MITSUBISHI ELECTRIC
Changes for the Better

Mitsubishi Electric Group

Sustainability Data Book 2026

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Policy on Sustainability Information Disclosure

The Mitsubishi Electric Group aims to realize sustainability through “Trade-On (mutual benefits)” 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, 2025 – March 31, 2026

Boundary of the Report

Social aspects: Primarily covers activities of Mitsubishi Electric Corporation

Note: The range of data compiled is noted individually.

Environmental aspects: Primarily covers performance of Mitsubishi Electric Corporation and consolidated subsidiaries (excludes certain companies, such as those acquired during the period)

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

Note: Detailed information on economic performance is provided in the Investors section of our website.

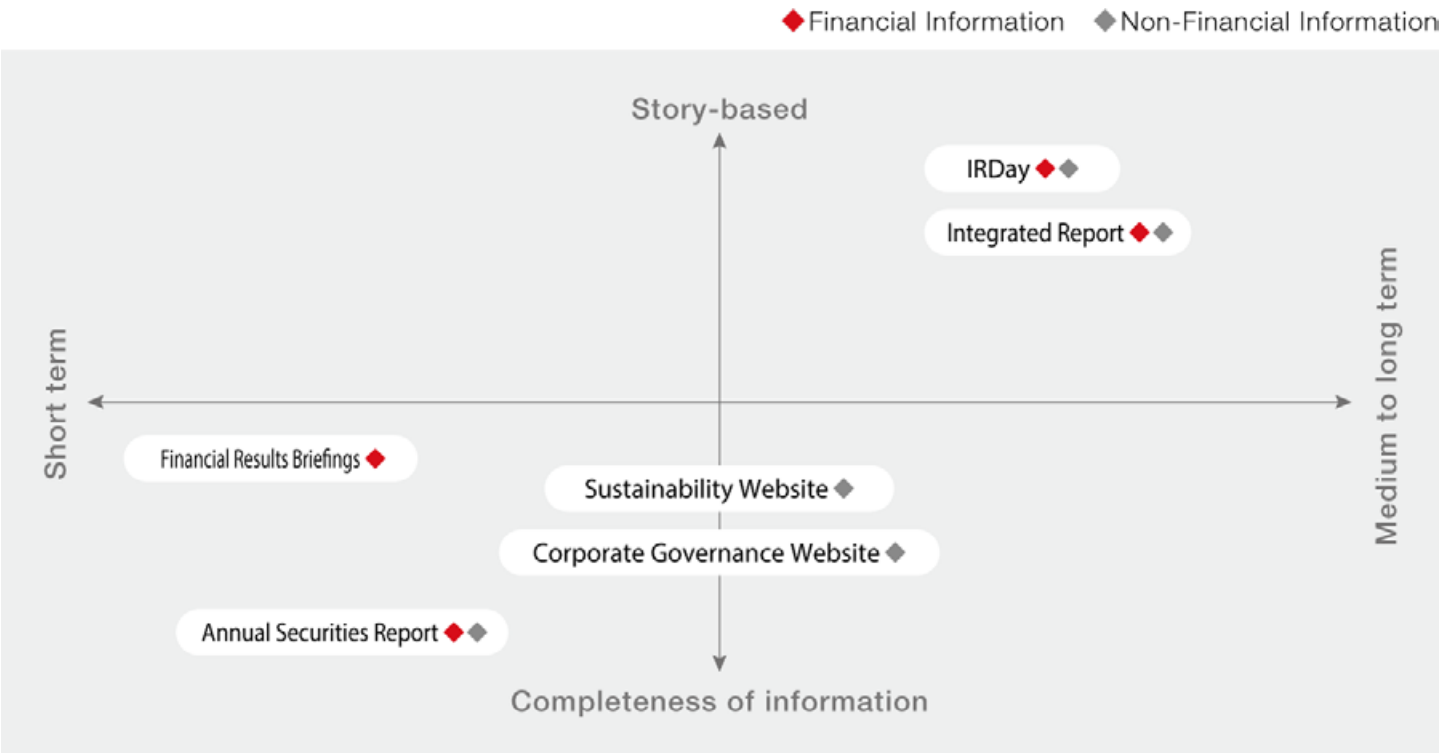
References

- ISO 26000
- 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.

Information Disclosure Systems



Message from the Executive Officer in Charge of Sustainability

Accelerate “Trade-On (mutual benefits)” Initiatives by Both Creating Value and Strengthening Our Foundation as We Pursue Sustainability



Seiji Oguro
Executive Officer
In charge of Auditing; Vice President, Corporate Strategic Planning; In charge of External Relations; In charge of Sustainability; Vice President, Sustainability Innovation Group

Sustainability at the Cornerstone of Our Management

Amid a rapidly changing society and economy, the landscape surrounding sustainability again shifted significantly in 2025. In some countries and regions, related policies have been revised, and the view that sustainability initiatives are facing headwinds has emerged. In reality, however, extreme weather events such as record-breaking heatwaves and heavy rainfall are increasing, and social and environmental challenges are becoming more serious. Against the backdrop of rising electricity demand driven by the spread of AI and data centers, as well as soaring energy prices and the emergence of geopolitical risks, the importance of sustainability is further increasing, not only from an environmental perspective but also in terms of energy security and resource circulation. Under these circumstances, the management policy of the Mitsubishi Electric Group states that we place sustainability as the cornerstone of our management. By pursuing “Trade-On (mutual benefits)” that simultaneously achieve our business growth while addressing social and environmental challenges, we will advance truly substantive sustainability management.

Truly Substantive Sustainability Management in Times of Uncertainty

The world’s uncertainty and complexity are increasing year by year, and the business environment is undergoing dramatic changes due to shifts in the social landscape and the rapid evolution of generative AI. It is difficult for companies to predict all of these changes in advance. I believe that sustainability management, which involves thoroughly analyzing and assessing the environment surrounding the Company and is pursued with a medium- to long-term perspective, is also an essential element for sustainable corporate growth.

In fiscal 2026, the Mitsubishi Electric Group again identified materiality (important challenges) that serve as guidelines for sustainability initiatives. To do this, we analyzed and assessed the social and environmental impacts, and associated risks and opportunities, of the Mitsubishi Electric Group’s businesses, and clarified the importance of sustainability issues through dialogue with internal and external stakeholders. The five new areas of materiality set out the goals to be achieved for realizing sustainability from the dual perspectives of value creation and foundation enhancement.

From the perspective of value creation, we will address social and environmental challenges through our businesses,

focusing on the priority areas in our New Medium-term Corporate Strategy. From the perspective of foundation enhancement, we have set "Achieve carbon neutrality at factories and offices by the fiscal year ending March 31, 2031" as one of our target/initiative indicators, and will actively promote energy conservation, electrification, and the introduction of renewable energy.

The Mitsubishi Electric Group has steadily achieved results in areas such as environmental measures, human capital strategies, and the promotion of human rights initiatives, earning high praise from external organizations around the world, including the highest rating for the eighth time and third consecutive year from the CDP[*1] in 2025 in both the "Climate Change" and "Water Security" categories, and for the ninth time and sixth consecutive year in the "Supplier Engagement Assessment" category. Regarding human rights issues across the value chain, we will expand the use of RBA-SAQ[*2] for risk identification at Group sites worldwide and further advance improvement activities.

In terms of information disclosure, we view compliance with globally expanding non-financial reporting standards as an opportunity to further strengthen our management foundation. As a first step, the entire Group is working toward compliance with the sustainability disclosure standards published by the Sustainability Standards Board of Japan (SSBJ) in March 2025 and with Europe's Corporate Sustainability Reporting Directive (CSRD), while improving the efficiency of data collection. Information disclosure plays a key role in engagement with stakeholders and leads to increased transparency and credibility in our corporate activities. We will steadily advance initiatives for disclosing information useful to our shareholders and investors, with the aim of becoming a leading company in sustainability.

*1 An international NGO that investigates, evaluates, and discloses environmental initiatives undertaken by companies and cities
https://www.cdp.net/en

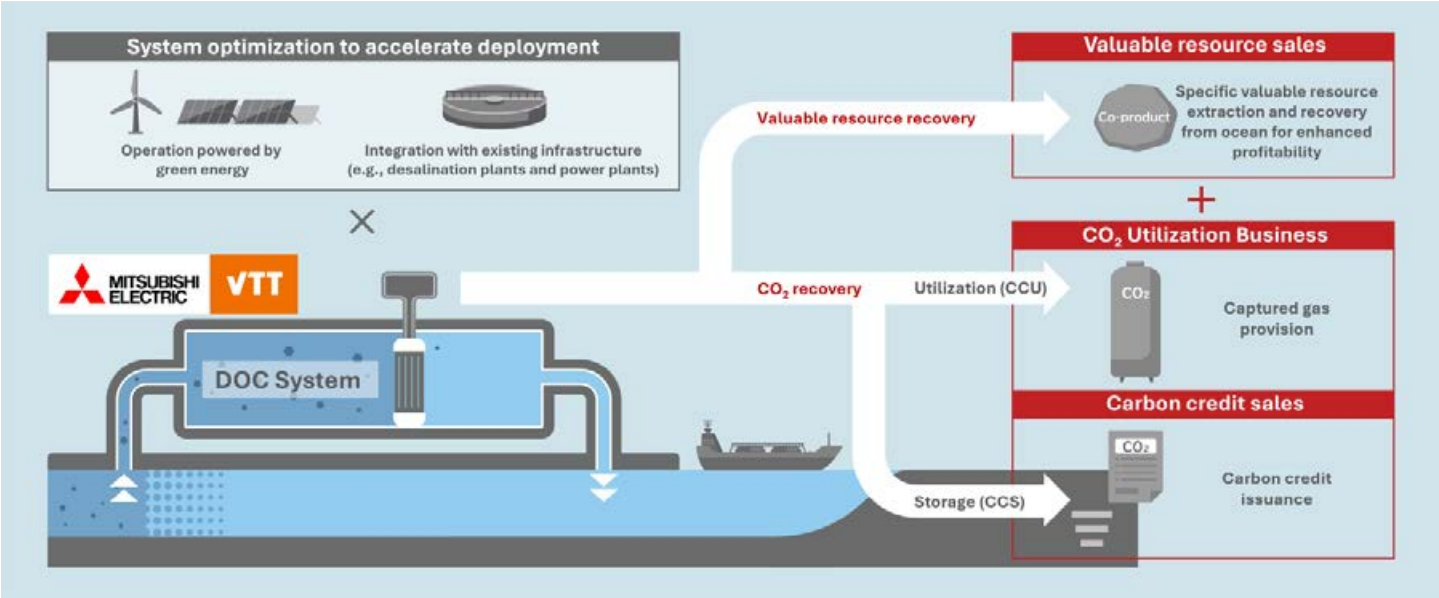
*2 RBA Self-Assessment Questionnaire (RBA: Responsible Business Alliance)

Creating and Expanding "Trade-On (mutual benefits)" Businesses That Turn Sustainability into a Driver of Business Growth

One of the Mitsubishi Electric Group's initiatives is the "GIST* Project," which aims to accelerate addressing social and environmental challenges through businesses from a global and sustainability perspective. Through a backcasting approach, we continually test and refine ways to create new businesses that are unprecedented within the Group.

One of our new projects is Direct Ocean Capture (DOC), which contributes to realizing carbon neutrality by capturing and removing CO_2 from the atmosphere via seawater. We are developing this technology jointly with VTT Technical Research Centre of Finland Ltd. and have already completed the core development of the DOC system. Going forward, while considering integration into existing large-scale seawater infrastructure, such as desalination facilities and power plants, we will accelerate initiatives toward commercialization and early implementation in society.

* Global Initiative for Sustainable Technology



Conceptual image of the DOC business model envisioned by Mitsubishi Electric and VTT

Mitsubishi Electric and Finland's VTT Establish Core Technology for Direct Ocean Capture

In addition, we are working to create new businesses through cross-industry partnerships, including industry-academia collaborations to promote the social implementation of a carbon dioxide capture and utilization (CCU) system that handles all processes from CO_2 capture to utilization.

Mitsubishi Electric Signs Collaboration Agreement with ITRI and TTL Jhunan Brewery in Taiwan for Demonstration Tests of the Capture and Utilization of CO_2

Meanwhile, we are also working to address social and environmental challenges through our existing businesses. The key to this area is innovation through Circular Digital-Engineering. By utilizing diverse data via Serendie to provide solutions that maintain continuous connections with our customers, we will contribute to addressing social and environmental challenges while driving the sustainable growth of our business. One example is the Railway Energy Management Solution, which analyzes various types of railway operational data to visualize energy flows, contributing to optimal energy use and the deployment and operation of railway assets. Furthermore, we aim to optimize energy use across entire regions by integrating railway and regional power systems. We also seek to enhance disaster resilience by securing emergency power supply facilities at key public locations such as train stations. As a solution that contributes to the realization of carbon neutrality and a safe, secure society, we have begun technical cooperation and demonstrations overseas and are steadily advancing toward capturing growth opportunities on a global scale.

Serendie – Stories Railway Energy Management Solution

Mitsubishi Electric Launches Railway Data Analysis Service Utilizing Serendie Digital Platform

Mitsubishi Electric Collaborating with JICA and Hankyu to Promote Energy Conservation of Manila's Light Rail

Mitsubishi Electric to Launch Railway Energy Management Solution Proof of Concept for Krakow Tram Network in Poland

Creating Value for the Future

Amid rapid changes in social trends and the business environment, the Mitsubishi Electric Group needs to continuously address social and environmental challenges not as “costs” or “constraints” but as “growth opportunities” that lead to new value creation and greater competitiveness. Moreover, new innovations are essential to addressing social and environmental challenges and realizing a sustainable future. Based on this thinking, we have added “Promote innovation for sustainability” as a new area of revised materiality.

I believe that the actions of each and every colleague are what drive innovation toward a sustainable future. The Mitsubishi Electric Group has a wide range of business domains that have been cultivated over many years and are supported by solid technological capabilities. To embody our purpose, “We create new possibilities for a better tomorrow, with bold vision and boundless innovation,” maximize our potential, and drive innovation, it is important to break free from existing business frameworks and create new value through co-creation with a broad range of talent and partners. Going forward, we will continue to promote sustainability through a dual approach: value creation and foundation enhancement. Under the concept of “Trade-On (mutual benefits),” we will generate a virtuous cycle between addressing social and environmental challenges and business growth. Together with our stakeholders, we will continue to take on the challenge of creating value for the future, with the aim of building a safe, secure, and sustainable society for the next generation.

As of August 2026

Materiality (Important Challenges)

Mitsubishi Electric Group's Materiality

To address sustainability at the management level and to pursue it over the long term, the Mitsubishi Electric Group has identified its materiality items. In fiscal 2026, the Group reviewed these materiality items as shown in the table below, and from fiscal 2027 has been advancing initiatives addressing its new materiality items. 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	Sub-Materiality	Reasons why it is important
Realize a sustainable global environment	Reduce environmental impact	In the Mitsubishi Electric Group's business and supply chain, environmental impacts arise from GHG emissions as well as the use of water and other resources. We address such environmental impacts responsibly.
	Contribute to the environment through business activities	In the Mitsubishi Electric Group's business and supply chain, environmental impacts arise from GHG emissions as well as the use of water and other resources. We address such environmental impacts responsibly.
Realize a sustainable society	Contribute to society through business activities	As society changes rapidly, we are surrounded by increasingly diverse and complex challenges. The Mitsubishi Electric Group contributes to improving safety and security in society, productivity, and the well-being of people.
Respect for all people	Respect for all people	Human rights are a global issue, and everyone must be respected as an individual. The Mitsubishi Electric Group respects the human rights of everyone involved throughout its global value chain.
	Human capital empowerment	People are the driving force behind achieving sustainable growth. The Mitsubishi Electric Group creates a workplace environment where employees can work with vitality, encouraging each individual to take on challenges and bringing out the full potential of its broad and talented workforce.
Strengthen corporate governance and compliance on a sustainable basis	Corporate governance	Corporate governance is the fundamental precondition for a company's continued existence. The Mitsubishi Electric Group has developed and maintains a corporate governance system that enables it to better meet stakeholder expectations and continuously strengthens it.
	Compliance	Ethics and legal compliance are essential for the stable development of society, and form the foundation for a company's survival. At the Mitsubishi Electric Group, every employee acts with integrity and a high sense of ethics, and complies with social norms and laws.
	Quality	The products and services that underpin people's daily lives require high levels of safety and reliability. The Mitsubishi Electric Group is committed to continuously strengthening quality management in order to provide peace of mind and satisfaction to society and its customers.
	Information security	As data becomes the foundation of society, the threat of cyberattacks is growing. The Mitsubishi Electric Group, as a company handling sensitive information, is committed to strengthening information security.
Promote innovation for sustainability	Create new technologies and value	For achieving sustainability, innovation that contributes to solving social and environmental issues is essential. The Mitsubishi Electric Group creates new possibilities for a better tomorrow, with bold vision and boundless innovation.

Materiality and SDGs

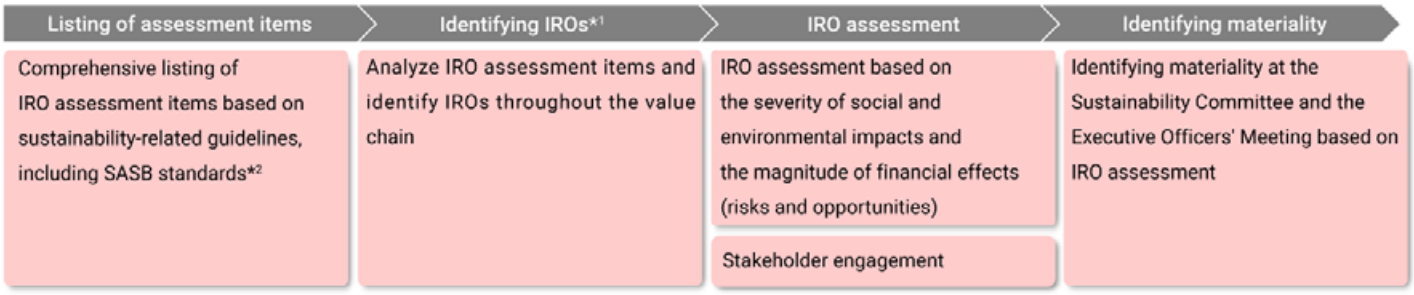
Under its Purpose that "We create new possibilities for a better tomorrow, with bold vision and boundless innovation," the Group aims to contribute to solving social issues by implementing the five areas of materiality issues. This policy aligns with the objectives of the globally shared SDGs.*

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.

* Sustainable Development Goals

Process of Identification and Review of Materiality

The Mitsubishi Electric Group identifies material issues in accordance with the principle of double materiality, based on the Group's sustainability-related guidelines. These issues are also reviewed periodically in light of social trends and the business environment.



*1 Impacts of business activities on society and the environment (Impact), and financial effects on the undertaking arising from society and the environment (Risk, Opportunity)

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

Materiality Identification Process

1. Listing assessment items

In identifying sustainability-related impacts, risks, and opportunities (IROs), we identify the key stakeholders associated with each business and assess the entire value chain. Specifically, we comprehensively identify positive and negative impacts on society and the environment, as well as risks and opportunities that may affect our finances, and organize these into sustainability issues for assessment.

IRO Assessment Items							
Value creation	1	Contribution to achieving carbon neutrality (Climate change mitigation)		Foundation Enhancement	27	Corporate Culture	
	2	Enhancement of resilience to climate risks (Climate change adaptation)			28	Understanding and achievement of sustainability	
	3	Contribution to water resource conservation and access			29	Transparent and fair communication	
	4	Contribution to achieving a circular economy			30	Stakeholder engagement	
	5	Contribution to productivity improvement			31	Consumer awareness	
	6	Contribution to achieving a safe and secure society			32	Enhancement of external partnerships	
	7	Contribution to achieving inclusion			33	Contribution to local communities	
	8	Contribution to achieving well-being			34	GHG emissions (Scope 1, 2, 3)	
	9	Contribution to achieving biodiversity			35	Prevention of Pollution	
Foundation Enhancement	10	Human Capital (human capital management)	Job security		36	Water use	
	11		Working hours and work-life balance		37	Biodiversity	Direct causes of biodiversity loss
	12		Appropriate wages		38		Impacts on species status
	13		Internal engagement		39		Impacts on ecosystem scope and condition
	14		Collective bargaining		40		Impacts and dependencies on ecosystem services
	15		Training and skill development		41	Resource use	Resource inflows including resource use
	16		Employee's human rights (Child labor, forced labor, adequate housing)		42		Resource outflows related to products and services
	17	Employee health and safety			43		Disposal
	18	Individual Differences			44	Tax transparency	
	19	Prevention of Harassment			45	Intellectual property utilization	
	20	Respect for human rights (Including value chain, communities, consumers)			46	Driving social issues solutions via innovation	
	21	Governance (Corporate governance)			47	AI	
	22	Quality			48	Appropriate political donations (Political engagement)	
	23	Compliance			49	BCP	
	24	Anti-corruption			50	Sustainable supply chain management	
	25	Anti-competitive behavior prohibition and fair business			51	Risk management	
	26	Information security					

Sustainability issues to be assessed

2. Identifying impacts, risks, and opportunities (IROs)

For each identified issue, we identified the impacts on society and the environment, as well as the related risks and opportunities. In this way, we are able to systematically organize the impacts of sustainability issues on our business activities and the external environment.

