culture improvement initiatives Mitsubishi Electric (non-consolidated) (Unit: %)

	FY2022 (Result)	FY2023 (Result)	FY2024 (Result)	FY2025 (Result)	FY2026 (Goal)
Employee Engagement Score (Percentage of employees who are proud and motivated to work for the Company)*	54	54	55	60	63 or more
Percentage of employees who responded that they had a good work-life balance	65	66	68	71	70 or more

* Average percentage of positive responses to the five questions in the annual employee engagement survey: "Pride in working for the Company," "Willingness to contribute," "Desire to change jobs," "Encouraging others to join the Company," and "Sense of achievement through work"

Monthly overtime hours per employee Mitsubishi Electric (non-consolidated) (Unit: hours)

FY2021	FY2022	FY2023	FY2024	FY2025
24.9	26.2	25.1	23.7	22.9

Utilization of childcare and family care programs

Mitsubishi Electric (non-consolidated) (Unit: No. of people)

		FY2021	FY2022	FY2023	FY2024	FY2025
Childcare leave	Total	513	634	747	804	773
	Men	144	240	362	435	423
	Women	369	394	385	369	350
Spousal childbirth leave	Men	920	923	991	1,034	992
Prematernal/postnatal absence	Women	204	209	204	196	237
Rate of taking leave from work (%)	Total	-	-	-	-	-
	Men*1	64.9%	67.8%	76.1%	85.1%	85.7%
	Women*2	99%	99%	100%	100%	100%
Shorter working hours during childcare	Total	406	413	413	435	415
	Men	13	16	13	17	22
	Women	393	397	400	418	393
Shorter working hours during pregnancy	Women	3	11	11	12	5
Nursing leave	Total	12	15	25	15	10
	Men	6	8	16	11	6
	Women	6	7	9	4	4
Shorter working hours for nursing care	Total	16	27	27	42	40
	Men	4	1	2	4	5
	Women	12	26	25	38	35
Nursing absence	Total	26	31	40	49	49
	Men	6	19	26	35	37
	Women	20	12	14	14	12

*1 Includes spousal childbirth leave

*2 Excludes cases of overlapping prematernal/postnatal absence and childcare leave

Human Rights

Human rights and harassment prevention education

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

Format	Scope		FY2021	FY2022	FY2023	FY2024	FY2025
Group training session	Mitsubishi Electric	New employees	833	941	912	1,060	1,137
		Newly appointed managers	478	436	534	554	961
		Employees in charge of new employee training	–	713	696	828	911
e-learning	Mitsubishi Electric		–	–	39,001	40,213	41,882
	Group companies in Japan		–	–	35,085	52,596	37,374

Health and Productivity Management and Occupational Safety and Health

Frequency of fatal accidents

Mitsubishi Electric Group

		FY2021	FY2022	FY2023	FY2024	FY2025
Fatal accidents	Domestic	0	0	0	0	0
	Overseas	0	0	0	2	2
Number of accidents causing lost worktime	Mitsubishi Electric	3	3	10	9	5
Frequency rate of industrial accidents*	Mitsubishi Electric	0.02	0.07	0.09	0.09	0.05

* Number of accidents requiring leave, per million hours (on a FY basis)

Targets and results of “MHP Lively and Exciting Action” activities

Health satisfaction

Mitsubishi Electric Group (in Japan) (Unit: %)

Target		Target value (by FY2027)	FY2025 result
Good appetite	Percentage of people who have an appetite and enjoy their meals	90.0 or more	89.1
Good sleep	Percentage of people who sleep comfortably and soundly	80.0 or more	56.4
Good bowel movements	Percentage of people with good bowel movements that leave them feeling comfortable	80.0 or more	65.8

Lifestyle habits

Mitsubishi Electric Group (in Japan) (Unit: %)