3. Assessing IROs (Including stakeholder engagement)

For each identified issue, we assess on a five-point scale both the significance of impacts and the financial significance of the related risks and opportunities.
The significance of social and environmental impacts is assessed in terms of severity, scope, irremediability, and likelihood. Meanwhile, financial materiality is assessed based on the severity and likelihood of financial impacts arising from the related risks and opportunities.
During the assessment process, we consider external information such as regulatory trends and market conditions, and data on our business activities in addition to opinions gathered from stakeholder dialogue (engagement). Taking all of these factors into consideration, we prioritize issues from the perspectives of both the significance of impacts and the financial significance.

4. Materiality identification

Based on the above assessments, we organize and consolidate the identified sustainability issues, systematically classifying them according to the similarity of their content, the nature of their impacts, and the relationships among the issues.
For each issue, we then identify as materiality those matters deemed important from the perspectives of either the significance of impacts or the financial significance.
We also analyze the impacts of the identified materiality on our business strategy and business model, and reflect these insights in management decision-making.

FY2026 results

After sorting out the sustainability issues to be assessed, we identified five areas as materiality.
A key feature of this review has been the addition of "Promoting innovation for sustainability." This reflects the Mitsubishi Electric Group's commitment to transforming itself into an innovative company that embraces risk and creates value through new ideas.
We have also set new areas as sub-materiality to further clarify the direction our Group aims for.

Incorporation of Expert Opinions

In reviewing our materiality in fiscal 2026, we sought input from external experts and incorporated their perspectives in our new materiality.

Items considered material to our business

We gathered opinions from experts on which impacts, risks, and opportunities (IRO) related to their respective fields of expertise have the greatest environmental, social, and financial significance.

Note: ● indicates items considered material.



Yukari Takamura
Institute for Future Initiatives, The University of Tokyo
Professor

[Areas of Expertise]
International Law
Environmental Law

● Circular Economy ● GHG Emissions Reduction ● Resource Utilization
Plastic use is a matter of major concern to both society and investors in terms of resource utilization and environmental pollution. I believe that R&D and product creation aimed at minimizing plastic use throughout the value chain will become key differentiators. Discussions around reducing the use of virgin materials, together with your company's long-standing track record in recycling operations, will serve as important selling points.

● Carbon Neutrality
Why not highlight and communicate your company's strengths in energy efficiency improvements and energy conservation initiatives? At a time when energy prices remain high, providing energy-efficient products is a compelling selling point that can contribute to both addressing social issues and reducing the energy expenses for customers.

● Contribution to Water Resource Conservation and Access ● Water Use
Your company's water-saving electric appliances are highly relevant as they contribute to these areas. By reducing water consumption and contributing to water resource and environmental conservation, your company's water-saving appliances create positive environmental and social impacts that contribute to a competitive advantage, especially in water-scarce regions.



Jun Aoki

Representative Director, JunpuManpan Inc.
Outside Director, Chairperson of Compensation Committee, and Member of Nomination Committee of LIXIL Corporation
Outside Director, FIDEA Holdings Co. Ltd.

[Areas of Expertise]
General Personnel Affairs

● Occupational Health and Safety ● Harassment
Occupational health and safety and harassment prevention are fundamental priorities that must be addressed in conducting corporate activities.

● Human Capital Management ● Individual Differences
Employee engagement scores, a key indicator of human capital, improve through a combination of multiple factors. In terms of workplace environment, working alongside diverse talent, including people of different ages and abilities, broadens employees' perspectives and facilitates the exchange of diverse ideas, which in turn creates value. In particular, an environment where younger employees can participate in discussions from their second or third year promotes cultural transformation, leading to higher engagement scores and improved talent retention. In addition, understanding how the company's products contribute to society through its core business can also improve engagement scores.



Masao Hara
Representative Partner, Attorney, Nakajima Transactional Law Office

[Areas of Expertise]
Compliance

●Quality
The quality incidents that came to light in 2021 gave your company an opportunity to reaffirm its responsibility as a company that provides products and solutions that benefit society. Quality includes both safety and security. By consistently ensuring safety as a fundamental requirement, you give your customers peace of mind, which in turn earns your customers' trust in the company.

●Compliance
To maintain and improve quality, it is important to recognize again the importance of fulfilling contractual obligations. Each employee's commitment to compliance, such as carefully negotiating with customers after fully understanding and carefully reviewing the contract terms, prevents misconduct.

●Corporate Culture
It is important for employees to understand and take pride in the fact that the company's products contribute to society. Ultimately, this fosters a corporate culture free from misconduct and drives long-term corporate value.



Chieko Matsuda
Professor, Graduate School of Management, Tokyo Metropolitan University

[Areas of Expertise]
Corporate Strategy
Corporate Governance

●Corporate Strategy
A company's overarching direction is intrinsically manifested in its corporate philosophy and management strategy. Therefore, it is imperative that a seamless coherence exists between the upcoming revision of the medium-term management strategy and the identified materialities. As a fundamental premise, the Key Performance Indicators (KPIs) established for these materialities must be rigorously aligned with both our overarching business and human capital strategies.

●Corporate Governance
Corporate governance should not be implemented merely as a utilitarian tool to secure an advantageous position in capital financing; rather, it is a structural mechanism designed to evaluate how such implementation organically transforms management practices themselves. If specific challenges emerge during the effectiveness evaluation of the Board of Directors—the very core of this governance structure—those profound issues can arguably be defined as the essential materialities for your company.

Integrating Materiality into Management

We gathered opinions on the direction of potential material topics and how to effectively integrate materiality into our future management.



Ryohei Yanagi
Doctor of Economics
Waseda University Graduate School
Visiting Professor, Graduate School of Accountancy

[Areas of Expertise]
Financial Accounting, Corporate Governance, ESG, and Corporate Value

If we consider that one of the purposes of materiality is to increase corporate value, the aim should be to demonstrate how materiality correlates with both the company's purpose and corporate value. From this perspective, narrowing the focus to the issues that are most material is a highly effective approach. To use the findings of this review to inform management decisions, it would be important to use impact accounting and the Yanagi model to demonstrate to long-term investors, a crucial audience for corporate disclosures, that these material topics tangibly drive value creation. Ultimately, this approach will strengthen external communication and clearly articulate the company's growth story.



Jun Aoki
Representative Director, JunpuManpan Inc.
Outside Director, Chairperson of Compensation Committee, and Member of Nomination Committee of LIXIL Corporation
Outside Director, FIDEA Holdings Co. Ltd.

[Areas of Expertise]
General Personnel Affairs

The important thing is not simply to identify materiality issues, but to determine how they are used and what they aim to achieve. The key is to have a distinctive edge and uniqueness. To this end, the sustainability division should engage in thorough discussions with the CEO and CFO—leveraging insights from each business division—to draft an integrated corporate and sustainability strategy. For example, when considering your business portfolio, placing sustainability at the core and linking it to businesses that utilize Serendie will bring out the distinctive character of Mitsubishi Electric. Materiality issues identified in this way foster a sense of ownership among employees and drive action across business divisions, ultimately strengthening external disclosure. As this company-wide cycle is established, materiality becomes part of the company's DNA.



Keisuke Takegahara
Visiting Professor, National Graduate Institute for Policy Studies

[Areas of Expertise]
Environment, ESG Investing

Aiming for perfection from the outset when identifying materiality is challenging. For a company with a highly diversified business portfolio, a viable approach is to anchor strategy on value creation through its growth strategy, using a clear timeline to differentiate the company. For example, if using the services or products provided by your company reduces GHG emissions, it contributes to climate change mitigation. Simultaneously, if this increases sales, it reflects the core concept of double materiality. With products that address climate change, your company can demonstrate significant potential for expanding revenue, margins, and operating profit through its sales plans.

Medium- to Long-Term Initiatives and Targets for FY 2027

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 the progress of these goals as the Group works to enhance corporate value.



Realize a sustainable global environment

Sub-Materiality	Targets/Key performance indicators (KPIs)[*1]		FY2027 target
Reduce environmental impact	FY2051: Aim for carbon neutrality throughout the entire value chain	[Scope 1[*2], 2[*3]] FY2031: Achieve carbon neutrality at factories and offices	
		[Scope 3[*4]] FY2031: Reduce by 30% or more compared with FY2019	
	FY2031: Water intake at high-risk bases (basins): Reduce by 6% or more compared with FY2025[*5]		
	FY2031: Resource circulation[*6]: Increase by 10% or more from FY2025		
	FY2031: 100% effective utilization of plastic waste[*7, *8]		
Contribute to the environment through business activities	Provide products, services, and solutions that contribute to carbon neutrality		Development, proposal, and provision of technologies, products, services, and solutions that contribute to energy conservation and higher efficiency, electrification, increased adoption of clean energy, and the establishment of carbon circulation models to support the decarbonization of society.
	Provide products, services, and solutions that contribute to the water environment		Development, proposal, and provision of technologies, products, services, and solutions that contribute to securing safe water and maintaining or restoring a healthy water cycle.
	Provide products, services, and solutions that contribute to achieving a circular economy		Development, proposal, and provision of technologies, products, services, and solutions that contribute to resource circulation in society by reducing waste and maximizing the value of resources.

Note: Refers to the fiscal year ending March 31 of the same year.

*1 Refers to targets/KPIs for the Mitsubishi Electric Group unless otherwise specified

*2 Direct emissions from the use of own fuel

*3 Indirect emissions from the use of electricity and heat purchased from outside the Company

*4 Indirect emissions from the entire value chain, excluding Scope 1 and 2

*5 Targets were set with reference to the SBTs for Nature target-setting methodology. There are 14 high-risk bases in 11 basins.

*6 Total weight of reused products and recycled plastic used in Mitsubishi Electric Group products

*7 Only manufacturing-related waste generated at factories is included. (General waste is excluded.)

*8 It applies only when local regulations and conditions regarding plastic waste, as well as local recycling capacity, are met.



Realize a sustainable society

Sub-Materiality	Targets/Key performance indicators (KPIs)[*1]	FY2027 target
Contribute to society through business activities	Provide products, services, and solutions that contribute to achieving a safe and secure society	Development, proposal, and provision of technologies, products, services, and solutions that contribute to improving the safety and reliability of social infrastructure and industrial systems, as well as to disaster prevention and mitigation, accident prevention, and enhanced security.
	Provide products, services, and solutions that contribute to achieving well-being	Development, proposal, and provision of technologies, products, services, and solutions that support healthy, culturally fulfilling, and comfortable lives for each individual.
	Provide products, services, and solutions that contribute to climate change adaptation	Development, proposal, and provision of technologies, products, services, and solutions that contribute to avoiding and mitigating damage caused by climate change-related risks such as extreme heat, heavy rainfall, flooding, and drought.
	Provide products, services, and solutions that contribute to productivity improvement	Development, proposal, and provision of technologies, products, services, and solutions that directly contribute to improving social productivity, including automation, labor-saving, higher yield rates, and improved operating rates.



Respect for all people

Sub-Materiality	Targets/Key performance indicators (KPIs)[*1]		FY2027 target
Human rights in the value chain	Consider the safety and health of all people, understand individual differences, and respect individual dignity and human rights	Promote risk mitigation activities based on the RBA[*9] process across the value chain.	For salient human rights issues[*10], promote risk identification and improvement activities at Group sites through the use of RBA-SAQ. By the end of FY2027, the initiative will be deployed to 44 Group sites, and corrective actions will be implemented at 100% of high-risk sites. For salient human rights issues related to the supply chain, continue to implement corrective actions for 100% of suppliers identified as high risk through the Sustainable Procurement Survey results (RBA, MELCO-SAQ), and begin RBA-SAQ implementation in overseas regions (Europe, the Americas, and Asia).
		Foster an employee-friendly working environment and culture ● FY2031: Employee Engagement Score[*11]: 70% or more	Employee Engagement Score: 56% or more (Mitsubishi Electric and certain associated companies in Japan)
		Implement harassment prevention training for all employees (in Japan)	

Sub-Materiality	Targets/Key performance indicators (KPIs)[*1]		FY2027 target
Human capital empowerment	Establish a framework to facilitate mutual growth of people and the organization through strategic assignment and development on a Group-wide and global scale as well as enhancement of employees' career ownership	FY2031: 100% visualization of a human capital portfolio that ensures optimal talent allocation of approximately 150,000 global Group employees in alignment with business strategies	
		FY2031: 100% implementation of RBA-based wage risk assessments and corrective actions	Implementation of wage risk assessments and improvement activities based on RBA standards
	Strengthen DX/AX human capitalessential for transformation into anInnovative Company	FY2031: Expand DX/AX human capital to 20,000 workers	
	Build a workplace that maximizes individual performance and enables employees with varied perspectives and experiences to contribute to their full potential	FY2031: Percentage of women/non-Japanese in senior management (Directors, Executive Officers, and Executive Officers [Associate]): 30% or more (Mitsubishi Electric)	Ratio of women/non-Japanese in senior management (Directors, Executive Officers, and Executive Officers [Associate]): 15% (Mitsubishi Electric standalone)
		FY2031: Percentage of management positions held by women: 12% or more (Mitsubishi Electric)	Ratio of women in managerial positions: 5% (Mitsubishi Electric standalone)
		FY2031: Percentage of employees who responded that they had a good work-life balance: 70% or more (Mitsubishi Electric and associated companies in Japan)	Percentage of employees who say they have a good work/life balance: 68% or more (Mitsubishi Electric and certain associated companies in Japan)
	Promote safety and health activities across the entire Group, adhering to the basic policy of prioritizing the safety and health of our employees above all else	Ensure prevention of occupational accidents and, in particular, achieve zero lost worktime injuries (absence from work) (four days or more) per year	

*9 RBA: Responsible Business Alliance (An alliance of companies promoting social responsibility in global supply chains)

*10 Salient human rights issues: Those identified through the human rights impact assessment conducted in FY2024 (employee workplace environment, occupational health and safety, and working conditions, forced labor, and child labor in the supply chain). Of these, the salient human rights issues related to the supply chain are working conditions, forced labor, and child labor in the supply chain.

*11 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"



Strengthen corporate governance and compliance on a sustainable basis

Sub-Materiality	Targets/Key performance indicators (KPIs)[*1]		FY2027 target
Corporate governance	Increase effectiveness of the Board of Directors	Maintain the percentage of independent outside directors of Mitsubishi Electric over 50% (Mitsubishi Electric)	● Maintain the ratio of independent outside directors of Mitsubishi Electric over 50% ● Continue appointment of an outside director as Chairperson of the Board
Compliance	Ensure proper understanding and practice of the compliance motto "Always Act with Integrity"	Conduct ongoing training on the prevention of unfair competition and bribery	● Further promotion of fair competition (prevention of unfair competition) ● Establishment and thorough implementation of fair competition (prevention of unfair competition practices) measures: Continuously conduct practical training and carry out monitoring to ensure rules and regulations are firmly established.
		Zero legal actions arising from unfair competition practices (violations of antitrust laws) and bribery incidents	Quantitative target: zero occurrences of antitrust laws incidents cases
		Continuous implementation of anti-bribery training	● Further promotion of anti-bribery ● Establishment and thorough implementation of anti-bribery initiatives: Continuously conduct practical training and carry out monitoring to ensure rules and regulations are firmly established.
		Zero incidents of legal actions for anti-bribery violations	Quantitative target: zero occurrences of bribery incidents cases
Quality	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	Continuous implementation of the five initiatives for quality assurance reforms[*12]
Information security	Comply with information security-related laws and regulations: zero violations		

*12 The five initiatives: rebuilding the internal control function; addressing challenges related to technical capabilities and resources; reinstilling awareness of quality and compliance; normalizing manufacturing management; and promoting front-loading in design processes.



Promote innovation for sustainability

Sub-Materiality	Targets/Key performance indicators (KPIs)[*1]		FY2027 target
Create new technologies and value	Continuously anticipate future society and address emerging social challenges; promote research and development and social implementation of advanced technologies such as quantum and fusion technologies	Promote research and development needed for the future vision beyond social and customer challenges in key regions around the world. Strengthen external collaboration and co-creation activities, and realize social implementation of products and services applying the physical AI and Serendie models	Promote research and development aimed at addressing social challenges such as the realization of a decarbonized society and a resource-circulating society, as well as the decline in the working-age population. Develop carbon recycling technologies, automation and labor-saving technologies using AI and robotics, and resource recycling and traceability technologies.
	Through close coordination between intellectual property and standardization activities, development and the acquisition of intellectual property rights are carried out strategically, taking into account both open and proprietary domains	Integrate intellectual property and standardization activities into the upstream stages of business strategy formulation, and embed this approach across the organization using a PDCA cycle	● Establish a framework to conduct research and analysis on Europe's advanced regulatory requirements and standards in the field of standardization, leveraging expatriate staff dedicated to standardization activities. ● Initiate the formulation of business and intellectual property strategies that integrate intellectual property and standardization activities.
	Realize AI-driven management that streamlines and advances all business processes through AI	● Enhance the efficiency of internal business processes, including design and manufacturing ● Contribute to the expansion of Serendie-related businesses by accelerating the pace of innovation	● Establish standard agents to suppress duplication in development and enable efficient AI development (80 or more) ● Complete reform projects for internal operations, including design and manufacturing (50 or more) ● Continuously implement AI literacy training and improve AI utilization rates (50,000 or more)

Medium- to Long-Term Initiatives and Results for FY 2026

Materiality	Long-term target	Medium-term target	Single fiscal year target/initiative indicator (KPI) and results		Scope
			FY2026 target	FY2026 results	
Realize a sustainable global environment	[Scope 1, 2, 3] FY2051: Aim for carbon neutrality throughout the entire value chain	[Scope 1, 2] FY2031: Aim for carbon neutrality	[Scope 1, 2] Reduce by 53% or more (vs. FY2014)	Reduced by 53%	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)	Reduced by 29%	Mitsubishi Electric Group
		Provide products, services, and solutions that contribute to carbon neutrality		• Launches a New Rooftop-Mounted Centralized Air-Conditioning System for Railway Vehicles (in Japanese) • Mitsubishi Electric to Launch Two New XB Series HVIGBT Modules • Mitsubishi Electric, NTT Com and SK C&C Commence Test Project Aimed at Visualizing Supply Chain Carbon Footprints	Mitsubishi Electric Group
	Contribute to achieving circular economy	FY2036: 100% effective utilization of plastic waste	92% or more effective utilization of plastic waste (in Japan)	96%	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		• Launches "Security Log Analysis Service" Providing End-to-End Support from Cyberattack Detection to Mitigation (in Japanese) • TANSO-3 and AMSR3 Onboard Ibuki GW Acquire Initial Observation Data (in Japanese) • Develop Technology to Visualize Exemplary Driving (Safety Driving) During Operation (in Japanese)	Mitsubishi Electric Group
		Provide products, services, and solutions that contribute to inclusion and well-being		• Launches "MelBridge Shabegaki Translation" to Overcome Language Barriers Among Employees (in Japanese) • Launches "Emoco Analysis Service" for Estimating, Analyzing, and Quantifying Human Emotions (in Japanese)	Mitsubishi Electric Group

Note: Refers to the fiscal year ending March 31 of that year

Materiality	Long-term target	Medium-term target	Single fiscal year target/initiative indicator (KPI) and results		Scope
			FY2026 target	FY2026 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)	• FY2026: 76% implementation rate of improvement activities • Promoted improvement activities, including establishing a Group-wide human rights promotion framework and reviewing the response manual for grievance mechanisms	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% implementation of corrective actions	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 Group in Japan)[*4]	Employee Engagement Score 63% or more (Mitsubishi Electric) 53% or more (Mitsubishi Electric Group in Japan)[*4]	Employee Engagement Score 62% or more (Mitsubishi Electric) 54% or more (Mitsubishi Electric Group in Japan)[*4]	Mitsubishi Electric Group (in Japan)[*4]
			• Deepening organizational culture reforms and promoting self-driven operation • Continuing systematic "investment in people" • Firmly establishing the new personnel treatment system	[Deepening organizational culture reforms and promoting self-driven operation] • Held ME's Culture Day 2025 with approx. 13,000 participants • Conducted training for senior management to drive culture reforms (Training for executive: 3 times, training for Plant/Research Lab Directors: 4 times)[*5] [Continuing systematic "investment in people"] • Established the "DX Innovation Academy," a development institution for DX talent, with approx. 1,100 participants[*5] • Implemented an introductory DX program for all employees, with a completion rate of 99.7%[*5] • Opened the "Yokohama Innovation Studio," a new learning facility [Firmly establishing the new personnel treatment system] • Achieved a favorable response rate of 60% regarding satisfaction with compensation[*5]	Mitsubishi Electric Group
		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 • Implementing strategic talent management succession plan across the Group globally	Ratio of women/non-Japanese in senior management (Directors, Executive Officers and Executive Officers [Associate]): 16.7% (up 1.3 pt from the previous fiscal year)	Mitsubishi Electric (non-consolidated)
		FY2031: Ratio of women in managerial positions 12% or more	• Promotion and institutionalization of management-level appointment programs • Integration with the L.E.A.D. (Leadership Enhancement And Development) system	• Female manager ratio: 4.2% (up 0.2 pt from the previous fiscal year)[*6] • Selected FY2026 management candidates; individual development plans underway • Accelerated the appointment of participants registered in the L.E.A.D. system to management positions	Mitsubishi Electric (non-consolidated)

*1 Implementation of the 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 Mitsubishi Electric
*6 The latest ratio of female managers, including regular promotions effective as of April 1, 2026, is 4.9%, up 0.6 pt from the previous fiscal year

Materiality	Long-term target	Medium-term target	Single fiscal year target/initiative indicator (KPI) and results		Scope
			FY2026 target	FY2026 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)	Regular monitoring by the Board of Directors (periodic reviews of the progress of each initiative and exchanges of opinions)	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% ・Continued appointment of an outside director as Chairperson of the Board ・Continued disclosure of the skills matrix in General Meeting of Shareholders reference documents	・60% (as of March 31, 2026) ・10 directors including 6 independent outside directors ・Continued appointment ・Continued disclosure	Mitsubishi Electric
	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[*7]	The five initiatives for quality assurance reforms 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	Attendance rate in 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		Mitsubishi Electric
			Serious antitrust laws and bribery incidents: 0	Serious antitrust laws and bribery incidents: 0	Mitsubishi Electric Group
	Improve the cybersecurity maturity level	FY2026: Mitsubishi Electric Group (Japan) Achieve equivalent Level 2 on Cybersecurity Maturity Model Certification[*8]	Security measures implemented internally are expected to fully roll out to associated companies in Japan	Rollout to associated companies in Japan was completed as scheduled	Mitsubishi Electric Group
		FY2029: Mitsubishi Electric Group Achieve equivalent Level 2 on Cybersecurity Maturity Model Certification[*8]	Formulation of plans to improve Information system environments and establish 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 was completed as scheduled	Mitsubishi Electric Group
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	・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 71% 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	・Publish the Integrated Report ・Hold dialogues with experts	・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	・Published the Integrated Report ・Rollout of internal initiatives for employees (education and awareness-building) ・Dialogues with experts and NGOs	Mitsubishi Electric Group

*7 The five initiatives refer to rebuilding the internal control function; addressing challenges related to technical capabilities and resources; reinstilling awareness of quality and compliance; normalizing manufacturing management; and promoting front-loading in design processes.
*8 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 the Mitsubishi Electric Group states, “Guided by Our Philosophy, we place sustainability at the cornerstone of our management and prioritize the trust of stakeholders including society, customers, shareholders, and employees.” We will pursue initiatives to realize a sustainable society to incorporate the expectations, requests, and opinions from stakeholders 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 2025 to June 2026, the key focus areas have been determined to be Group-wide medium- to long-term 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.