Target		Target value (by FY2027)	FY2025 result
Food	People who can control the quantity and quality of the food they eat	50 or more	16.3
Exercise	People who engage in weekly exercise that gets them breathing more and working a sweat	50 or more	33.4
	People who walk an average of 8,000 steps or more in a day	50 or more	32.9
Sleep	People who get enough sleep and are well rested	60 or more	44.4
Oral hygiene	People who brush their teeth three times a day or more	40 or more	26.2
	People who regularly undergo professional tartar removal or prophylaxis dental cleaning	65 or more	54.5
Smoking	People who do not smoke	90 or more	79.6
Alcohol	People who can drink alcohol in a moderated and controlled manner	90 or more	67.0

Employees who took safety and health education programs

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

		FY2021	FY2022	FY2023	FY2024	FY2025
Training for newly appointed safety and health section managers	Mitsubishi Electric	6	7	12	11	11
Training for newly appointed safety and health members	Group companies in Japan	43	42	45	89	81
Training for newly appointed safety and health promotion members	Mitsubishi Electric	46	33	40	29	38
Training for newly appointed occupational health physicians and public health nurses	Mitsubishi Electric	13	8	9	14	7
Liaison meetings for safety and health members	Mitsubishi Electric	54	58	79	39	39
Company-wide safety and health education (for general employees)	Mitsubishi Electric	33,639	33,916	34,161	35,247	30,307
Company-wide safety and health education (for managers and supervisors)	Mitsubishi Electric	4,814	4,864	4,849	4,983	5,484

Supply Chain Management

Number of smelting companies identified in a survey of conflict minerals

Mitsubishi Electric (Unit: No. of companies)

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of smelting companies identified	364	486	350	349	368
Tin	108	165	83	83	93
Tantalum	43	50	37	36	36
Tungsten	50	69	52	53	56
Gold	163	202	178	177	183

Responses to the green accreditation/CSR Procurement survey form and rate of green accreditation certification

Mitsubishi Electric Group (Unit: No. of companies)

		FY2021	FY2022	FY2023	FY2024	FY2025
All Mitsubishi Electric Group companies	Surveyed suppliers	1,660	1,549	499	Starting in FY2025, the survey has been shifted to align with the Mitsubishi Electric Group Supply Chain Code of Conduct.	Starting in FY2025, the survey has aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.
Survey carried out by Mitsubishi Electric (scope: Mitsubishi Electric)	Surveyed suppliers	580	934	338		
	Existing suppliers	511	809	252		
	New suppliers	69	125	86		
	Response rate (%)	88	82	83		
	Rate of green accreditation certification (%)	91	92	89		
Survey carried out by domestic and overseas associated companies (scope: domestic and overseas associated companies)	Surveyed suppliers	1,080	615	161		
	Response rate (%)	71	84	82		

Note

- The survey on existing suppliers is carried out every three years in principle with principal suppliers who fall within the top 80% in terms of purchase amounts.
- The above figures include cases where the companies resubmitted their survey response after receiving improvement instructions.

Results of green accreditation and CSR procurement surveys among suppliers

- Number of suppliers given guidance and the content of the guidance

Mitsubishi Electric (Unit: No. of companies)

		FY2021	FY2022	FY2023	FY2024	FY2025
Environment	Companies given guidance	64	52	27	No survey was conducted in FY2024 due to a transition period as we shift to surveys aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.	Starting in FY2025, the survey has aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.
	Content of guidance	Strengthening management of chemical substances contained in products (creating management rules and understanding the chemical substances contained in products)	Clarifying the person in charge of environmental management (participating in environmental management conducted by management at business partners)			
Human rights, labor practices, safety and health	Companies given guidance	114	96	114		
	Content of guidance	Encouraging secondary suppliers to take up sustainability practices				

Overview of supplier survey on sustainable procurement

Mitsubishi Electric Group (Unit: No. of companies)

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of suppliers surveyed	-	-	-	-	576
Number of responses received	-	-	-	-	292

* Starting in FY2024, the survey methodology has been revised to align with the Mitsubishi Electric Group Supply Chain Code of Conduct, covering labor, occupational health and safety, environment, ethics, and management systems.

Survey on foreign technical intern trainees - Items to be improved and the number of companies

Mitsubishi Electric Group (Unit: No. of companies)

Matters to be improved	No. of companies (may be duplicated)
A procedure or mechanism for "accepting requests" and "considering taking measures" for cases where special facilities must be provided for religious reasons (worship, meals, etc.) is absent	9
Important indications for safety and health, such as dangerous goods labels and the display of evacuation routes, are not displayed in languages understood by technical intern trainees	17
Matters supervised by the supervising organization are not recorded or saved	5
A mechanism for internal or external whistleblowing has not been built	2

Philanthropic Activities

		FY2021	FY2022	FY2023	FY2024	FY2025
Mitsubishi Electric Group (Japan)*1	Social contribution expenditure*2	0.7 billion yen	2.19 billion yen	1.77 billion yen	2.26 billion yen	2.52 billion yen
Mitsubishi Electric	Satoyama woodland preservation activities	39 times	38 times	Conducted at 38 business sites	Conducted at 37 business sites	Conducted at 37 business sites
	Mitsubishi Electric Outdoor Classroom	26 times	36 times			
	Mitsubishi Electric Science Workshop	4 times	21 times	28 times	46 times	64 times
	Donations through matching gift program	41 million yen	24.67 million yen	47.20 million yen	50.85 million yen	90.33 million yen

*1 Until 2020: Mitsubishi Electric only; Starting in 2021: Mitsubishi Electric and major associated companies in and outside Japan

*2 Expenditures include philanthropic-related expenses such as internal programs and product donations

Governance Data

Corporate Governance

Directors

Mitsubishi Electric (non-consolidated)

		March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
No. of directors	Total	12 persons	10 persons	12 persons	12 persons	10 persons
Internal directors / Outside directors	Internal directors	7 persons	5 persons	5 persons	5 persons	4 persons
	Outside directors	5 persons	5 persons	7 persons	7 persons	6 persons
Gender	Male	11 persons	9 persons	11 persons	9 persons	8 persons
	Female	1 person	1 person	1 person	3 persons	2 persons
Non-Japanese nationals		0 person	0 person	0 person	0 person	1 person
Percentage of outside directors		42%	50%	58%	58%	60%
Percentage of female directors		8%	10%	8%	25%	20%
No. of Board meetings held		8 times	20 times	13 times	14 times	13 times
Chairperson		Internal	Outside	Outside	Outside	Outside

Directors and Officers

(Directors + Executive Officers + Executive Officers (Associate))

Mitsubishi Electric (non-consolidated)

		March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
No. of directors and officers	Total	29 persons	29 persons	33 persons	34 persons	34 persons
Internal directors and officers / Outside directors and officers	Internal directors and officers	24 persons	24 persons	26 persons	27 persons	28 persons
	Outside directors and officers	5 persons	5 persons	7 persons	7 persons	6 persons
Gender	Male	28 persons	28 persons	32 persons	30 persons	31 persons
	Female	1 person	1 person	1 person	4 persons	3 persons
Non-Japanese nationals		0 person	0 person	0 person	1 person	2 persons
Percentage of female and non-Japanese directors and officers		3%	3%	3%	15%	15%

Nomination Committee

Mitsubishi Electric (non-consolidated)

		March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
No. of directors	Total	5 persons	5 persons	7 persons	6 persons	4 persons
Internal directors / Outside directors	Internal directors	1 person	1 person	1 person	1 person	1 person
	Outside directors	4 persons	4 persons	6 persons	5 persons	3 persons
Gender	Male	4 persons	4 persons	6 persons	4 persons	3 persons
	Female	1 person	1 person	1 person	2 persons	1 person
Percentage of outside directors		80%	80%	86%	83%	75%
Percentage of female directors		20%	20%	14%	33%	25%
No. of Nomination Committee meetings held		3 times	16 times	9 times	9 times	8 times
Chairperson		Outside	Outside	Outside	Outside	Outside

Audit Committee

Mitsubishi Electric (non-consolidated)