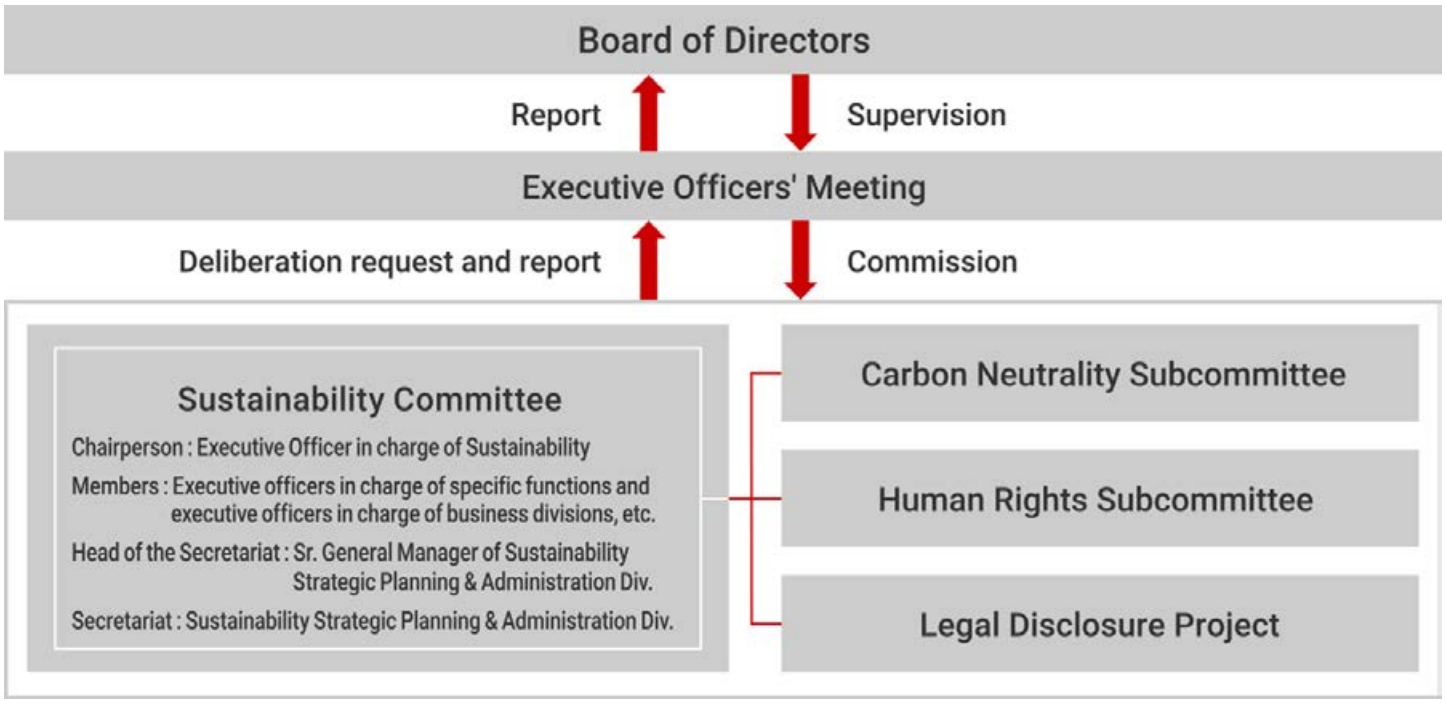
Main Discussion Topics of the Sustainability Committee (FY2026)

Number of meetings	Main discussion topics
4 times	● Materiality and material issues ● Creation of new sustainability businesses ● Initiatives toward carbon neutrality

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
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

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.



Stakeholders of the Mitsubishi Electric Group

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	● Improvement of customer satisfaction ● Product safety and quality ● Customer response and support	● Sales departments ● Quality departments	Inquiry centers (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	● Ensure occupational health and safety ● Respect for human rights ● Human capital development	● Personnel departments ● Sustainability promotion departments	Hotlines (for compliance and human rights), intranets, in-house bulletins, training programs, meetings between management and employees, employee engagement surveys
Governments and industrial organizations Governmental institutions, local governments, and industrial organizations relevant to the business activities of the Mitsubishi Electric Group	● Compliance with laws and regulations ● Compliance with restrictions ● Policy proposals	● External affairs departments	Participation in advisory councils and committees, participation in the activities of industrial and economic organizations
NGOs and NPOs NGOs, NPOs, citizen groups, etc., with relevance to the social and environmental aspects of the Mitsubishi Electric Group	● Grants and partnerships through contributions to regional communities ● Dialogues on social and environmental issues	● Sustainability promotion departments	Philanthropic activities (funds, overseas foundations, volunteer activities) and dialogues on social and environmental issues
Business partners Suppliers of raw materials and components	● Fair transactions ● Sustainability promotion throughout the supply chain	● Procurement ● departments	Information sessions on sustainability procurement, BCP seminars, meetings based on the results of fair selection and evaluation of business partners
Regional communities Communities near Mitsubishi Electric offices	● Contribution to social welfare; science and technology; global environmental conservation; and culture, art, and sports	● General affairs departments ● Sustainability promotion departments	Contributions through core business, philanthropic activities (funds, overseas foundations, volunteer activities), factory tours, factory open house
Shareholders Shareholders, investment institutions, investors, etc., directly or indirectly possessing Mitsubishi Electric Group shares	● Increase in corporate value ● Proper redistribution of profits ● Information disclosure ● Response to ESG investments	● Investor and shareholder relations departments	Website: "Investors" 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

Major stakeholders	Responsibilities and issues	Major contact departments	Major communication opportunities
Academic institutions and research institutions	● Cooperation in creating innovation ● Joint studies	● R&D departments	Industry-academia-government cooperation in research
Future generations	● Provision of education opportunities	● General affairs departments ● Sustainability promotion departments ● Overseas foundations	Inquiry centers, grants through philanthropic foundations, classroom support, factory tours, events

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	71%

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 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**

Incorporating expert openions for materiality revision

To address sustainability at the management level and to pursue it over the long term, the Mitsubishi Electric Group revised its materiality items in fiscal 2026. In reviewing our materiality, we sought input from external experts and incorporated their perspectives in our new materiality issues.

> **Incorporating Expert Opinions for Materiality Revision**

●Internal Engagement

Dialogue between management and employees

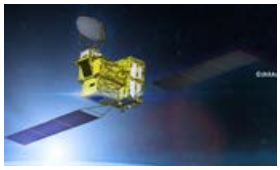
Mitsubishi Electric holds town hall meetings at each business site for management and employees to exchange opinions. President Uruma has held over 150 town hall meetings.



Scene from a town hall meeting between President Uruma with employees (Held in FY2026)

Addressing social and environmental 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, the energy systems business, and the defense & space systems business.

Realizing a Society with a 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

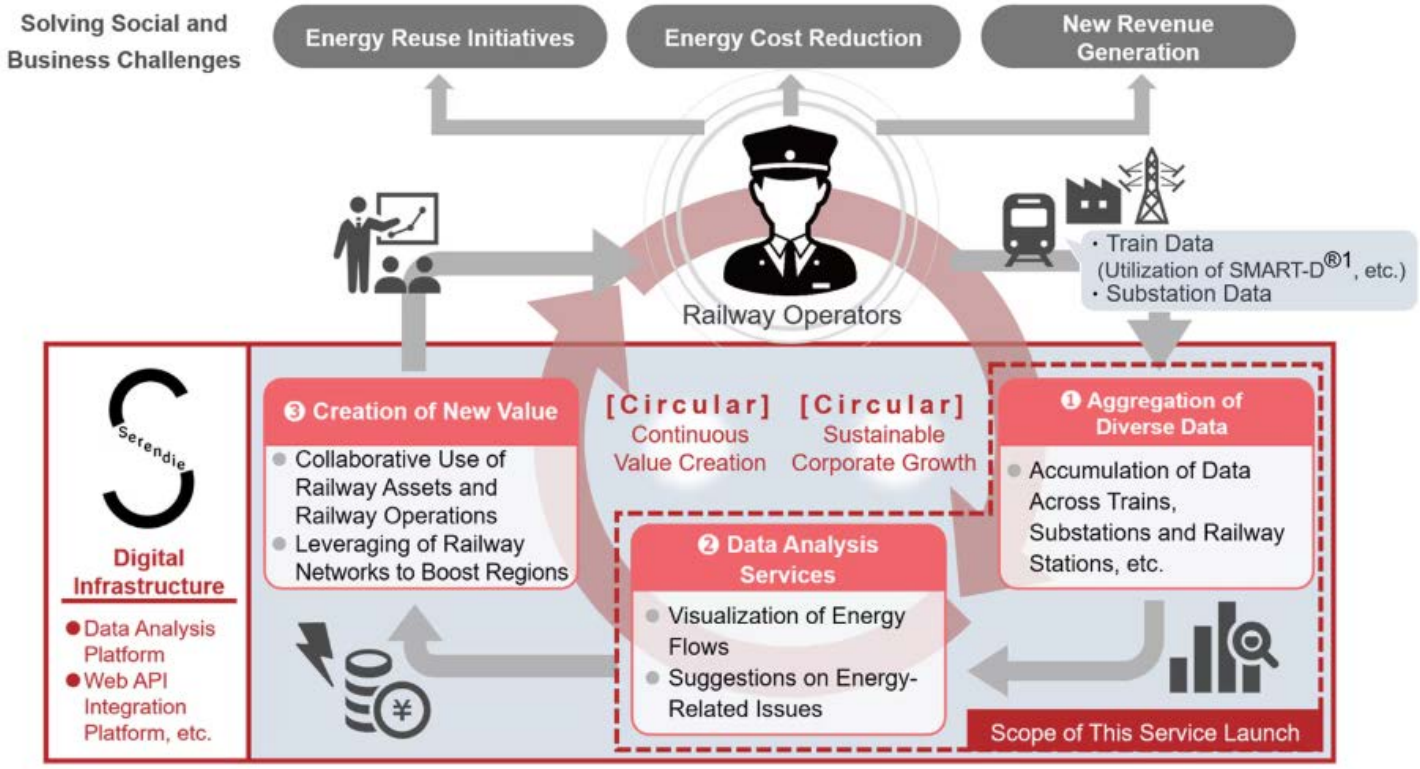
Related link

- **Ozone generator "Mitsubishi Ozonizer" (in Japanese)**

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

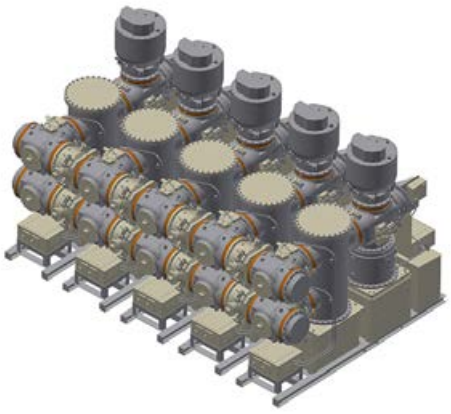
Railway Data Analysis Service Utilizing Serendie Digital Platform

Related link

- **Mitsubishi Electric Launches Railway Data Analysis Service Utilizing Serendie Digital Platform**
- **Mitsubishi Electric Collaborating with JICA and Hankyu to Promote Energy Conservation of Manila's Light Rail**
- **Mitsubishi Electric to Launch Railway Energy Management Solution Proof of Concept for Krakow Tram Network in Poland**

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 SF_6 gas, which has a global warming potential approximately 24,300 times greater than CO_2. In response to growing demands for reduced environmental impact and regulatory restrictions on SF_6 gas usage across various countries, Mitsubishi Electric has developed switchgears that do not rely on SF_6 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.



84 kV Dry Air Insulated Switchgear

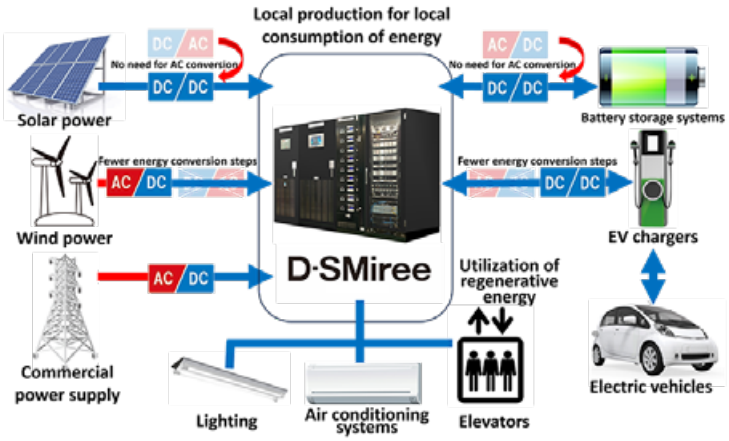
Related link

- **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

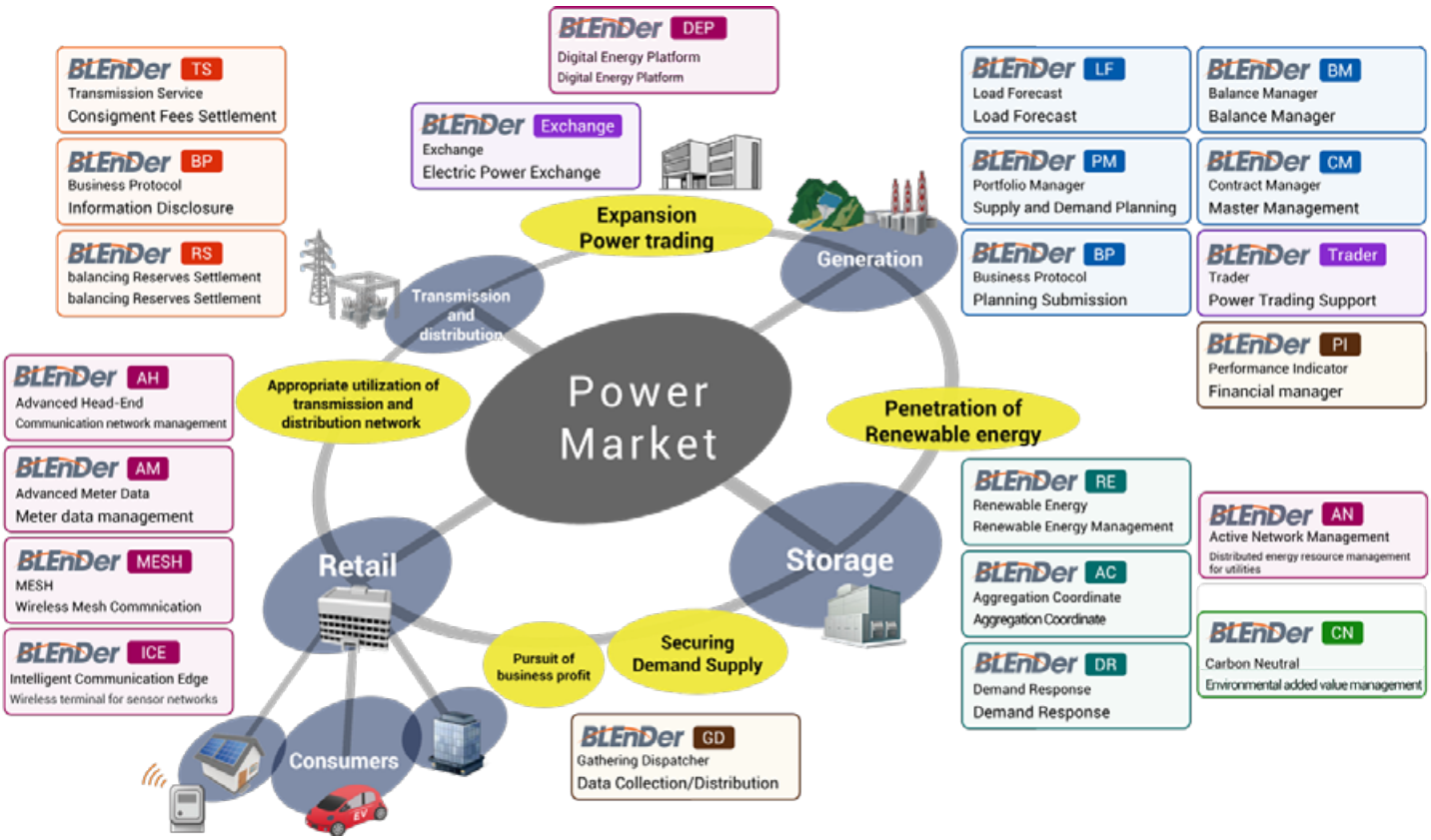
Related link

- **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.
We will also pursue more advanced technological development through collaboration with other companies, contributing to the realization of a decarbonized society.