		March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
No. of directors	Total	5 persons	5 persons	5 persons	5 persons	4 persons
Internal directors / Outside directors	Internal directors	2 persons	2 persons	2 persons	2 persons	1 person
	Outside directors	3 persons	3 persons	3 persons	3 persons	3 persons
Gender	Male	5 persons	5 persons	5 persons	4 persons	3 persons
	Female	0 person	0 person	0 person	1 person	1 person
Non-Japanese nationals		0 person	0 person	0 person	0 person	1 person
Percentage of outside directors		60%	60%	60%	60%	75%
Percentage of female directors		0%	0%	0%	20%	25%
No. of Audit Committee meetings held		14 times	13 times	15 times	14 times	14 times
Chairperson		Outside	Outside	Outside	Outside	Outside

Compensation Committee

Mitsubishi Electric (non-consolidated)

		March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
No. of directors	Total	5 persons	5 persons	6 persons	6 persons	4 persons
Internal directors / Outside directors	Internal directors	2 persons	2 persons	1 person	1 person	1 person
	Outside directors	3 persons	3 persons	5 persons	5 persons	3 persons
Gender	Male	4 persons	4 persons	5 persons	4 persons	3 persons
	Female	1 person	1 person	1 person	2 persons	1 person
Percentage of outside directors		60%	60%	83%	83%	75%
Percentage of female directors		20%	20%	17%	33%	25%
No. of Compensation Committee meetings held		4 times	13 times	11 times	7 times	8 times
Chairperson		Outside	Outside	Outside	Outside	Outside

Compliance

Education covering major laws and regulations, as well as the Group's concept of compliance

Mitsubishi Electric Group (Unit: No. of people)

Target	FY2021	FY2022	FY2023	FY2024	FY2025
Officers and employees in Japan (including contract employees, temporary employees, part-time employees, short-term workers, etc.)	126,049	131,306	Approx. 131,700	Approx. 133,200	Approx. 129,000
	100%	100%	100%	100%	100%
Employees in Southeast Asia, Oceania, and other regions	Approx. 7,000	Approx. 7,000	Approx. 7,300	Approx. 8,400	Approx. 8,800

Compliance e-learning programs

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

	Target	FY2021	FY2022	FY2023	FY2024	FY2025
Fair competition	Mitsubishi Electric Group Companies in Japan	14,824	51,901	58,207	59,024	61,065
	Of which, those in Mitsubishi Electric	-	-	15,502	16,426	16,228
	Of which, those in Group companies in Japan	-	-	42,705	42,598	44,837
Corruption prevention	Mitsubishi Electric Group Companies in Japan	25,371	39,951	41,544	49,479	44,025
	Of which, those in Mitsubishi Electric	-	-	25,562	27,374	28,507
	Of which, those in Group companies in Japan	-	-	15,982	22,105	15,518
Security export control	Mitsubishi Electric	38,415	38,726	39,432	40,744	41,014
	Group companies in Japan	34,364	27,341	52,791	50,263	48,492

Initiative / External evaluation

Initiatives

UN Global Compact

WE SUPPORT



The world's largest sustainability initiative, jointly led by the United Nations and private-sector organizations, aimed at achieving sustainable growth.

 [UN Global Compact](#)

Science Based Targets initiative (SBTi)



An international initiative providing standards, tools and guidance which allow companies to set greenhouse gas emission reduction targets based on scientific evidence.

 [Mitsubishi Electric Unveils Short-term Environmental Plan and Updated SBTi-certified Targets in Line with 1.5°C Trajectory](#)

Task force on Climate-related Financial Disclosures (TCFD)



A framework for disclosure of financial information on a company's climate change-related initiatives and impacts.

➤ **Climate Change Initiatives (TCFD-Based Disclosure)**

Responsible Business Alliance (RBA)



An industry coalition that supports continuous improvements in social, environmental, and ethical responsibility of the supply chain and works toward responsible business conduct in global supply chains.



Mitsubishi Electric Joins the Responsible Business Alliance (RBA)

Taskforce on Nature-related Financial Disclosures (TNFD)



A framework for disclosing a company's interactions with the natural environment as financial information. We are registered as a TNFD Adopter, in support of the TNFD recommendations.

Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)



Established in June 2022. An organization that aims to support and encourage companies in handling grievances.



Mitsubishi Electric Joins Japan Center for Engagement and Remedy on Business and Human Rights as a Founding Member

Japan Clean Ocean Material Alliance (CLOMA)



CLean Ocean Material Alliance

An organization that promotes the resolution of the marine plastic waste issue through a united effort between the public and private sectors.



Joining the Japan Clean Ocean Material Alliance (CLOMA) (in Japanese)

GX League



A framework for collaboration among companies, government, and academia, aimed at pursuing Green Transformation (GX) in anticipation of achieving carbon neutrality and driving social transformation by 2050, with the goal of realizing sustainable growth in both present and future society.



Mitsubishi Electric Participates in METI's GX League (in Japanese)

30by30 Alliance



A voluntary alliance of companies, local governments, and NGOs working toward the 30by30 target of conserving more than 30% of land and sea areas as healthy ecosystems by 2030.

Other Major Initiatives

- Japan Business Federation (Keidanren)
- Japan Association of Corporate Executives
- The Japan Chamber of Commerce and Industry
- Japan Electronics and Information Technology Industries Association
- Communications and Information Network Association of Japan
- The Japan Electrical Manufacturers' Association
- The Japan Machinery Federation
- Council on Competitiveness-Nippon
- Japanese Standards Association
- Japan Intellectual Property Association
- Japan Institute of Invention and Innovation

External Evaluation

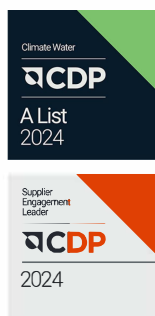
FTSE Blossom Japan Index Series



Mitsubishi Electric has been selected as a constituent of the FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index. These indexes have also been adopted as investment outlets by the Government Pension Investment Fund (GPIF).

[!\[\]\(05be7c7a8995decd503647c99211f7c2_img.jpg\) FTSE Blossom Japan Index Series](#)

CDP



We have been selected for the highest rating—the A List—in two categories: Climate Change and Water Security, in recognition of our outstanding strategies and initiatives addressing global environmental issues through our business activities, as well as our timely and appropriate disclosure of environmental information. We were also selected for the highest rating on the Supplier Engagement Assessment, earning a place on the SEA Leaderboard.

[!\[\]\(fe3aebe81acea8d45108cd2768939da7_img.jpg\) **Mitsubishi Electric Again Named to CDP's Climate and Water "A List" for 7th Time**](#)

[!\[\]\(626ce8ac21792b9405bfddfea8e0c96a_img.jpg\) **Mitsubishi Electric Named to CDP Supplier Engagement Assessment Leaderboard**](#)

S&P/JPX Carbon Efficient Index



Mitsubishi Electric has been selected as a constituent of the S&P/JPX Carbon Efficient Index. The Index, which is constructed by S&P Dow Jones Indices, is based on carbon emission data by Trucost, which assesses risks relating to climate change, natural resource constraints, and broader environmental, social, and governance factors. The index has also been adopted as an investment outlet by GPIF.

Eruboshi



Mitsubishi Electric has received Eruboshi (Grade 2) from the Ministry of Health, Labour and Welfare as an outstanding enterprise in promoting women's participation and career advancement.

KENKO Investment for Health (a government-led program advancing employee health through business strategy)



Our initiatives to foster a workplace environment where employees can work with vitality and maintain both physical and mental well-being have been recognized, earning us certification as one of the 2025 Outstanding Organizations of KENKO Investment for Health.



Certified as one of the 2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category) (in Japanese)

DX Stock



We have been selected as a DX Stock 2025 in recognition of our continued bold efforts to transform our business models and management practices based on digital technologies.