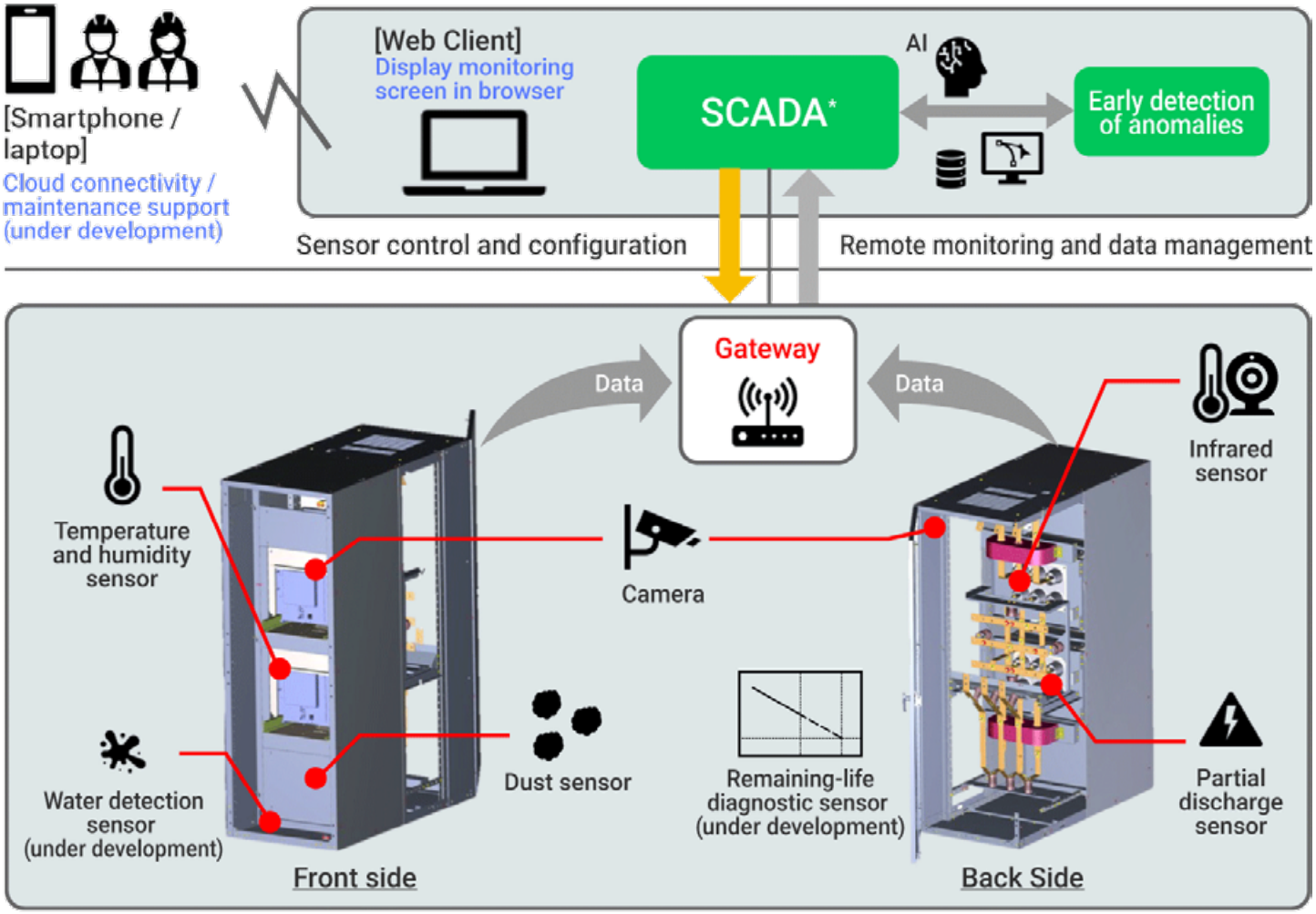
Related link

- **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)**
- **Initiate a Demonstration of Smart Safety Service and Digital O&M for Power Distribution Equipment with Kanto Electrical Safety Services Foundation (in Japanese)**

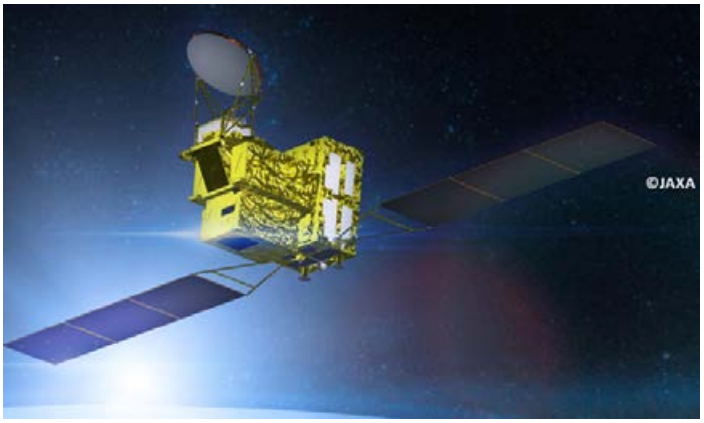
Advancing a Safe, Secure, and Prosperous Society through Leading Global Environmental Observation

Geostationary Meteorological Satellites Himawari-8/Himawari-9 and Greenhouse Gases/Water Cycle Observing SATellite (GOSAT-GW)

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 support disaster prevention efforts across countries and regions in Asia and the Pacific.
In addition, the Global Observing SATellite for Greenhouse gases and Water cycle (GOSAT-GW) is equipped with two sensors, one for observing greenhouse gases and another for observing water cycle conditions such as water vapor and precipitation. By improving the estimation accuracy of greenhouse gas emissions and enhancing the observation of water vapor at high altitudes, it contributes to many fields such as climate change research, weather forecasting, and fisheries.



Geostationary Meteorological Satellites Himawari-8/Himawari-9



Global Observing SATellite for Greenhouse gases and Water cycle (GOSAT-GW)

Related link

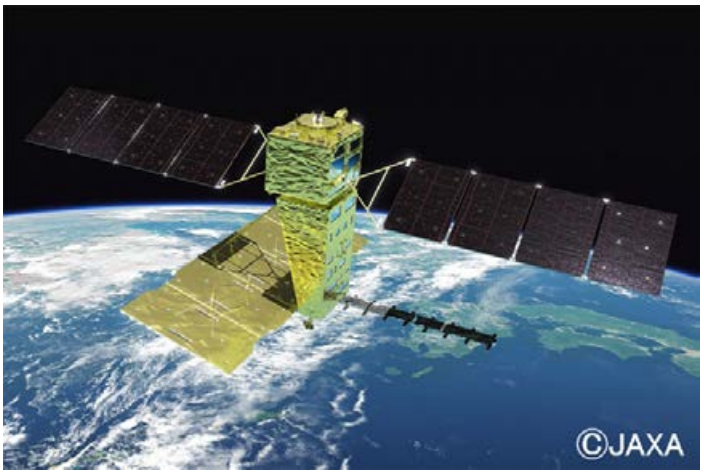
- **Satellites Himawari-8/Himawari-9 (in Japanese)**
- **Satellite/Global Observing SATellite for Greenhouse gases and Water cycle (GOSAT-GW) (in Japanese)**

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 Solutions

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, Overcome Labor Shortages, and Address 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 in achieving sustainable manufacturing by providing advanced energy-saving equipment and solutions, and helps address decarbonization issues and labor shortages by utilizing automation technology.

1. **Contributing to "realizing a decarbonized society" by reducing energy consumption in factories.**
2. **Contributing to overcome labor shortages by streamlining manufacturing processes.**

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

- **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**

Remote Monitoring of Air Conditioning and Cooling Equipment

"MEL Cool LINK" Series

Many industries in Japan are facing serious labor shortages, and building facility management is no exception.
"MEL Cool LINK" series remotely monitors air conditioning and cooling equipment 24 hours a day, 365 days a year via the cloud, efficiently supporting facility management through IoT technology, including detection of refrigerant leaks and abnormalities, and checking of operational data. It also enables automation of basic inspections under the Act on Rational Use and Proper Management of Fluorocarbons.
It resolves the concerns of facility managers, such as the time and labor costs involved in basic inspections of air conditioning and cooling equipment, and the costs of managing equipment located in remote areas.

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.

To strengthen DX, IT, and security in the Mitsubishi Electric Group, we reorganized our divisions and in April 2025 established the Digital Innovation Business Group and Mitsubishi Electric Digital Innovation Corporation. Through digital innovation, we support the realization of the Mitsubishi Electric Group's circular digital engineering, while also contributing to the growth of our customers and the resolution of increasingly diverse social challenges.

1. Enhancement of DX, IT, and Security Services
   Utilizing our knowledge and expertise cultivated in a wide range of businesses, as well as our strengths in infrastructure security technology and operations and maintenance in the DX and IT domains, we provide 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 does not require expensive LiDAR equipment, it can be used in various scenarios such as disaster surveys, equipment inspections, simulations of equipment installation in factories, and layout planning.
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). Furthermore, in response to the "2024 problem" in Japan's logistics sector, we are developing a new service called "Truck Load Factor Measurement Service for Logistics and Manufacturing (Shippers)" using Rulerless, helping to resolve social challenges facing the logistics infrastructure that supports society.



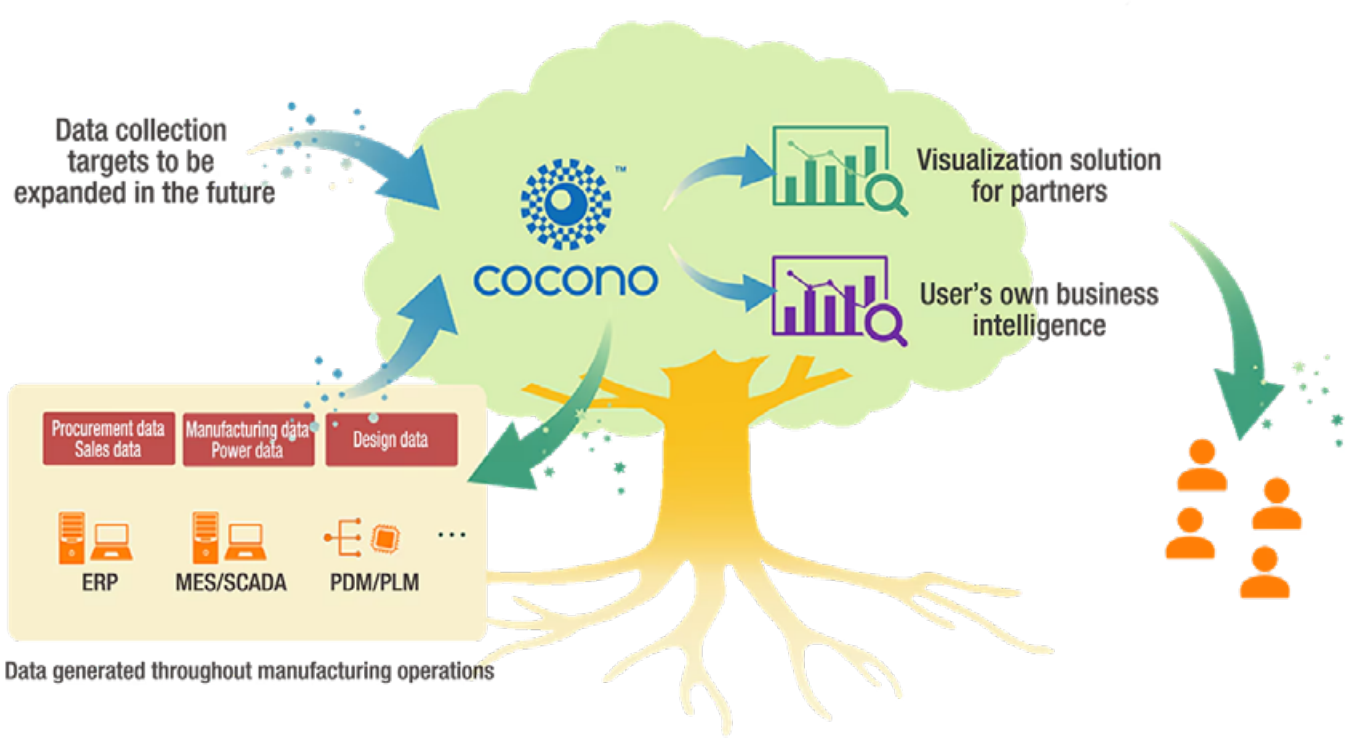
"Rulerless" 3D Measurement Application

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”

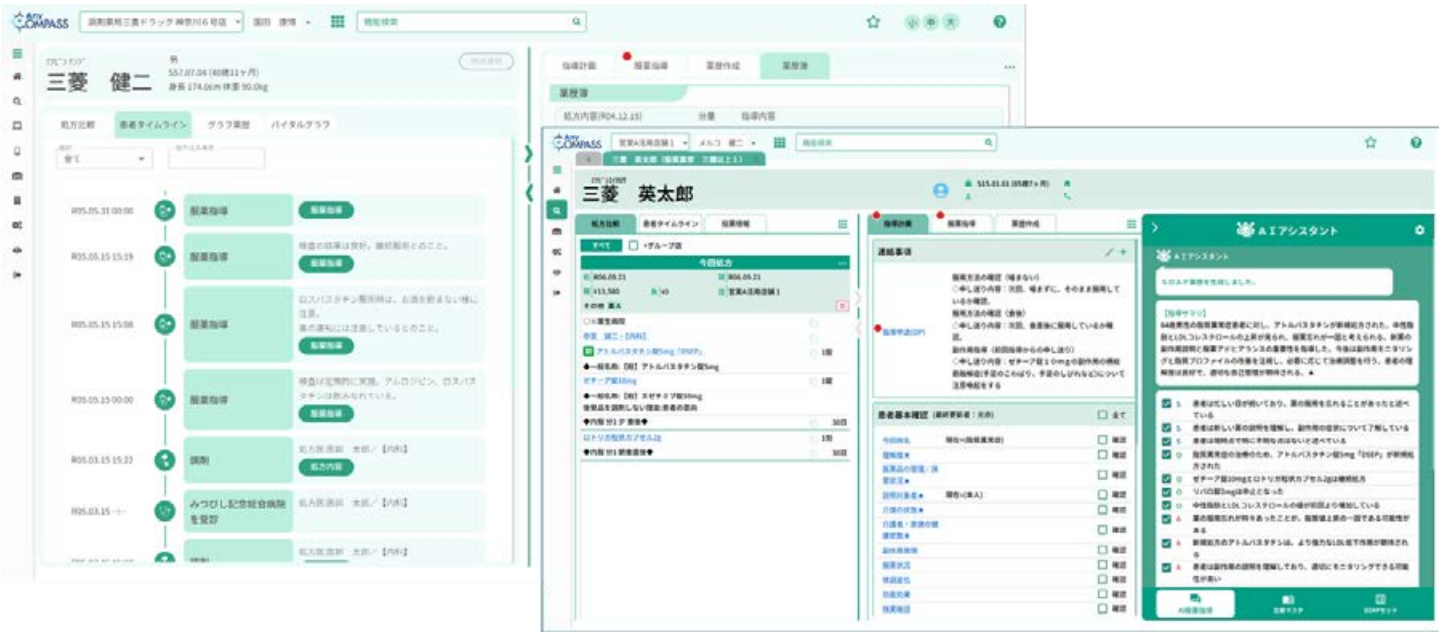


“cocono” GHG Emission Data Centralized Management Solution

Supporting Operations of Health Insurance Pharmacies, which Play a 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. Its launch offering, a cloud-based electronic medication record system, incorporates multiple patented technologies, such as the Patient Timeline function that displays patient interactions in chronological order and the Guidance Point Navigation function. This goes beyond simple medication record management by supporting medication guidance tailored to each patient. To further enhance the service, we have been offering the AI Assistant function since January 2025. Leveraging generative AI to assist in medication guidance and medication record creation, we aim to improve the sophistication and efficiency of pharmacists’ work and help to create an environment where they can focus more on higher-value-added interpersonal work. In December 2025, in recognition of this innovative initiative, AnyCOMPASS received the Excellence Award at the Generative AI Awards 2025.
Currently, we are developing an all-in-one platform for health insurance pharmacies using AI agents. We will continue to support efforts to further transform pharmacy operations.



“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

HVIGBT Module XB Series High-Capacity Power Semiconductors for Railway Vehicles and Other Large Industrial Equipment

In our power device business, we are contributing to the realization of a decarbonized society by further improving performance and quality through advances in electric power and motor control technologies, and by achieving energy savings in power electronics equipment. In particular, power semiconductor modules for large industrial equipment such as railway vehicles are required not only to deliver high output and high efficiency but also to improve moisture resistance, which is essential for stable operation in harsh environments such as outdoors, where temperature and humidity fluctuate greatly. In the HVIGBT[*1] Module XB Series, we have adopted proprietary diode and IGBT elements to reduce switching loss compared to existing products (by approximately 15%[*2] for the 3.3 kV type and approximately 5%[*3] for the 4.5 kV type). By adopting a proprietary chip termination structure, we have improved moisture resistance to approximately 20 times[*4] that of existing products. These improvements contribute to the further improved efficiency and reliability of our inverters for large industrial equipment such as railway vehicles operating in various environments, thereby supporting the realization of carbon neutrality.

*1 HVIGBT: High Voltage Insulated Gate Bipolar Transistor

*2 Comparison of the existing product, CM1500HC-66R, and the new product in terms of Eon + Eoff + Erec, at Tj = 150°C, VCC = 1800 V, IC = 1500 A

*3 Comparison of the existing product, CM1200HC-90R, and the new product in terms of Eon + Eoff + Erec, at Tj = 125°C, VCC = 2800 V, IC = 1200 A

*4 Condensation resistance verification results: 3.3 kV XB Series vs. existing H Series (same terminal design for 3.3 kV and 4.5 kV types)



HVIGBT Module XB Series High-Capacity Power Semiconductors for Large Industrial Equipment
Standard insulation product (left); high insulation product (right)

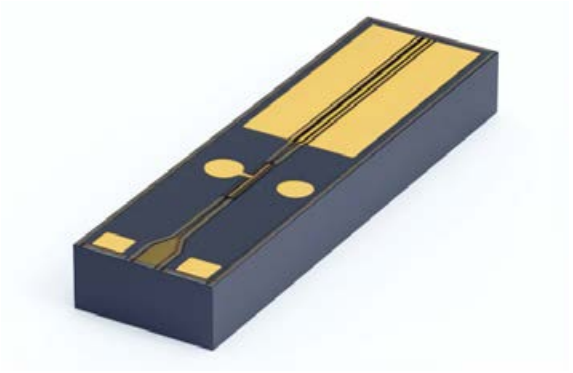
Related link

- **Mitsubishi Electric to Ship Samples of XB Series HVIGBT Module**
- **Mitsubishi Electric to Launch Two New XB Series HVIGBT Modules**

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

200Gbps EML 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. To address such requirements, our optical device business began mass production of a 200Gbps EML[*1] chip for optical transmission in April 2024, as optical devices for use in optical transceivers[*2] that support next-generation data center communication speeds of 800Gbps[*3] and 1.6Tbps[*4]. We are continuously expanding our EML chip production capacity to meet strong demand, with a plan to more than triple capacity by fiscal 2030 compared with fiscal 2026. This will contribute to the enhancement of speed and capacity in data center communications.



200Gbps EML chip for next-generation data centers

*1 Electro-absorption Modulator integrated Laser diode: A semiconductor laser diode integrated with an electro-absorption optical modulator.

*2 An electronic component that converts electrical signals into optical signals and back again.

*3 Giga-bits per second: A transmission speed that sends 1 billion digital signals per second.

*4 Tera-bits per second: A transmission speed that sends 1 trillion digital signals per second.

Related link

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



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 Sustainability Vision 2050 (Full text)**
- **Mitsubishi Electric Group Environmental Policy**

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 CO_2 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 →

› **TNFD-based disclosure**

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 the past 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

The Mitsubishi Electric Group has announced that in response to the worsening of global environmental challenges, the Company has revised its Environmental Sustainability Vision 2050, first introduced in 2019. Going forward, the Mitsubishi Electric Group will steadily implement various environmental initiatives to achieve its new targets and contribute to a more sustainable global environment, one of its materiality.



- **Environmental Sustainability Vision 2050 (Full text)**
- **Mitsubishi Electric Group Environmental Policy**

Environmental Plan

Every few years, the Mitsubishi Electric Group formulates a new Environmental Plan comprising medium-term targets and initiatives aimed at supporting the realization of its Environmental Sustainability Vision 2050. The Environmental Plan 2030 (April 2026–March 2031) follows the Environmental Plan 2025 (April 2024–March 2026). One of its new targets is achieving carbon neutrality[*1] at Group factories and offices by the fiscal year ending March 31, 2031. This goal is part of the pursuit of carbon neutrality, one of three focus areas established in the Environmental Vision 2050. The plan also establishes targets for improving resource circulation to contribute to a circular economy and for protecting biodiversity at business sites to support a nature-positive[*2] world.

*1 Including carbon offsets

*2 Besides reducing environmental damage, also enhancing biodiversity, improving ecosystem health, and supporting the sustainable use of natural resources

Environmental Plan 2030 (FY2027–FY2031)

Under the Environmental Plan 2030, the Group is actively engaged in a range of initiatives aimed at achieving its stated targets. Key performance indicators and targets are presented in the table below.

Note: Refers to the fiscal year ending March 31 of that year.

Focus area	Key performance indicators (KPIs)	Targets
Carbon Neutrality	Greenhouse gas emissions (Scope 1[*1] and Scope 2[*2])	Achieve carbon neutrality at factories and offices
	Greenhouse gas emissions (Scope 3[*3])	Reduce emissions by 30% or more compared with the fiscal year ended March 31, 2019
Circular Economy	Resource circulation[*4]	Increase circulation by 10% or more from the fiscal year ended March 31, 2025
	Effective utilization of plastic waste[*5]	100%[*6]
	Water intake at high-risk bases (basins)	Reduce by 6% or more from the fiscal year ended March 31, 2025
Nature-Positive	Biodiversity protection (promotion) activities at business sites	Nationally Certified Sustainably Managed Natural Sites[*7] (OECM[*8] registration) for all green spaces managed by Mitsubishi Electric in Japan
	Protection of natural environments around business sites through collaboration with local communities and environmental education	Japan: Continue Satoyama Woodland Preservation Project and Mitsubishi Electric Outdoor Classrooms[*9] at all business sites Overseas: Tree-planting and other environmental conservation activities

*1 Direct emissions from the use of own fuel

*2 Indirect emissions from the use of electricity and heat purchased from outside the Company

*3 Indirect emissions from the entire value chain, excluding Scope 1 and 2

*4 Total weight of reused products and recycled plastic used in Mitsubishi Electric Group products

*5 Only manufacturing-related waste generated at factories is included. (General waste is excluded.) The percentage of generated waste that is reused through material recycling, chemical recycling, and thermal recovery.

*6 It applies only when local regulations and conditions regarding plastic waste, as well as local recycling capacity, are met.

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

*8 OECM: Other Effective area-based Conservation Measures

*9 Satoyama Woodland Preservation Project, Mitsubishi Electric Outdoor Classrooms

Environmental Plan 2025 (FY2025–FY2026)

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 2026 results are presented in the table below.

Note: Refers to the fiscal year ended March 31 of that year.

Areas	KPIs	Targets set in Environmental Plan 2025	FY2026 results
Carbon neutrality	Greenhouse gas emissions (Scope 1 and 2)	Reduction of 53% or more compared to FY2014*1	53% reduction
	Greenhouse gas emissions (Scope 3)	Reduction of 17.5% or more compared to FY2019	29% reduction
	Simple LC-CO_2*2 emissions calculation	Calculation of Mitsubishi Electric's new models (final products) for FY2025–2026	100%
Circular economy	Effective utilization of plastic waste (in Japan)	92% or more	96%
	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	6 sites (cumulative total of 8 sites since 2024)

*1 Calculation including carbon offset

*2 Life Cycle CO_2: All CO_2 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.	● 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.	● E-Learning for all Group employees ● Mitsubishi Electric Group Sustainability 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.

FY2026* result

Administrative actions or fines for environmental violations:	None

* Refers to the fiscal year ended March 31 of that year.

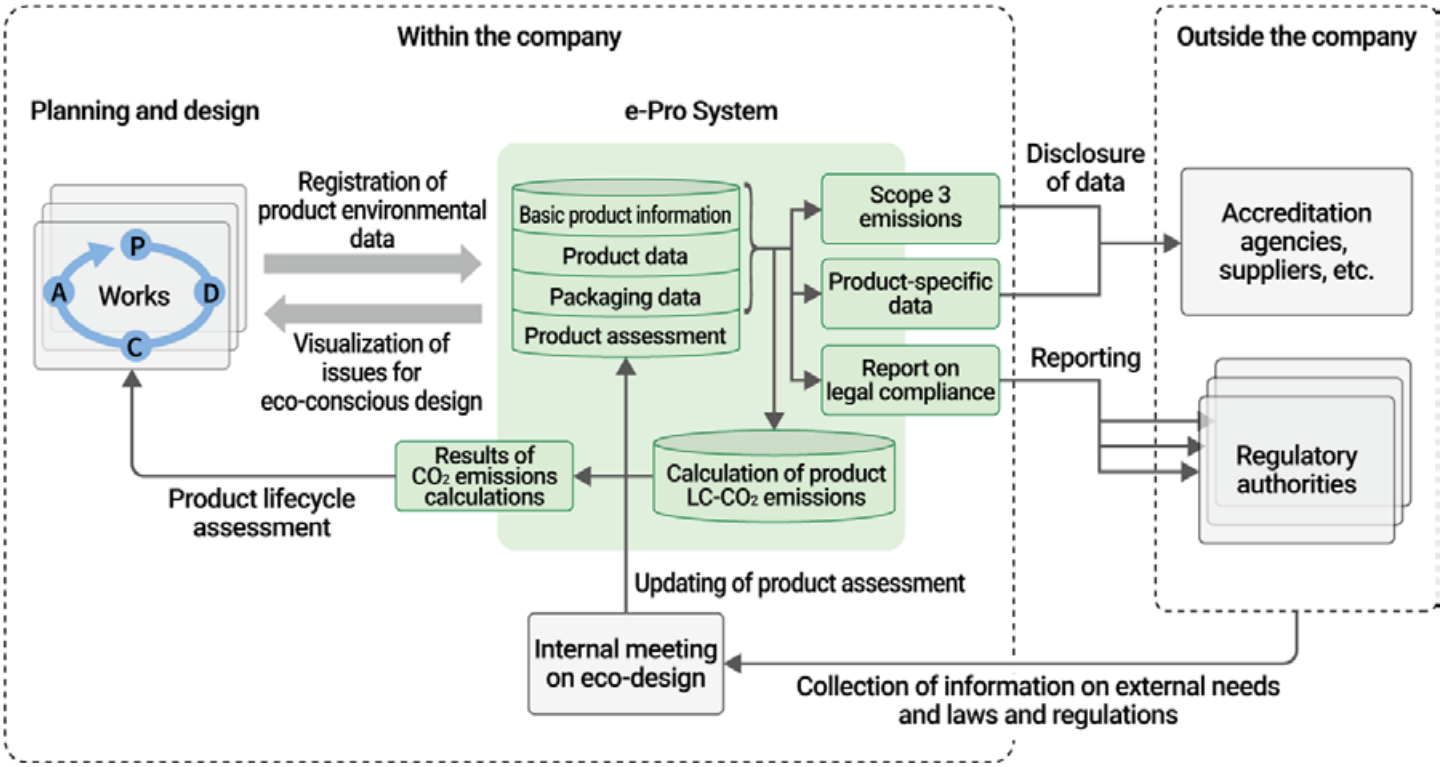
Carbon Neutrality Initiatives

To achieve carbon neutrality, the Mitsubishi Electric Group is working to reduce CO_2 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-CO_2* 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

CO_2 Reduction Associated with Product Use

The Mitsubishi Electric Group is working to reduce CO_2 emissions generated during product use (CO_2 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 CO_2 emissions during use compared to previous models
- Enabling CO_2 reductions through the use of products or their integration into other products

CO_2 Reduction through Product Improvement

To reduce CO_2 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, optical communication network systems, wireless communication systems, and in-vehicle control devices

CO_2 Reduction through Product Use or Integration

Some Mitsubishi Electric Group products contribute to reducing CO_2 emissions at customer sites during use. For example, heat pump systems are expected to generate significantly lower CO_2 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 CO_2 emission reductions during use. To quantify this impact, the Group defines the difference in CO_2 emissions between its products and potentially selected alternatives as its contribution to reducing CO_2 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 CO_2 and the non-energy-related GHGs emitted through its business activities—namely SF_6, HFCs, and PFCs.

Reduction of Energy-Related CO_2

To reduce energy-related CO_2, 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, 11 out of 17 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 CO_2 at factories and offices

Roadmap for Reducing GHG Emissions from Factories and Offices

Reduction of SF_6, HFCs, and PFCs

Three types of non-CO_2 greenhouse gases are emitted by the Mitsubishi Electric Group in its business activities: SF_6 (sulfur hexafluoride), HFCs (hydrofluorocarbons), and PFCs (perfluorocarbons).

SF_6 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 the production of semiconductors and liquid-crystal displays.

In the fiscal year ended March 31, 2025, emissions were also reduced through continued efforts such as shifting to low-GWP refrigerants, improving operational practices, and recovering and destroying gases.

Environmental Data: Emissions of SF_6, 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 CO_2 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 CO_2 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: CO_2 emissions from logistics

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.

TCFD-Based Disclosure

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Governance

Promotion System

The Group has positioned sustainability as the cornerstone of its management policy and established a framework that promotes initiatives from the two perspectives of “value creation” and “foundation enhancement” toward achieving sustainability. 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 throughout the entire value chain by the fiscal year ending March 31, 2051. We also aim to achieve carbon neutrality in our factories and offices by the fiscal year ending March 31, 2031, and have formulated a new medium-term plan, Environmental Plan 2030. This plan aims to achieve even higher targets than those certified by the Science Based Targets (SBT) Initiative.

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 2030, 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 efficiency & 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 Term

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 the fiscal year ending March 31, 2027

Medium term: Period through the fiscal year ending March 31, 2031 (period of the Environmental Plan 2030)

Long term: Period through the fiscal year ending March 31, 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 Term

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
	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
Technology	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
Physical Risks (Acute)	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 efficiency & 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.

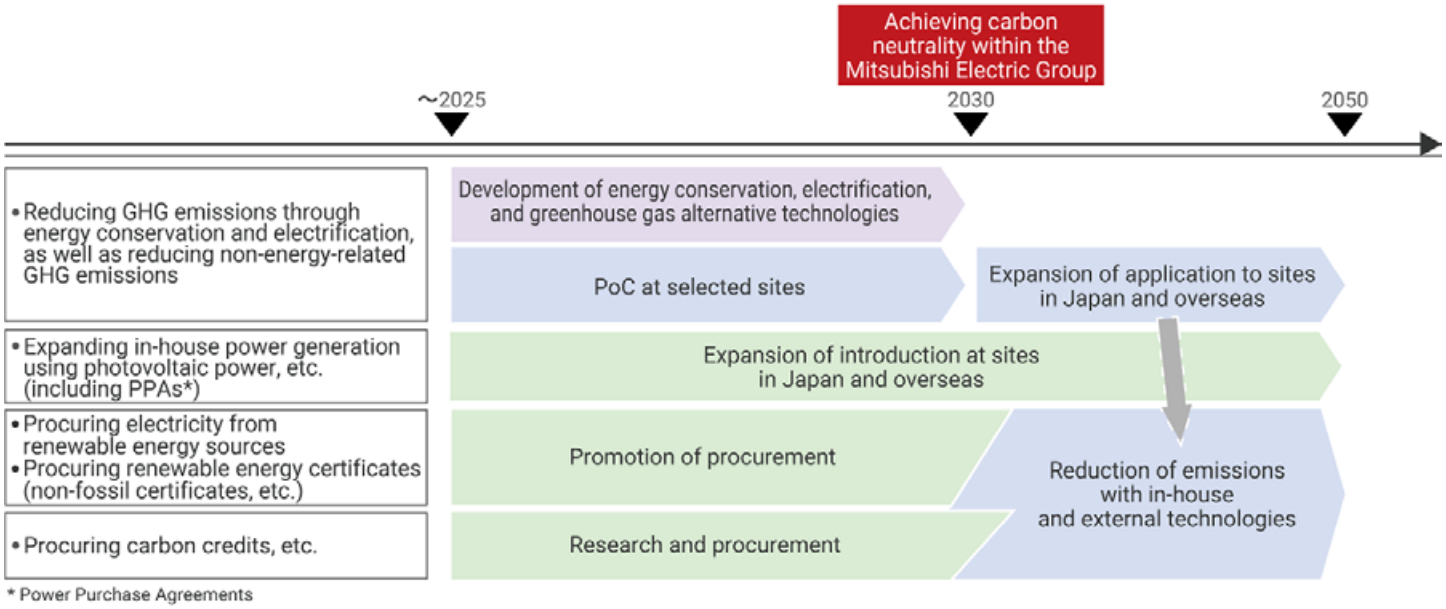
The Group provides large energy storage systems, smart medium- and low-voltage direct current distribution network systems, distributed power source operation systems/virtual power plant (VPP) systems, SF_6 gas-free circuit breakers, and multi-region digital energy management systems (multi-region EMS) 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 Semiconductor & Device 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 the fiscal year ending March 31, 2031 and throughout the entire value chain by the fiscal year ending March 31, 2051.

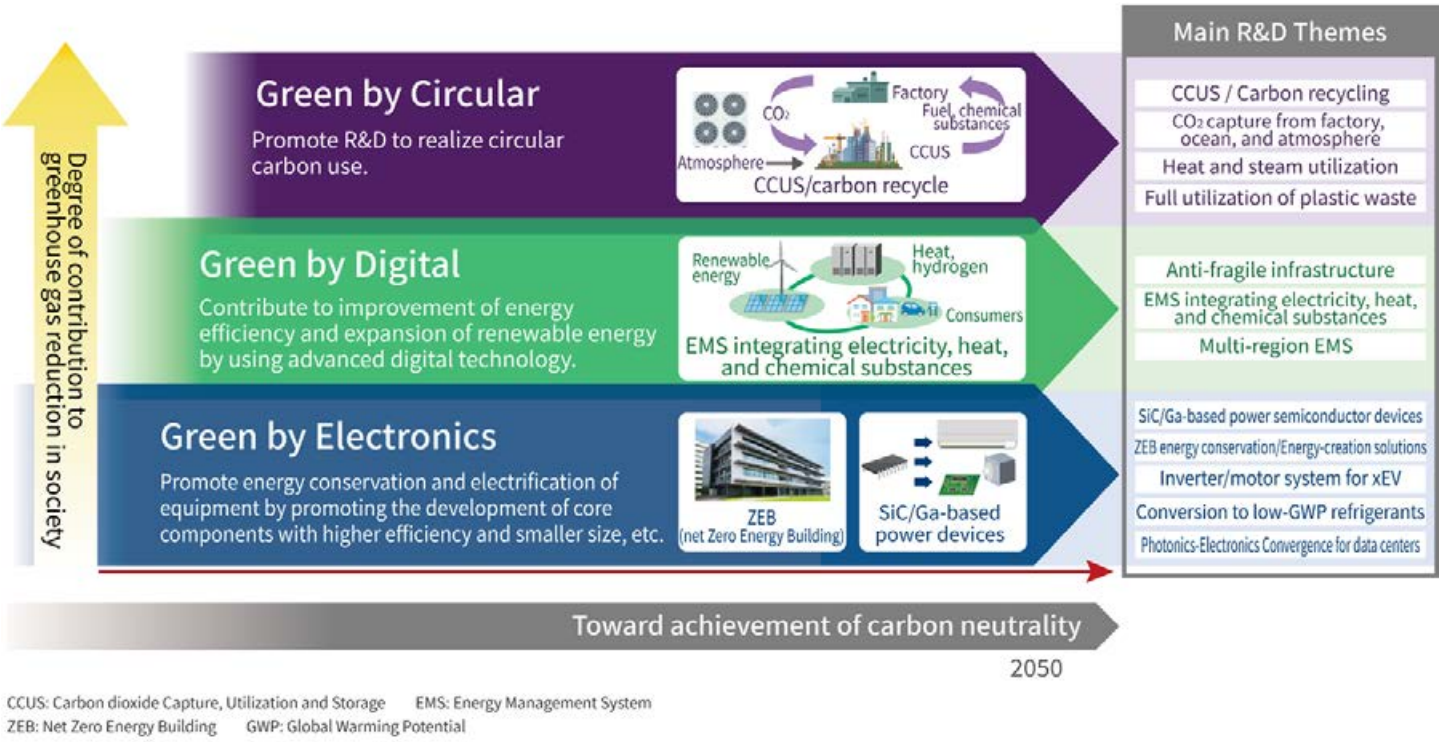


Roadmap for Reducing GHG Emissions from Factories and Offices

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

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.



CCUS: Carbon dioxide Capture, Utilization and Storage EMS: Energy Management System
ZEB: Net Zero Energy Building GWP: Global Warming Potential

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 efficiency & 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 Photonics-Electronics Convergence 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 CO_2 capture, utilization, and storage (CCUS) for carbon recycling, as well as plastic recycling. It contributes to the realization of carbon circular utilization through technologies, including CO_2 capture and utilization technologies aimed at the social implementation of CCU (Carbon dioxide Capture and Utilization) systems, the chemical looping method for CO_2 reduction, which generates carbon monoxide (CO), and AI-powered smart electrostatic sorting technology for mixed plastic fragments.

To create and expand businesses in these green-related fields, we started green-related research and development investments in the fiscal year ending March 31, 2025 and plan to invest approximately 900 billion* yen over the seven years through the fiscal year ending March 31, 2031.

* 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 the fiscal year ending in March 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 2025, 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 2025, STEPS (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 Air Conditioning 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	Air Conditioning Systems & Home Products	Increased demand due to the development of the global economy under relatively relaxed regulatory conditions.	→
Total (transition risks + physical risks + opportunities)			→

Risk Management

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 carbon neutrality by 2050.

Medium-Term Target

The Group, under Environmental Plan 2030, sets a target of "achieving carbon neutrality in our factories and offices by the fiscal year ending March 31, 2031" and is conducting initiatives to reduce greenhouse gas emissions by a certain percentage each year.

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

The Group's greenhouse gas emission reduction targets for by the fiscal year ending March 31, 2031 were validated by the SBT initiative in January 2024.
These 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 the fiscal year ending March 31, 2031 compared to the fiscal year ended March 31, 2022
- Scope 3: Reduce greenhouse gas emissions by 30% by the fiscal year ending March 31, 2031 compared to the fiscal year ended March 31, 2019

Short-Term Target

To achieve its long- and medium-term targets, the Group formulates an annual Environmental Management Plan at each site and manages its KPIs.

Progress

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

Under the market-based approach, our calculated emissions were reduced by 53% compared with the fiscal year ended March 31, 2014, and we achieved our target set forth in Environmental Plan 2025 of reducing emissions by at least 53% compared with the fiscal year ended March 31, 2014 by the end of the fiscal year ended March 31, 2026. We will continue efforts to reduce emissions, with the aim of achieving our medium-term target of carbon neutrality in our factories and offices by the fiscal year ending March 31, 2031.

Scope 1 and 2 Greenhouse Gas Emissions (Mitsubishi Electric Group) (Unit: kt-CO_2)

		2024*	2025*	2026*
Total of Scope 1 and 2	Market-based	910	736	671
	Location-based	1,071	992	992

* Refers to the fiscal year that ended March 31 of each year.

Note: Figures for 2024 and 2025 are actual values that have received third-party verification and assurance, respectively. Data for 2026 have undergone third-party assurance by KPMG AZSA Sustainability Co., Ltd., as documented in the Mitsubishi Electric Group Sustainability Data Book 2026 (ESG Data).

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[*1] of plastic waste[*2] and has established a medium-term target of achieving 100% effective utilization of plastic waste by the fiscal year ending March 31, 2036.

As part of these efforts, the Group manages the amount of plastic waste, ensures proper sorting, and continually reviews waste-processing contractors. For our overseas sites, we have set targets for the effective utilization of plastic waste starting in the fiscal year ending March 31, 2027. Going forward, we plan to promote waste reduction and effective utilization activities in accordance with local regulations and the status of waste management infrastructure, including the processing capacity and location of recycling facilities. We also intend to make further efforts to reduce waste generation by sharing effective improvement practices among sites, enhancing the visibility of plastic waste, and advancing initiatives aimed at increasing material and chemical recycling rates.

Note: 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.

*1 Reuse, material recycling, chemical recycling, thermal recovery

*2 Plastic waste includes valuable materials.

PDF **Environmental Data: Effective utilization of plastic waste**

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

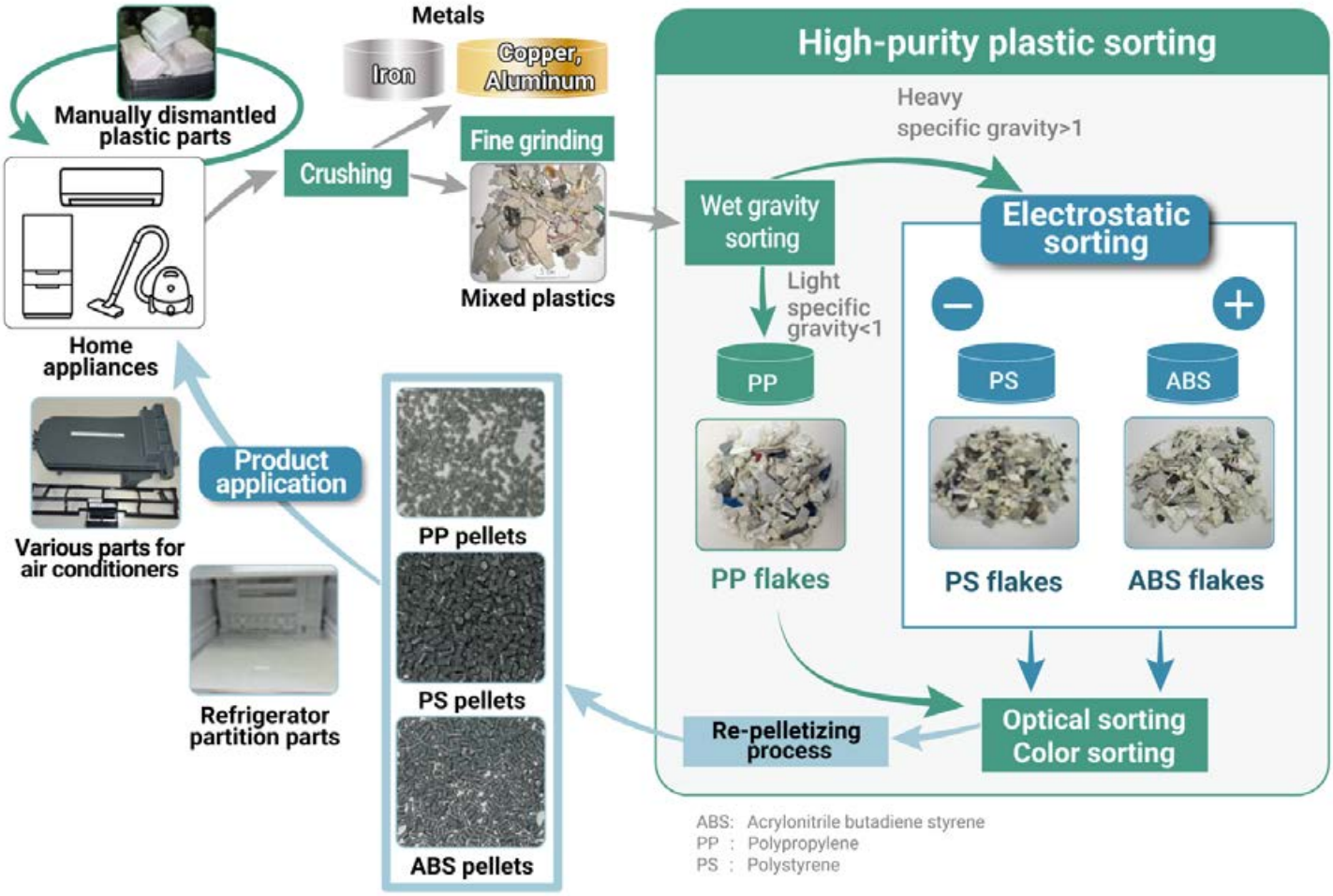
1. Our process integrates a proprietary micro-shredding step that is absent from ordinary home appliance-recycling plants. This allows us to remove fine metal fragments and other contaminants, yielding a shredded plastic mixture—the vital feedstock for regenerated plastics.
2. Using a shredded plastic 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 CO_2 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)



Mixed plastics produced by shredding end-of-life home appliances are recovered as high-purity plastics by type through processes such as gravity, electrostatic, optical, and color sorting. These recovered plastics are subsequently reused in new home appliances.