 **Selected as a DX Stock 2025 (in Japanese)**




Third-Party Assurance

As of November 2025

Independent Practitioner's Limited Assurance Report

To President & CEO of Mitsubishi Electric Corporation

Conclusion

We have performed a limited assurance engagement on whether selected environmental and social performance indicators (the “subject matter information” or the “SMI”) presented in Mitsubishi Electric Corporation's (the “Company”) Sustainability Data Book 2025 (the “Report”) as of and for the year ended March 31, 2025 have been prepared in accordance with the criteria (the “Criteria”), which are established by the Company and are explained on the Report. The SMI subject to the assurance engagement is indicated in the Report with the symbol “”.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI as of and for the year ended March 31, 2025 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the “Our responsibilities” section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as “other information”). We have read the other information but have not performed any procedures with respect to the other information.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

Inherent limitations in preparing the SMI

As described in the Report, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- performing site visits at one of the Company's sites in Japan which were determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

/s/ Takeru Yamada

Takeru Yamada , Engagement Partner

KPMG AZSA Sustainability Co., Ltd.

Tokyo Office, Japan

November 26, 2025

Notes to the Reader of Assurance Report:

This is a copy of the Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

**Independent Practitioner's Limited Assurance Report**

Notes to the Reader of Assurance Report:

This is a copy of the Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

Relevant policies

Environment

- Environmental Sustainability Vision 2050 (Full text)
- Environmental Policy
- Biodiversity Action Guidelines

Social

- Basic Philosophy on Quality
- Product Safety-Related Principles
- Human Rights Policy
- Human Rights Contact Desk
-  **Mitsubishi Electric Group Health Declaration (in Japanese)**
- Procurement Activities
- Sustainable Procurement *Including the Green Accreditation Guideline
-  **Mitsubishi Electric Group Supply Chain Code of Conduct**
-  **Declaration of Partnership Building by Mitsubishi Electric Corporation (in Japanese)**

Governance

- Message from Top Management
- Mitsubishi Electric Group Code of Conduct
-  **Mitsubishi Electric Group Anti-Bribery Policy Preamble**
- Mitsubishi Electric Group Global Tax Policy
- AI Ethics Policy
- Data Utilization
- Declaration of Confidential Corporate Information Security Management

GRI Standards

GRI Standards

Statement of use: Mitsubishi Electric Corporation has reported the information cited in this GRI content index for the period from April 1, 2024 – March 31, 2025 with reference to the GRI Standards.

GRI2: General Disclosures 2021

The organization and its reporting practices		
2-1	Organizational details	Corporate data
		Locations
2-2	Entities included in the organization's sustainability reporting	Annual Securities Report
2-3	Reporting period, frequency and contact point	April 1, 2024 – March 31, 2025 annual
		Corporate data
		Inquiries on Sustainability (CSR)
2-4	Restatements of information	Policy on Sustainability Website
		Report Downloads
2-5	External assurance	Third-Party Assurance
Activities and workers		
2-6	Activities, value chain and other business relationships	Annual Securities Report
2-7	Employees	Social data
2-8	Workers who are not employees	Social data
Governance		
2-9	Governance structure and composition	Corporate Governance
		Basic Policy and Promotional System for Sustainability
2-10	Nomination and selection of the highest governance body	Corporate Governance
2-11	Chair of the highest governance body	Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	Basic Policy and Promotional System for Sustainability

2-13	Delegation of responsibility for managing impacts	Basic Policy and Promotional System for Sustainability
2-14	Role of the highest governance body in sustainability reporting	Basic Policy and Promotional System for Sustainability
2-15	Conflicts of interest	Corporate Governance
2-16	Communication of critical concerns	Basic Policy and Promotional System for Sustainability
		Business and Other Risks
2-17	Collective knowledge of the highest governance body	Basic Policy and Promotional System for Sustainability
2-18	Evaluation of the performance of the highest governance body	Basic Policy and Promotional System for Sustainability
2-19	Remuneration policies	Corporate Governance
		Annual Securities Report
2-20	Process to determine remuneration	Corporate Governance
		Annual Securities Report
2-21	Annual total compensation ratio	Information unavailable
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Message from the Officer in Charge of Sustainability
2-23	Policy commitments	Message from the Officer in Charge of Sustainability
		Mitsubishi Electric Group Human Rights Policy
		Our Concept of Compliance
2-24	Embedding policy commitments	Message from the Officer in Charge of Sustainability
		Materiality (Important Challenges)
		Basic Policy and Promotional System for Sustainability
2-25	Processes to remediate negative impacts	Human Rights Management
		Human Rights Contact Desk
		Message from Top Management (Compliance)
		Internal Notification System
2-26	Mechanisms for seeking advice and raising concerns	Human Rights Management
		Internal Notification System