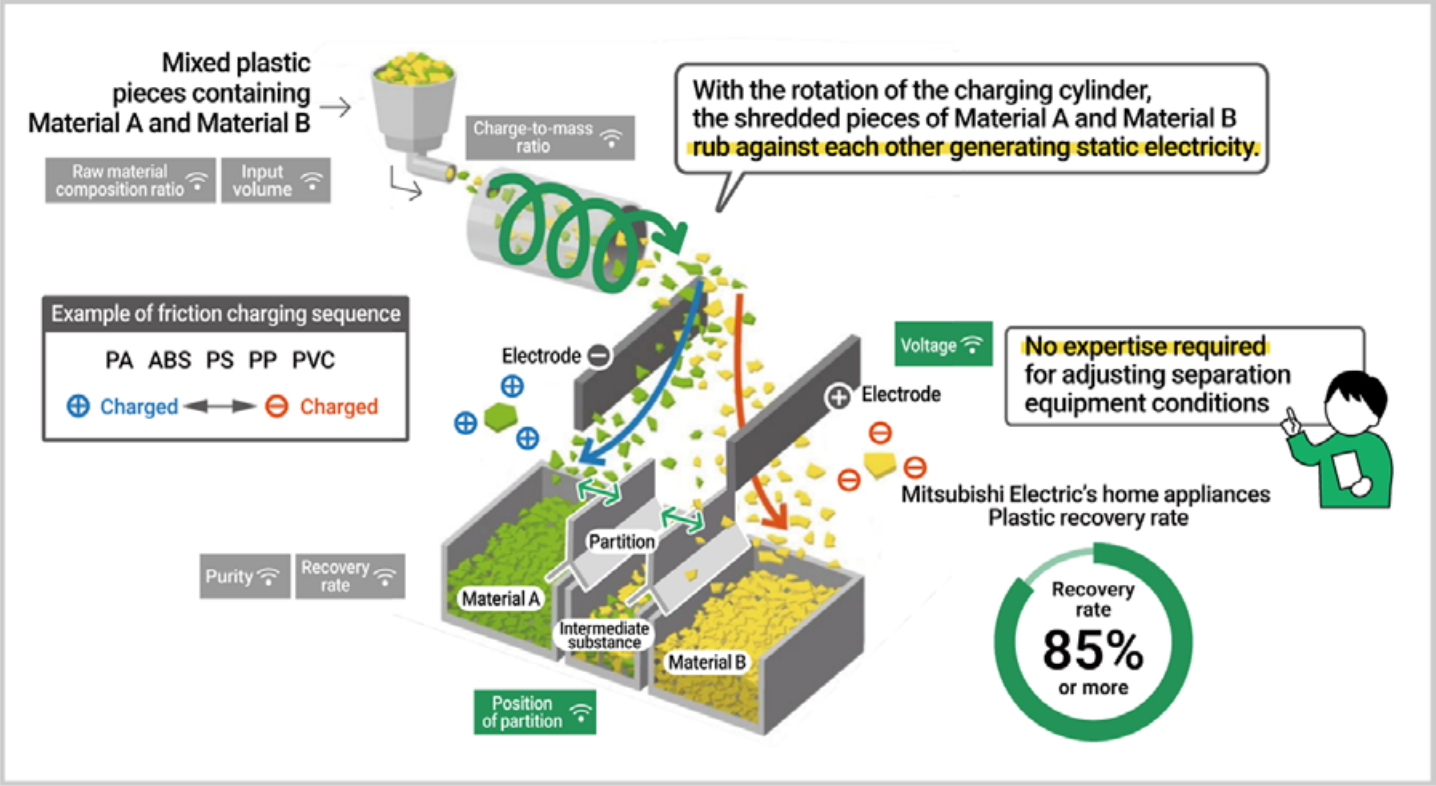
Flow chart of Mitsubishi Electric Group closed-loop plastic recycling

Creating a Service in the Recycling Business

Based on the advanced sorting technologies and know-how cultivated through its home appliance recycling business, Mitsubishi Electric promotes to offer its “Smart Plastic Separation DX Solution CIRCUENGINE” to enable utilization of its advanced plastic sorting technology based on electrostatic separation for use in customers’ plastic recycling operations.

The CIRCUENGINE solution uses sensors to collect data on factors that affect electrostatic separation, such as material composition and input volume of crushed mixed plastic pieces, as well as sorting results. AI performs an integrated analysis of the collected data.

By applying digital and smart technologies to electrostatic separation, the CIRCUENGINE solution enables consistent separation of a wide variety of mixed plastics and contributes to the production of high-quality recycled plastic materials. Mitsubishi Electric will expand resource circulation toward a circular economy by bringing the solution to a wide range of sectors beyond home appliances.



Smart Plastic Separation DX Solution CIRCUENGINE

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 has evaluated water stress and quality at approximately 160 manufacturing sites—including associated companies—using Aqueduct[*1] and Water Risk Filter.[*2] We also conducted an assessment of species-extinction risk with the IBAT[*3] (STARt). By combining these results with each site's operational profile (e.g., business scope, production-related water use), 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 are also working to reduce our environmental impact by taking measures to minimize local environmental impacts, including complying with regional wastewater standards.

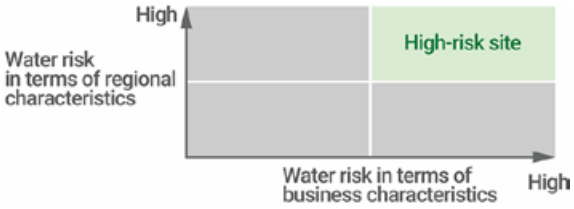
*1 Water risk assessment tool developed by the World Resources Institute (WRI), used to assess "baseline water stress" and "coastal eutrophication potential."

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

*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[*1] 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[*2] versus fiscal 2020.[*2] 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.



Conceptual diagram of water risk analysis

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.

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

*1 The following manufacturing companies are 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.

*2 Refers to the fiscal year ended March 31 of that year

Status of Water Usage, Intake, Discharge, 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**
- **TNFD-Based Disclosure**

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**

Assessment of Impact of Business Activities on Biodiversity

The Mitsubishi Electric Group identifies and evaluates the environmental impact of our business activities under an environmental management system based on materiality assessment and third-party certification (ISO 14001). As a result, no significant impact on biodiversity has been confirmed at this time. Furthermore, the Mitsubishi Electric Group's business activities do not involve any direct or indirect use of animals, and we promote initiatives that do not rely on animal testing or the keeping and use of animals in any of our product development, testing, or procurement processes. In the event of any change in our business activities, we will reassess the impact on biodiversity and implement management measures as necessary.

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
	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
C Restoring the relationship between employees and nature in the working environment	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 measure 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 2026

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

Certification Date	Business site name (* indicates OECM-registered area)
October 2024	Power Distribution Systems Center (Marugame City, Kagawa Prefecture)*
March 2025	Shizuoka Works (Shizuoka City, Shizuoka Prefecture)*
September 2025	Information Technology R&D Center (Kamakura City, Kanagawa Prefecture)* Sagami Plant, Kamakura Works (Sagamihara City, Kanagawa Prefecture)* Power Systems Works (Kobe City, Hyogo Prefecture)*
December 2025	Itami Works (Amagasaki City, Hyogo Prefecture)*
March 2026	Kyoto Area, Advanced and Refrigeration Systems Works (Nagaokakyo City, Kyoto Prefecture) Gunma Plant, Shizuoka Works (Ota City, Gunma Prefecture)

*1 A global biodiversity target adopted under the Kunming-Montreal Global Biodiversity Framework, calling for the effective conservation of at least 30% 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: Details of activities at each site (in Japanese)**

Responding to Soil and Groundwater Pollution

The Mitsubishi Electric Group conducts environmental assessments in line with legal and regulatory requirements when opportunities arise, such as the sale, purchase, or modification of land. Based on the assessment results, we implement appropriate countermeasures and remediation measures.

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

[Key Activities] In the fiscal year ended March 31, 2026, 22 assessments of soil and groundwater conditions were conducted to confirm that appropriate measures were being taken where contamination was found.

Management of Chemical Substances Used at Business Sites

The Mitsubishi Electric Group has established a “Mitsubishi Electric Group List of Controlled Chemical Substances” based on domestic and international regulatory trends, classifying such chemicals into three proprietary levels. 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,” with clear handling standards established for each classification. In addition, the Mitsubishi Electric Group’s domestic production sites manage emissions and transfer volumes of legally designated substances and volatile organic compounds (VOCs) among the Level II “substances to be reduced” and Level III “substances to be grasped quantitatively.”

PDF **Environmental Data: Chemical substance emissions**

Management of Chemical Substances Used in Products

The Mitsubishi Electric Group obtains information on the chemical composition of substances contained in procured parts and materials from suppliers via chemSHERPA.*
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 industry-wide information-transfer scheme for the electrical and electronics industry, 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

PDF **Environmental Data: Hazardous waste generation**

Appropriate Storage and Processing of PCB Waste and Devices Containing PCBs

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

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 the fiscal year ended March 31, 2026]
Disposed of approximately 1,000 tons[*3] of equipment accounting for 99.99% of total stored volume (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)**

TNFD-Based Disclosure

General Requirements

Item	Content
Application of materiality	The Mitsubishi Electric Group has set forth the clear course of action it will take through the year 2050 in its Environmental Sustainability Vision 2050. The Group is working hard to contribute to realizing a sustainable global environment based on an environmental policy that outlines how the Group will contribute to the environment. This report identifies material issues for natural capital, and discloses and reports relevant dependencies, impacts, risks, and opportunities in accordance with the double materiality approach, which assesses materiality in terms of impact and finance.
Scope of disclosures	This document covers the Mitsubishi Electric Group's business operations in Japan and abroad and holistically describes how each segment is related to nature. In addition, those locations that are determined to be material as a result of evaluation and analysis are subjected to an in-depth analysis of nature-related issues. Going forward, we will consider analyzing how our value chains are related to nature.
Location of nature-related issues	For the Mitsubishi Electric Group's production sites in Japan and abroad, this document describes the results of evaluation on whether each of them should be classified as a sensitive location, based on nature-related metrics for the region, by using the TNFD's evaluation and analysis methods. In addition, those locations that are determined to be material are subjected to an in-depth study of nature-related issues. The Mitsubishi Electric Group also recognizes that its value chains for materials procurement and other purposes have material dependencies and impacts on nature. Initiatives for sustainable procurement are already underway, and going forward, we will consider analyzing how our value chains are related to nature.
Integration with other sustainability-related information disclosures	We disclose information on natural capital related to the Mitsubishi Electric Group in line with the TNFD's recommendations. In addition to environmental information disclosures in accordance with the disclosure framework, we are expanding integrated ESG information disclosures in view of meeting internationally harmonized disclosure standards, typically those set by the International Sustainability Standards Board (ISSB). Going forward, we will consider integrating these with climate-related disclosures based on the TCFD's recommendations.
The time horizons considered*	Short-term: Two- to three-year period starting from the current fiscal year (period of the environmental plan and the medium-term management plan) Medium-term: Period through the fiscal year ended March 31, 2021.
Engagement with indigenous peoples, local communities, and affected stakeholders	We are aware that in any part of the upstream and downstream value chains, the Mitsubishi Electric Group's business model would be infeasible without nature-derived resources. In addition, recognizing the importance of the human rights of its stakeholders, the Group has built a system for human rights due diligence that encompasses the supply chains. The Group also engages with suppliers through initiatives such as evaluating and improving the suppliers' activities in line with the Mitsubishi Electric Group Supply Chain Code of Conduct and the Green Accreditation Guideline. As part of these efforts, in the procurement of materials related to natural capital, the Group takes care to protect the human rights of Indigenous Peoples and people in local communities who could be affected, by reducing associated risks.

* As of December 2025

Report in the fiscal year ended March 31, 2025

Nature-related dependencies and impacts (Evaluate)

Evaluation process

The TNFD-recommended ENCORE tool was used to evaluate the dependencies/impacts that the Mitsubishi Electric Group's business has on nature. In practice, we categorized the Mitsubishi Electric Group's business segments into the Class-level economic activities defined by the International Standard Industrial Classification (ISIC), evaluated them with ENCORE's five-level rating system (VL, L, M, H, VH), adjusted the results based on the situation specific to the Group, and compiled the results into a heat map.

Heat map (dependencies)

H, VH High M Medium L, VL Low

Segment	Subsegment	Product sector	Provisioning services	Regulating & maintenance services									Cultural services*
			Water supply	Global/Local climate regulation	Rainfall pattern regulation	Air filtration	Soil quality regulation	Soil and sediment retention	Solid waste remediation	Water purification	Water flow regulation & flood/storm mitigation	Noise attenuation	Recreation & visual amenity
Infrastructure	Public Utility Systems	Transportation /Public					–						–
		Telecommunications					–						–
	Energy Systems	Energy					–						–
	Defense & Space Systems	Defense/ Space					–						–
Industry & Mobility	Factory Automation Systems	Industrial Factory Automation					–						–
	Automotive Equipment	Automotive Equipment					–						–
Life	Building Systems	Buildings					–						–
	A/C System & Home Products	A/C & Refrigeration Systems					–						–
		Home Products					–						–
Semiconductor & Device							–						–
Digital Innovation						–	–		–	–		–	–

* Services such as recreation and tourism opportunities that humans can receive through contact with nature.

Heat map (impacts)

H, VH High M Medium L, VL Low

Segment	Subsegment	Product sector	Resource use & replenishment		Land/ freshwater/ ocean-use change		Climate change		Solid waste generation & release				Invasive alien species
			Water usage	Other biotic resource extraction (e.g., fish, timber)	Area of land use	Area of freshwater/seabed use	Emissions of GHG	Emissions of non-GHG air pollutants	Emissions of toxic pollutants to water & soil	Emissions of nutrient pollutants to water & soil	Solid waste generation & release	Disturbances (e.g., noise, light)	Introduction of invasive species
Infrastructure	Public Utility Systems	Transportation /Public		–		–				–			–
		Telecommunications		–		–				–			–
	Energy Systems	Energy		–		–				–			–
	Defense & Space Systems	Defense/ Space		–		–				–			–
Industry & Mobility	Factory Automation Systems	Industrial Factory Automation		–		–				–			–
	Automotive Equipment	Automotive Equipment		–		–				–			–
Life	Building Systems	Buildings		–		–				–			–
	A/C System & Home Products	A/C & Refrigeration Systems		–		–				–			–
		Home Products		–		–				–			–
Semiconductor & Device				–		–				–			–
Digital Innovation				–		–				–			–

Results of identification of material dependencies and impacts

Dependencies on nature

- Water resources are used in the manufacturing of all products. Water intake is particularly high for the A/C system & home products and the semiconductor & device segments, suggesting their potential dependency on water resources (water supply).

Impacts on nature

- The A/C system & home products and the semiconductor & device segments can have a significant impact on water usage due to their high water intake.
- The manufacturing of all products can have an impact on greenhouse gas emissions. This impact can be particularly high in the energy systems, automotive equipment, A/C system & home products, and semiconductor & device segments.
- The semiconductor & device segment can have a significant impact on the emissions of toxic pollutants.

Interconnections between dependencies and impacts

- In the Mitsubishi Electric Group's manufacturing processes, we recognize that water intake activities can have impacts on the state of nature and that deterioration of the status of local nature will highly likely make ecosystem services, including water supply, unavailable.

Priority nature-related locations (Locate)

Evaluation overview

Priority location identification process

Priority locations were identified from among the 166 consolidated production sites (as of 2023) of the Mitsubishi Electric Group, based on the location information.
Evaluation items used for the locations of operations were the dependency-related items of ecosystem integrity (general dependency) and water stress (water supply) and the impact-related items of biodiversity importance (general impact), water stress (water usage), and water pollution (emissions of toxic pollutants to water and soil). Evaluation targets varied by business segments and were limited to those related to dependencies and impacts that had been determined to be material in the Evaluate phase. Next, priority locations were identified based on the evaluation results for the locations of operations. With respect to water usage, we followed the methodology of Science-Based Targets (SBTs) for Nature and considered the level of our own pressure on nature (water intake).
The results were evaluated for each evaluation metric with the five-level rating system (VH, H, M, L, VL), while taking into account the situation specific to the Group. The locations rated "H" or "VH" were determined to have the likelihood of creating material environmental risks and thus identified as priority locations.

Evaluation tools and metrics used

Item	Evaluation tool	Evaluation metrics	Relations with the Evaluate phase
Biodiversity Integrity	WWF Biodiversity Risk Filter v2.0	Ecosystem condition: It indicates whether the natural environment is intact and connected with scores calculated separately for terrestrial, freshwater, and marine areas.	Dependency
Biodiversity importance	IBAT	START (Species Threat Abatement and Restoration for Threat Abatement): The score is a sum of the proportions of habitats of different species, weighted according to the IUCN Red List of Threatened Species.	Impact
Water availability	(1) WRI Aqueduct 4.0 (2), (3) WWF Water Risk Filter v2.0	Evaluation is based on the maximum value among the scores of the following three metrics, which are included in the tools used in the SBTs for Nature. (1) Baseline Water Stress: The ratio of total water intake to available renewable surface and groundwater supplies. (2) Water Depletion: The ratio of total water consumption to available renewable surface and groundwater supplies. (3) Blue Water Scarcity: The ratio of blue water* footprint to total blue water availability.	Dependency/Impact
Water Pollution	WWF Water Risk Filter v2.0	Surface Water Quality Index BOD (with corrections made for certain locations based on measured data): The score is calculated based on the Biological Oxygen Demand (BOD) of surface water.	Impact

* Fresh surface and groundwater, in other words, the water in freshwater lakes, rivers, and aquifers.

Identified priority locations

The results indicate that water supply may become unavailable at a plurality of the locations where the Mitsubishi Electric Group operates and that these sites will likely have impacts on water resources and greenhouse gas emissions. Another finding from the results is that the Group may have impacts on the emissions of toxic pollutants in Japan and China. Although these evaluation results suggest the need for attention in some of the locations where the Mitsubishi Electric Group operates, the Group implements measures and initiatives to address environmental risks to reduce or avoid impacts on nature.
Based on the current evaluation, which covered the Mitsubishi Electric Group's production sites, we intend to gradually extend the scope of evaluation to the overall value chain, including non-production sites, and analyze the results in detail through local investigations and other activities.

Nature-related risks and opportunities over short, medium, and long term (Assess)

Evaluation overview

During the Assess phase, while considering the findings in the Evaluate and Locate phases, we listed nature-related risks and opportunities along with the qualitative assessment of their materiality, and summarized activities that can contribute to reducing material risks or creating material opportunities. Risks and opportunities were categorized and sorted in accordance with the TNFD's framework (v1.0), while the same time horizons as used for the TCFD disclosures apply.

Risk pathways

The physical risks we have identified are those related to material dependencies as such risks arise from the degradation of ecosystem services on which the Mitsubishi Electric Group's business segments depend. The transition risks we have identified are those related to material impacts as such risks arise from social changes intended to avoid or reduce the impacts of the Mitsubishi Electric Group's business segments on nature.

Opportunity pathways

We have identified opportunities related to material dependencies and impacts arising from the avoidance, reduction, or management of risks relative to the degradation of nature and ecosystem services on which the Mitsubishi Electric Group and society depend. The opportunities we have identified as being created through the strategic transformation of products, services, etc., addressing nature-related issues are those irrespective of material dependencies and impacts as such opportunities arise from activities such as restricting the loss of nature and implementing nature-based solutions.

Nature-related risks and opportunities

The Group's nature-related risks and opportunities resulting from its business activities were identified and summarized for every dependency/impact rated as "H" or "VH" in the Evaluate phase. We also summarized risks and opportunities arising from initiatives related to business activities that are irrelevant to dependencies/impacts but influence or contribute to nature and/or biodiversity.
This list has been created with reference to the TNFD nature-related risk and opportunity registers (December 2024 version*) published by the TNFD.