2-27	Compliance with laws and regulations	Compliance
2-28	Membership associations	Initiative / External evaluation
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Communication with Stakeholders
		Process of Identification and Review of Materiality
2-30	Collective bargaining agreements	Initiatives Related to Employee Human Rights

GRI3 : Material topics 2021

Material Topics 2021		
3-1	Process to determine material topics	Process of Identification and Review of Materiality
3-2	List of material topics	Management Policy / Corporate Strategy
		Materiality (Important Challenges)
		Materiality and SDGs
		Mid- to Long-Term Initiatives, Goals for Fiscal 2026, and Results for Fiscal 2025
		Climate Change Initiatives (TCFD-Based Disclosure)
3-3	Management of material topics	Integrated Report (Value Creation Process)
		Management Policy / Corporate Strategy
		Sustainability Management
		Materiality (Important Challenges)
		Materiality and SDGs
		Mid- to Long-Term Initiatives, Goals for Fiscal 2026, and Results for Fiscal 2025
		Internal Notification System
		Human Rights Management
		Climate Change Initiatives (TCFD-Based Disclosure)

Topic Standards

Economic

GRI201 : Economic Performance 2016		
201-1	Direct economic value generated and distributed	Integrated Report
		Annual Securities Report
		Social data (Philanthropic Activities)
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Initiatives (TCFD-Based Disclosure)
201-3	Defined benefit plan obligations and other retirement plans	Annual Securities Report
201-4	Financial assistance received from government	Annual Securities Report
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Social data
202-2	Proportion of senior management hired from the local community	Information unavailable Reason for Omission: We will improve our information disclosure
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Initiatives Related to the Value Chain
		Philanthropic Activities
203-2	Significant indirect economic impacts	Philanthropic Activities
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	Supply Chain Management (Procurement)
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Basic Initiatives against Compliance Risks
		Business and Other Risks
205-2	Communication and training about anti-corruption policies and procedures	Mid- to Long-Term Initiatives, Goals for Fiscal 2026, and Results for Fiscal 2025
		Basic Initiatives against Compliance Risks
205-3	Confirmed incidents of corruption and actions taken	Corruption Prevention (Preventing Bribery)
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Reason for Omission: We do not currently disclose the information required.

GRI 207: Tax 2019		
207-1	Approach to tax	Tax Initiatives
207-2	Tax governance, control, and risk management	Tax Initiatives
207-3	Stakeholder engagement and management of concerns related to tax	Tax Initiatives
207-4	Country-by-country reporting	Legal Notifications

Environmental

GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Material Balance
301-2	Recycled input materials used	Initiatives toward Circular Economy
		Material Balance
301-3	Reclaimed products and their packaging materials	Closed-Loop Recycling of Plastic
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Material Balance
302-2	Energy consumption outside of the organization	Information unavailable Reason for Omission: We do not currently disclose the information required.
302-3	Energy intensity	Information unavailable Reason for Omission: We do not currently disclose the information required.
302-4	Reduction of energy consumption	Material Balance
302-5	Reductions in energy requirements of products and services	Material Balance
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Reducing Water Usage
303-2	Management of water discharge-related impacts	Reducing Water Usage
303-3	Water withdrawal	Water Intake, Discharge, and Usage
		Material Balance
303-4	Water discharge	Water Intake, Discharge, and Usage
		Material Balance
303-5	Water consumption	Water Intake, Discharge, and Usage
		Material Balance

GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Functional greenery at Mitsubishi Electric (in Japanese)
304-2	Significant impacts of activities, products and services on biodiversity	Reason for Omission: As we do not mine, extract, grow, or manufacture raw materials, we do not directly destroy forests or ecosystems. The impact of production sites has not been confirmed to be large in both magnitude and frequency.
304-3	Habitats protected or restored	Preserving Biodiversity at Business Sites
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable Reason for Omission: We do not currently disclose the information required.
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Reducing Greenhouse Gases Emitted in the Value Chain
305-2	Energy indirect (Scope 2) GHG emissions	Reducing Greenhouse Gases Emitted in the Value Chain
305-3	Other indirect (Scope 3) GHG emissions	Reducing Greenhouse Gases Emitted in the Value Chain
305-4	GHG emissions intensity	Information unavailable Reason for Omission: We do not currently disclose the information required.
305-5	Reduction of GHG emissions	Reducing Greenhouse Gas Emissions from Factories and Offices
305-6	Emissions of ozone-depleting substances (ODS)	Information unavailable Reason for Omission: We do not currently disclose the information required.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Material Balance
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Material Balance
306-2	Management of significant wasterelated impacts	Preventing Environmental Incidents
		PCB-related information (in Japanese)
306-3	Waste generated	Material Balance
306-4	Waste diverted from disposal	Material Balance
306-5	Waste directed to disposal	Material Balance

GRI308 : Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Reason for Omission: Restricted by confidentiality obligations
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management (Procurement)

Social

401: Employment 2016		
401-1	New employee hires and employee turnover	Social data
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	Reason for Omission: We do not currently disclose the information required.
401-3	Parental leave	Social data
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	Initiatives Related to Employee Human Rights
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Occupational Health and Safety Management System
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety Management System
403-3	Occupational health services	Health and Productivity Management and Occupational Safety and Health
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Well-Being
		Health and Productivity Management and Occupational Safety and Health
403-5	Worker training on occupational health and safety	Health and Productivity Management and Occupational Safety and Health
403-6	Promotion of worker health	Health and Productivity Management and Occupational Safety and Health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Productivity Management and Occupational Safety and Health
403-8	Workers covered by an occupational health and safety management system	Health and Productivity Management and Occupational Safety and Health
403-9	Work-related injuries	Employee Well-Being
		Health and Productivity Management and Occupational Safety and Health
		Social data
403-10	Work-related ill health	Health and Productivity Management and Occupational Safety and Health

GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Social data
404-2	Programs for upgrading employee skills and transition assistance programs	Developing Varied and Versatile Human Capital
404-3	Percentage of employees receiving regular performance and career development reviews	Fair Evaluation and Compensation
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Corporate Governance
		Success of Varied Human Capital
		Social data
		Governance data
405-2	Ratio of basic salary and remuneration of women to men	Social data
		Annual Securities Report
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Information unavailable Reason for Omission: We do not currently disclose the information required.
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights Management
		Supply Chain Management (Procurement)
		Initiatives Related to Employee Human Rights
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights Management
		Supply Chain Management (Procurement)
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Management
		Supply Chain Management (Procurement)
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	Information unavailable Reason for Omission: We do not currently disclose the information required.

GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	Information unavailable Reason for Omission: We do not currently disclose the information required.
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Human Rights Due Diligence
413-2	Operations with significant actual and potential negative impacts on local communities	Information unavailable Reason for Omission: We will improve our information disclosure
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Social data
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management (Procurement)
		Human Rights Due Diligence
GRI 415: Public Policy 2016		
415-1	Political contributions	Reason for Omission: We do not currently disclose the information required.
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Mid- to Long-Term Initiatives, Goals for Fiscal 2026, and Results for Fiscal 2025
		Quality
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Mid- to Long-Term Initiatives, Goals for Fiscal 2026, and Results for Fiscal 2025
		Responding to Product-Related Issues
		Reporting Major Product Issues (in Japanese)
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	User-Friendly Products
417-2	Incidents of non-compliance concerning product and service information and labeling	Reporting Major Product Issues (in Japanese)
417-3	Incidents of non-compliance concerning marketing communications	Information unavailable Reason for Omission: We will improve our information disclosure
GRI418 : Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Reason for Omission: We do not currently disclose the information required.