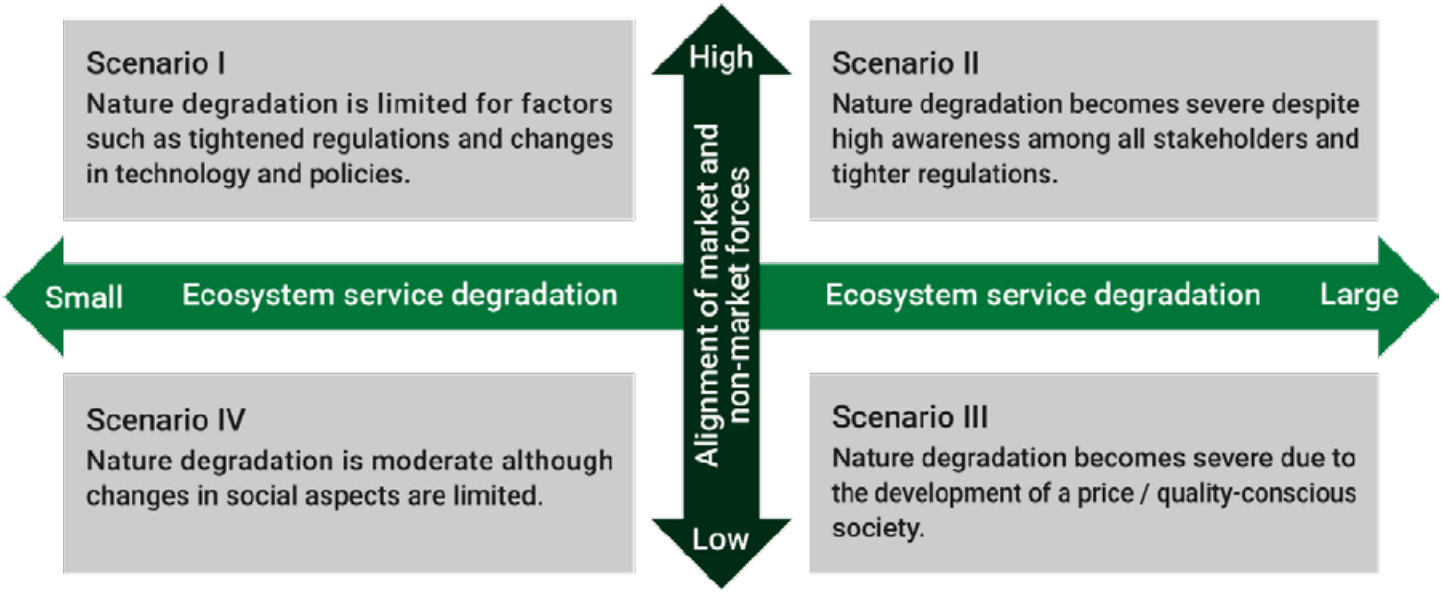
* Guidance on the identification and assessment of nature-related issues: the LEAP approach

Resilience to nature-related risks and opportunities based on scenario analysis (Assess)

Evaluation overview and scenario analysis results

The TNFD's framework recommends a scenario analysis approach that uses four quadrants for which two critical uncertainties—ecosystem services degradation and the alignment of market and non-market forces—serve as the two axes. Our materiality assessment is based on this approach.
In this scenario category, the horizontal axis represents ecosystem service degradation—the further to the right, the more severe the situation, and the further to the left, the more moderate/restored the situation. The vertical axis represents alignment of market and non-market forces—the higher the position, the stricter the regulations and the higher the awareness among consumers and investors, and the lower the position, the weaker the regulations and the lower the interest among consumers and investors. Each scenario was defined with a PEST analysis, which is commonly used for analyzing the external environment for a company or business, with the E (Environment) factor added to the parameters to be considered.
The figure shows the details of each scenario.

Four-quadrant scenario (Created by the Company with reference to the TNFD's guidance*)



* Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations

For each scenario, materiality of nature-related risks and opportunities was assessed based on their likelihood and the magnitude of the effects of the risks. For risk assessment, risks were categorized into two types: (1) risks originating from the locations of operations and (2) risks resulting from global social trends. Likelihood and the magnitude of effects were determined for each of them. For opportunity assessment, opportunities were categorized into two types: (1) opportunities created through risk avoidance, reduction, or management and (2) opportunities created through the strategic transformation of products, services, etc., that addressing nature-related issues. Based on the likelihood and the magnitude of effects determined as a result of these assessments, material risks and opportunities were identified through the comprehensive assessment of materiality.
The results show that although the Mitsubishi Electric Group's businesses are exposed to various nature-related risks, environmental management initiatives, such as biodiversity preservation activities around the Group's sites, as well as the development of businesses for solving nature-related issues, help the Group acquire opportunities in nature-positive areas. The table shows material risks and opportunities that were identified by factoring in dependencies/impacts and the scenario analysis. The potential risks and opportunities indicated by the scenario analysis results are used as inputs

for considering the Mitsubishi Electric Group's materiality, its next environmental plan and other programs. To address the identified material risks and opportunities, the Mitsubishi Electric Group implements a diverse range of measures at the dependency/impact level.
Please refer to the pages of each measure for details.

Nature-related risks and opportunities

Dependency / Impact		Major Category	Medium category	Small category	Item	Period	Likelihood	Magnitude of effects
Dependency	Water supply	Risk	Physical	Acute	Suspension of business due to degradation of water supply services	Short to long	Medium to high	Large
				Chronic	Declined production due to degradation of water supply services	Medium to long	Medium to high	Large
		Opportunity	Sustainable use of natural resources		Enhanced business continuity and avoidance/reduction of effects on business activities due to technology development conducive to stable water supply	-	Medium to high	Large
			Ecosystem protection, restoration and regeneration		Enhanced business continuity through reliable availability of water supply services	-	Medium	Large
Impact	Water usage	Risk	Transition	Policy	Lost opportunity to expand production and declines in production due to tightened regulations on water use for relevant products	Short to long	Medium	Medium to large
		Opportunity	Market		Avoidance or reduction of effects from tighter water use regulations (lost opportunity to expand production, declines in production, and penalties/fines for violations of law)	-	Medium	Medium to large
			Reputation		Increased brand value due to positive information dissemination and favorable ratings by external organizations	-	Small to medium	Small to medium
					Avoidance and mitigation of impacts on business activities by building positive relationships with local communities	-	Small to medium	Small to medium
			Sustainable use of natural resources		Enhanced business continuity and avoidance/reduction of effects on business activities due to technology development conducive to stable water supply	-	Small to medium	Small to medium
	GHG Emissions	Risk	Transition	Policy	Lost opportunity to expand production and declines in production due to tightened regulations on GHG emissions for relevant products	Short to long	Medium	Medium to large
					Increased energy costs due to carbon taxation	Short to long	Medium	Medium to large
		Opportunity	Market		Avoidance or reduction of effects from tighter GHG emissions regulations	-	Medium	Medium to large
					Avoidance and mitigation of impacts from the introduction and escalation of carbon taxes			
	Water Pollution	Risk	Transition	Policy	Lost opportunity to expand production and declines in production due to tightened regulations on water pollution for relevant products	Short to long	Medium	Large
		Opportunity	Market		Avoidance or reduction of effects from tighter water pollution regulations	-	Medium	Large
Common		Opportunity	Sustainable use of natural resources		Enhanced business continuity through stable resource supply based on waste recycling	-	Medium	Medium to large

Nature-related measures (Prepare)

Response to dependencies, impacts, risks, and opportunities

The Mitsubishi Electric Group aims to contribute to the sustainable development of society by recognizing/managing negative impacts and risks that can arise from its business activities through evaluation and analysis based on the LEAP approach and existing sustainability management methods and avoiding/reducing these impacts and risks while creating opportunities that can bring positive impacts.
Please refer to the pages of each measure for details.

Metrics and Targets

The table below shows the Mitsubishi Electric Group's metrics aligned with the TNFD core global disclosure metrics.

Metric	Driver of nature change	Indicator	Metric and description
TCFD	Climate change	GHG emissions	PDF Greenhouse gas emissions throughout the entire value chain
C1.0	Land/freshwater/ ocean-use change	Total spatial footprint	Measurement of the area before and after land-use change
C1.1		Extent of land/freshwater/ocean-use change	Area of the Mitsubishi Electric Group's Nationally Certified Sustainably Managed Natural Sites
C2.0	Pollution/pollution removal	Pollutants released to soil split by type	› Adherence to the Soil Contamination Countermeasures Act of Japan or equivalent laws
C2.1		Wastewater discharged	Discharges split by destination and treatment conditions
C2.2		Waste generation and disposal	PDF Amounts of hazardous and non-hazardous waste generated, recycled, and sent to direct landfill
C2.3		Plastic pollution	PDF Total weight of product packaging materials used (sum of the weights of disposables and returnables)
C2.4		Non-GHG air pollutants	PDF Emissions of VOC, NOx, and SOx
C3.0	Resource use/ replenishment	Water withdrawal and consumption from areas of water scarcity	Identification of water risks and management of water withdrawal/discharge and intensity split by high-risk sites
C3.1		Quantity of high-risk natural commodities sourced from land/ocean/freshwater	Not applicable
C4.0		Measures against invasive alien species	Identification and removal/control of invasive alien plants affecting the vegetation at business sites
C5.0	State of nature	Ecosystem condition	Analysis following the LEAP approach
		Species extinction risk	Under calculation

C7.0	Risk	Value of assets, liabilities, revenue, and expenses that are assessed as vulnerable to nature-related transition risks (total and proportion of total).	Under calculation
C7.1		Value of assets, liabilities, revenue and expenses that are assessed as vulnerable to nature-related physical risks (total and proportion of total).	
C7.2		Description and value of significant fines/penalties received/litigation action in the year due to negative nature-related impacts.	Not applicable
C7.3	Opportunity	Amount of capital expenditure, financing, or investment deployed toward nature-related opportunities, by type of opportunity, with reference to a government or regulator green investment taxonomy or third-party industry or NGO taxonomy, where relevant.	Under calculation
C7.4		Increase and proportion of revenue from products and services producing demonstrable positive impacts on nature with a description of impacts.	

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)**

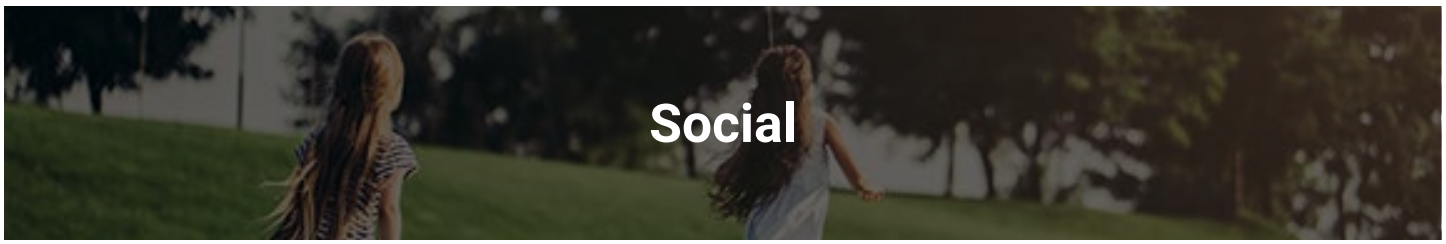
Third-Party Assurance

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:

- **Initiative/External evaluation**



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**
- **Initiatives regarding product security**
- **Product safety-related principles**

Human rights

The Mitsubishi Electric Group has established its Human Rights Policy in accordance with the spirit of Our Philosophy. 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 →

- **Mitsubishi Electric Group Human Rights Policy**
- **Human rights contact desk**
- **Compliance with laws and regulations on human rights**

Human capital strategy

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.”

Human capital strategy →

- **Human capital and organizational management on a global scale**
- **Strong and flexible human capital structure**
- **Human assets and culture transformation**
- **Health and productivity management and occupational safety and health**

Supply chain management (Procurement)

We commit to progressively align 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.

PDF Social data

Quality

Basic Policy and Management

Basic Philosophy on Quality and Basic Policy

The Mitsubishi Electric Group, based on the following Basic Philosophy on Quality, strives to improve customer satisfaction throughout the entire lifecycle of its products and services, including the provision of high-quality, easy-to-use products and services, and post-purchase support and response to problems.

- 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. It performs oversight functions, including shipping authority, and provides consultation on operational issues and challenges at the sites, working closely with on-site personnel to resolve them.

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, we continue to introduce and update automated measurement systems and promote the use of AI to further improve quality and enhance operational efficiency.

Reinstilling Quality Compliance Awareness

On “Company-wide Quality Day,” we distributed a message from the President to all employees, along with a video featuring interviews with employees who had experienced past quality compliance issues. To prevent improper quality control practices from fading away, we continue a rotating exhibit of related physical artifacts across all sites. We have also established an exhibition facility which we aim to position as a continuous learning space for all employees.



Inside the exhibition facility

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

The Quick DR design review method, which focuses on changes and modifications from a product functionality perspective, was first introduced at model workplaces and is now being rolled out to all sites. Efforts are underway to incorporate this method as a part of our regular operations.

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



- **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.



Large characters & numerical indicators

- **Other "RakuRaku Assist" Products (in Japanese)**

Application to the Industrial Sector

Even in the industrial sector, where there is a high level of specialization and the pool of equipment operators has traditionally been limited, 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 Z Series Room Air Conditioners (in Japanese)**

Award Received

In fiscal 2026, we won the following awards at the IAUD International Design Awards organized by the International Association for Universal Design (IAUD). These awards were received 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 — RP-241: Pull-Out Refrigerator Designed for Ease of Use and Comfort in Hospital Rooms: A versatile handle, quiet operation, and washable structure, all of which improve patient comfort and usability.

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



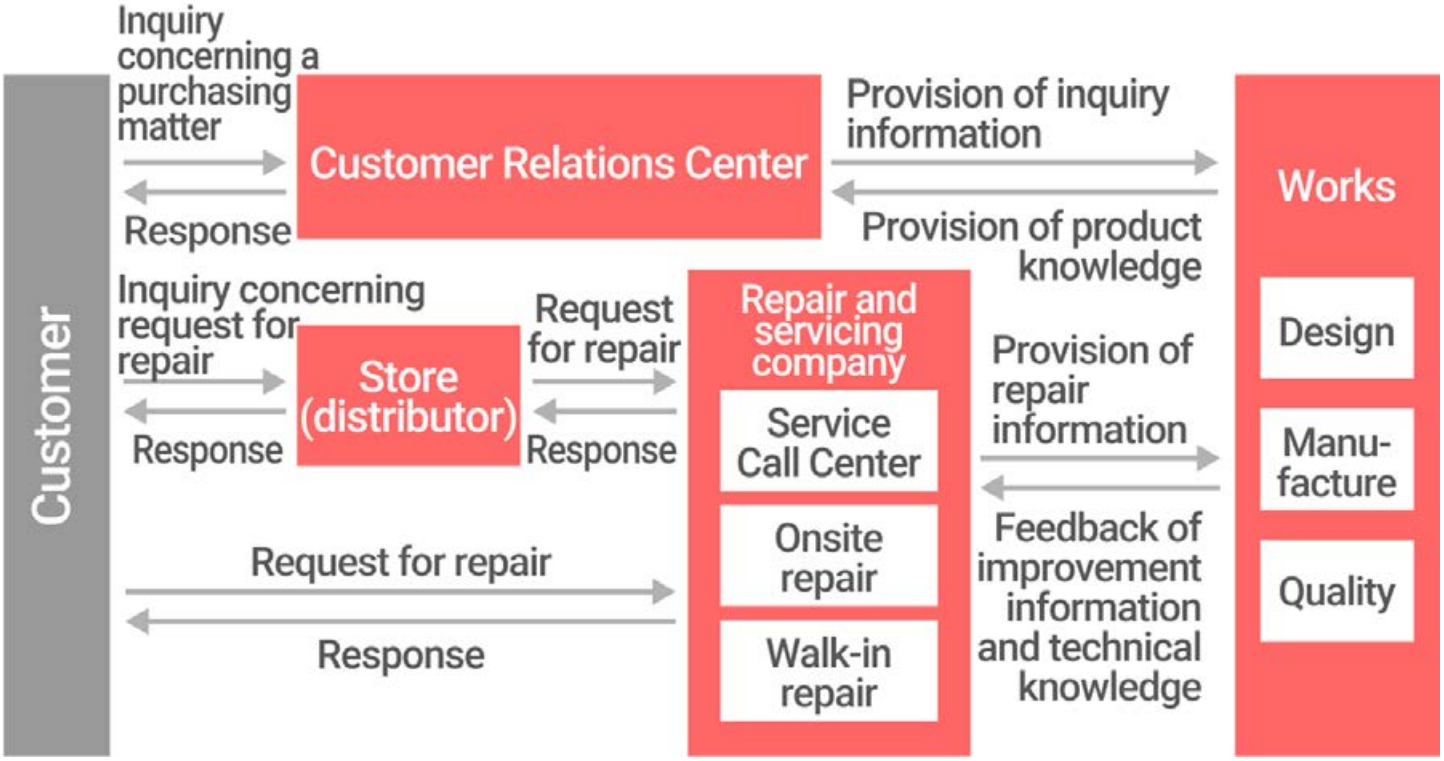
RP-241: Pull-Out Refrigerator Designed for Ease of Use and Comfort in Hospital Rooms

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

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.

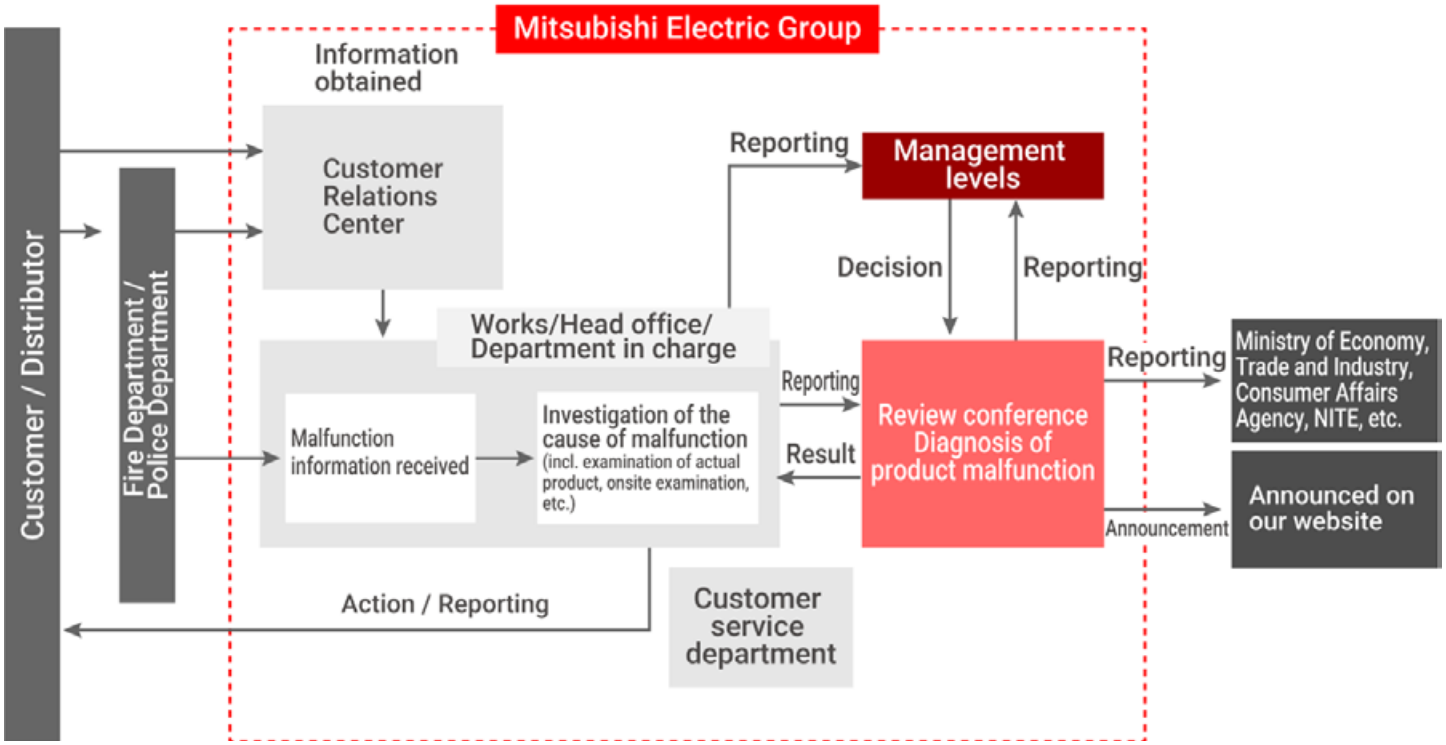
- **List of Important Information Pertaining to Products (in Japanese)**

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**

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 2026, the Human Rights Subcommittee met 3 times, while the Human Rights Working Group met 10 times.
Furthermore, to promote employees' understanding of human rights within the Group and to respond to increasing human rights-related laws and regulations in countries worldwide, Human Rights Promotion Officers have been appointed at sites, and Human Rights Promotion Officer Meetings are held in each region.



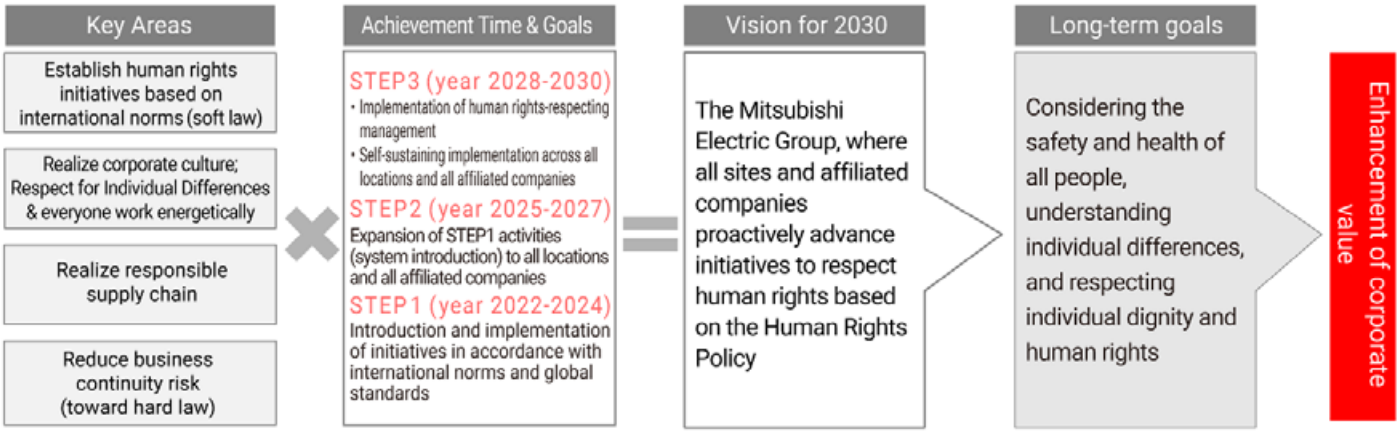
Management System for Human Rights Respect

Human Rights Management

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

We pursue human rights initiatives based on defined medium- 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.



Medium- to long-term goals and the roadmap for human rights initiatives

Human Rights Due Diligence

Based on the United Nations Guiding Principles on Business and Human Rights, the Mitsubishi Electric Group regularly conducts human rights due diligence (1) within the Mitsubishi Electric Group and (2) across the supply chain, in order to reduce human rights risks (negative impacts on human rights).
The Mitsubishi Electric Group transitioned to regular membership in the RBA in February 2025, and has been using RBA tools to strengthen its human rights due diligence initiatives with high objectivity and transparency.

Responsible Business Alliance
Advancing Sustainability Globally

(1) Human Rights Due Diligence within the Mitsubishi Electric Group: This is promoted at both the corporate level, which identifies company-wide risks, and the site level, which identifies human rights risks at each manufacturing site and affiliated company.
(2) Supply Chain Human Rights Due Diligence: Sustainable procurement is conducted in accordance with the RBA* Code of Conduct, a global standard. Please see Supply Chain Management (Procurement) for details.

* Responsible Business Alliance: An international business alliance that promotes responsible business conduct in global supply chains. It provides a range of tools to advance supply chain sustainability.

› **Supply Chain Management (Procurement)**

Human Rights Risk Assessment (Human Rights Impact Assessment) and Identified Human Rights Issues

Corporate Level

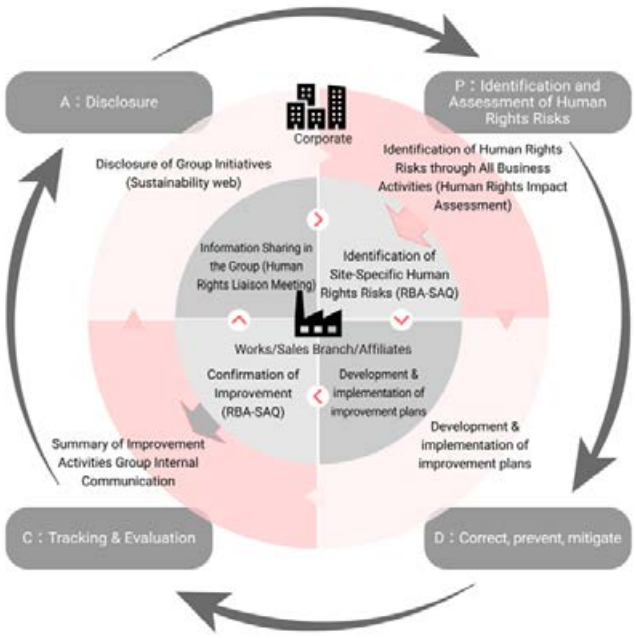
In fiscal 2024, the Mitsubishi Electric Group conducted human rights impact assessments in collaboration with the external specialist organization Business for Social Responsibility (BSR), based on global standards. Prioritizing potential human rights risks throughout the value chain from the perspectives of "severity," "likelihood of occurrence," and "relevance to business," the impact assessment identified "the most salient human rights issues" requiring priority attention.

Most Salient Human Rights Issues

Category	Human Rights Issues		
Employee-related human rights issues	Working Environment	Occupational Safety & Health	
Supply chain-related human rights issues	Labor standards	Forced, Slave & Debt Labor	Child Labor
Product/service-related human rights issues	Privacy & Information Security		

Site Level

We conduct risk assessments using the RBA-SAQ at major manufacturing sites within the Group.
We plan to implement the RBA-SAQ at 87 sites within the Group by fiscal 2029, and completed assessments at all 19 sites that were targeted for the fiscal year in fiscal 2026.
The results of the RBA-SAQ showed no sites assessed as "high risk."
However, some issues were identified in items related to "health and safety" and "forced labor." In particular, we will continue to monitor the risks faced by migrant workers and other vulnerable rights holders, and if any issues are identified, we will work to mitigate the risks.



Human Rights Due Diligence Cycle

Correction, Prevention, and Mitigation of Human Rights Risks

For the identified salient human rights issues, the Human Rights Subcommittee, composed of corporate departments, has formulated Company-wide shared targets and is working to reduce human rights risks. In addition, for risks specific to individual sites, each site proactively leads improvement activities.

Human Rights Risk Reduction Priority Measures, Targets, and Results

Priority measures	FY2027 target	Results
Aligning Human Rights Policy with UN Guiding Principles	Periodic review of Human Rights Policy	FY2025: Human Rights Policy reviewed with insights from external human rights experts FY2026: The main content of the Human Rights Policy has not been revised
Aligning grievance mechanism with UN Guiding Principles on Business and Human Rights	Improvement of grievance process, taking into account the 8 requirements of the Guiding Principles	FY2026: Human rights grievance response manual reviewed
Strengthening identification and response to labor and human rights issues across the Group's global operations	100% implementation of RBA-SAQ at 44 major manufacturing sites in the Group to identify human rights risks such as child labor and forced labor (Planned rollout at 87 Group sites by FY2029)	FY2025: 100% (target: 16 sites/ result: 16 sites) FY2026: 100% (target: 19 sites/ result: 19 sites)
	100% implementation of corrective actions at RBA-SAQ-identified high-risk sites in Group companies	FY2025: Zero high-risk sites (Sites assessed: 16) FY2026: Zero high-risk sites (Sites assessed: 19)
	Establishment of a cooperative framework for promoting human rights with Group companies	FY2026: Establishment of human rights promotion system in Group companies
Strengthening supply chain management	100% implementation of sustainable procurement surveys for major suppliers to identify human rights risks such as child labor and forced labor	Social Data (overview of supplier survey on sustainable procurement)
	100% implementation of corrective actions at high-risk suppliers identified in sustainable procurement survey	Social Data (overview of supplier survey on sustainable procurement)

Tracking and Evaluating Human Rights Initiatives

Regarding Company-wide risk reduction activities based on the results of the human rights impact assessment, the Human Rights Subcommittee periodically reviews progress and reflects its findings in the following fiscal year's activities. In addition, human rights risks at the Mitsubishi Electric Group's major manufacturing sites are regularly monitored through the RBA-SAQ.

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.

Promotion of Responsible AI

The Mitsubishi Electric Group has established a standard category of “high-risk” AI businesses based on the principles of its AI Ethics Policy. For businesses falling under this category, the Risk Management Division assesses risk from a third-party perspective, and management decisions are made incorporating input from external experts as necessary.

› **AI Governance**

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	During Human Rights Week (December 4-10), the officer in charge of sustainability disseminates human rights awareness messages (in Japanese and English) and human rights awareness videos (in Japanese, English, Spanish, and Chinese) to foster a human rights mindset among Group employees.
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, employees are provided with opportunities to deepen their understanding of business and human rights issues and the Mitsubishi Electric Group's human rights initiatives.
Job-level specific training	For new employees and newly appointed managers, we provide ongoing training programs regarding "Business and 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.
Role-based training	Training opportunities are provided to employees engaged in operations closely related to key stakeholders (Group employees and suppliers' employees), such as human resources & general affairs and procurement, to deepen their understanding of work-related human rights risks (including forced labor, child labor, discrimination, and harassment).
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.

Social Data: Human rights and harassment prevention education

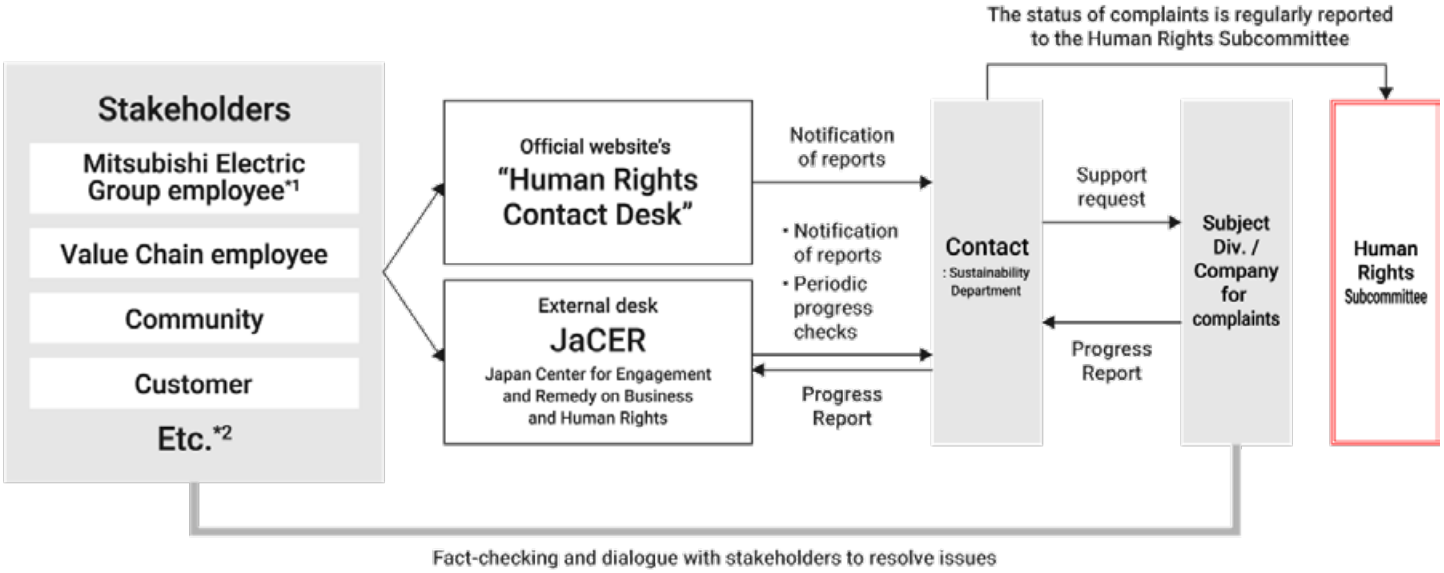
Grievance Mechanism

Human Rights Contact Desk

Reports on adverse impacts (including forced labor, child labor, discrimination, and harassment) are accepted from all stakeholders involved in the Mitsubishi Electric Group's business activities, including employees, business partners, customers, consumers, and local residents.

- Internal contact point: Official website's "Human Rights Contact Desk"
- External contact point: JaCER (Japan Center for Engagement and Remedy on Business and Human Rights)

Note: Both contact points are accessible 24 hours a day, 365 days a year, and accept anonymous reports.

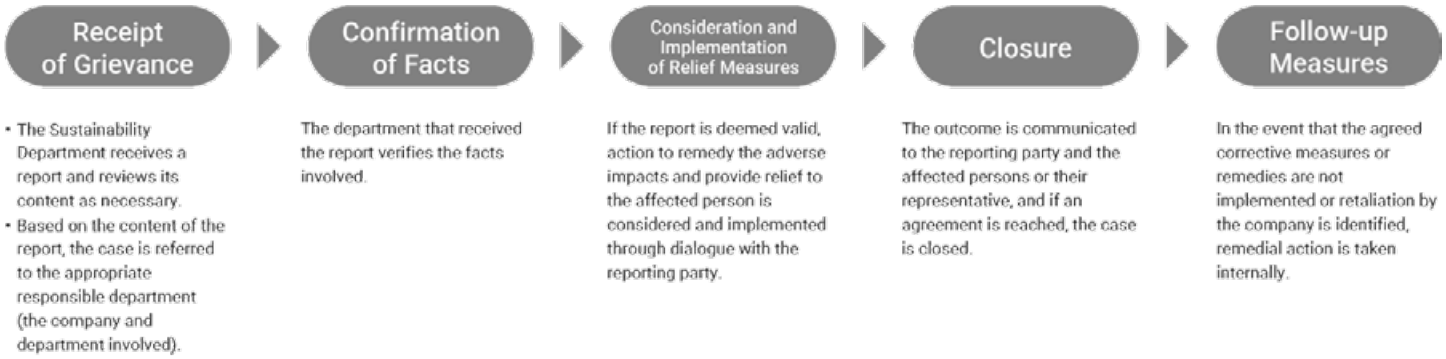


*1 Employees include not only full-time employees but also contract employees, temporary employees, part-time employees, etc.
*2 For employees, separate contact points for various types of harassment, etc., are also in place at each company and site.

Response Process for Human Rights Contact Desk

Response Process for Human Rights Contact Desk

The Sustainability Department receives reports as the contact point, reviews the details, and requests the appropriate responsible department (the relevant company and department) to respond according to the nature of the case. Upon receiving the request, the responsible department promptly investigates the facts and, if the report details are deemed valid, considers and implements action to remedy the adverse impacts and provide relief to the affected person through dialogue with the reporting party.
Depending on the circumstances, a third-party expert appointed by JaCER may serve as an advisory mediator to discuss resolution measures.
Upon completion of relief measures, the outcome is reported to the reporting party and the affected persons or their representative, and the case is closed once agreement is reached. If corrective measures or relief are insufficient, or if retaliation against the reporting party is identified, strict remedial action will be taken.



Grievance Response Flow

Information Sharing among Parties and Prohibition of Retaliation

The content of the report is shared with the department in charge at the company or site concerned to resolve the problem. In doing so, information is shared with relevant parties only to the minimum extent necessary.
Any disadvantageous treatment (retaliation) in response to reporting is strictly prohibited.

Grievance Statistics

The numbers of grievances received in fiscal 2026 are as follows.

- Human Rights Contact Desk: 18 cases
- JaCER: 3 cases

Of these, there were no reports related to forced labor or child labor.

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 the 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 2024, the Group established the Mitsubishi Electric Group Supply Chain Code of Conduct, and in 2025 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 medium- 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 Strategy for fiscal 2031, the Mitsubishi Electric Group states that it will accelerate efforts toward business-based solutions to social issues through "Circular Digital-Engineering," achieve business growth and solutions to social issues at the same time, and realize sustainability. 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 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, i.e., its diverse and versatile individual powers. To support this evolution, we are making strategic, planned investments in human capital.

Innovating the Future through developing the Power of our employees

Ideal "Human Capital," "Organization," and "Climate"

Human capital	Be curious, think and learn independently, and continuously take on BE BOLD to create value.
Organization	Data-driven and informed by frontline insight, anticipate latent social and customer needs to CO-CREATE new value.
Climate	Always face stakeholders WITH INTEGRITY and respect people's differences to enhance individual engagement and promote a sense of unity and collaboration with our organization.

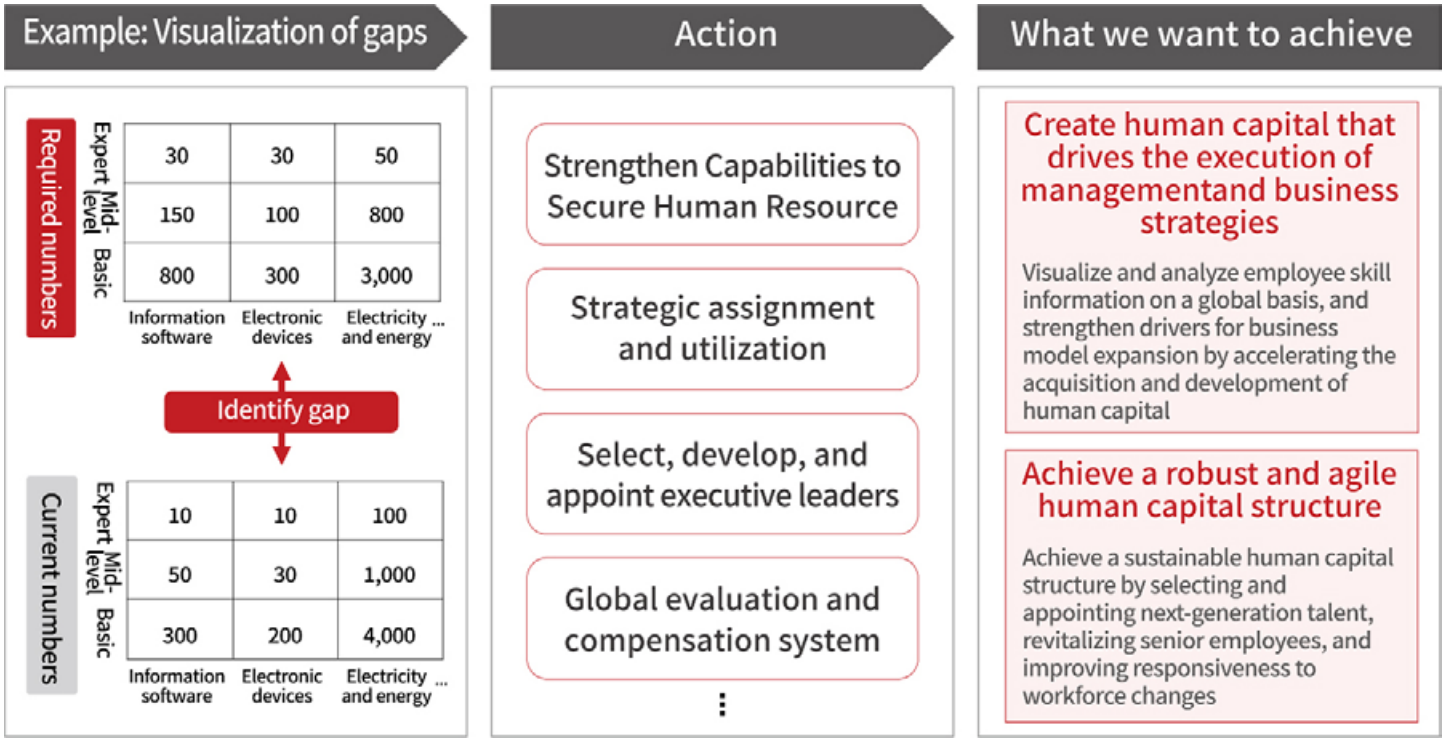
- **Human Capital and Organizational Management on a Global Scale**
- **Strong and Flexible Human Capital Structure**
- **Human Assets and Culture Transformation**
- **Health and Productivity Management and Occupational Safety and Health**

Human Capital and Organizational Management on a Global Scale

Talent and Organizational Management Policy That Fosters Mutual Growth of People and the Organization

Aiming to Realize the Ideal Human Capital Portfolio

The Mitsubishi Electric Group is advancing the transformation of its human capital and organizational management framework to a more strategic model at both the Group and global levels. We define human capital requirements by backcasting from our future management and business objectives rather than by assuming our current human capital and skills, while accelerating the acquisition, placement, and development of human capital on a global scale.



Strategic Global Deployment and Utilization of Human Capital

The Mitsubishi Electric Group has introduced global job grading to foster the 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 in optimal positions regardless of nationality or race. For the development of next-generation at overseas Group companies, we have introduced the Talent Mobility Program, which matches human capital with jobs across global sites, helping to broaden Group-wide and global carrier horizons from an early stage. 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.

In October 2026, we will introduce “Global Career Passport,” an internal career recruitment program that will enable employees of Mitsubishi Electric and its overseas Group companies to realize their career aspirations by applying for job opportunities across the Group. This program will introduce job openings worldwide by sharing and publishing them across participating companies. Employees will be able to apply based on their career aspirations expertise and professional experience. Through this program, Mitsubishi Electric aims to support each employee’s career development and self-realization, as well as accelerate the global circulation of talent with diverse insights and expertise.

Promoting a Global Human Capital Strategy and Establishing a Management Structure

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 established Regional HR* Offices in fiscal 2026 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, acquisition, and cultural transformation, across the global organization.

* Human Resources

Strengthening Recruitment Competitiveness to Secure Varied and Versatile Human Capital

The Mitsubishi Electric Group 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.

Initiatives to Secure Global Human Capital

To respond promptly to the business strategy of the Mitsubishi Electric Group and secure varied and versatile human capital swiftly and flexibly, we have established a global talent acquisition organization. In collaboration with regional HR teams, we are strengthening the global recruitment capabilities of Mitsubishi Electric and its Group companies. In particular, we conduct overseas recruitment seminars and internships for international students in order to attract excellent talent worldwide, especially in AI and other advanced technology fields.

Furthermore, in Mitsubishi Electric's new graduate recruitment activities, the Company focuses on securing 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.

Enhancing Job Matching in New Graduate Recruitment

Mitsubishi Electric offers a variety of recruitment streams and programs to secure talent with a broad range of expertise and to support individual career autonomy.

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 an "occupational stream" for staff-level employees. In this stream, candidates are assigned to a predefined role aligned with their individual needs and expertise at the time of joining.

For technical positions, we primarily use the "designated placement recruitment system," which determines placement at the time of hiring based on variations in business fields, job functions, and work locations, etc. In addition, for rarer and more advanced technical fields, we have introduced the "designated placement recruitment system PLUS," which enables us to offer more competitive compensation (salary and bonuses) than what is typically provided to standard new graduate hires. This promotes the recruitment of highly specialized human capital.

Further Expanding Mid-Career Hires

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

Our employee referral program, which is based on employee referrals, 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, which rehires former employees, we operate the Re-MELCO Alumni Network to build ongoing engagement between Mitsubishi Electric and former employees, thereby expanding opportunities for reemployment. We are also strengthening our direct recruiting, in which we proactively reach out to individual candidates, particularly in the increasingly competitive engineering field, in order to speed up the acquisition of top-tier professionals.

In addition, we have removed the requirement 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.

Create Human Capital That Drives the Execution of Management and Business Strategies

Selection, Development, and Evaluation of Executive Leadership

Mitsubishi Electric has launched the L.E.A.D.,* a structured management candidate development program designed to develop and produce the next generation of executive management on a global scale.This talent pool, "L.E.A.D. 500," draws executive candidates with a broad range of experiences and perspectives— both from within and outside the Group, providing them with stretch assignments, off-the-job training (internal and external), and coaching by senior management.

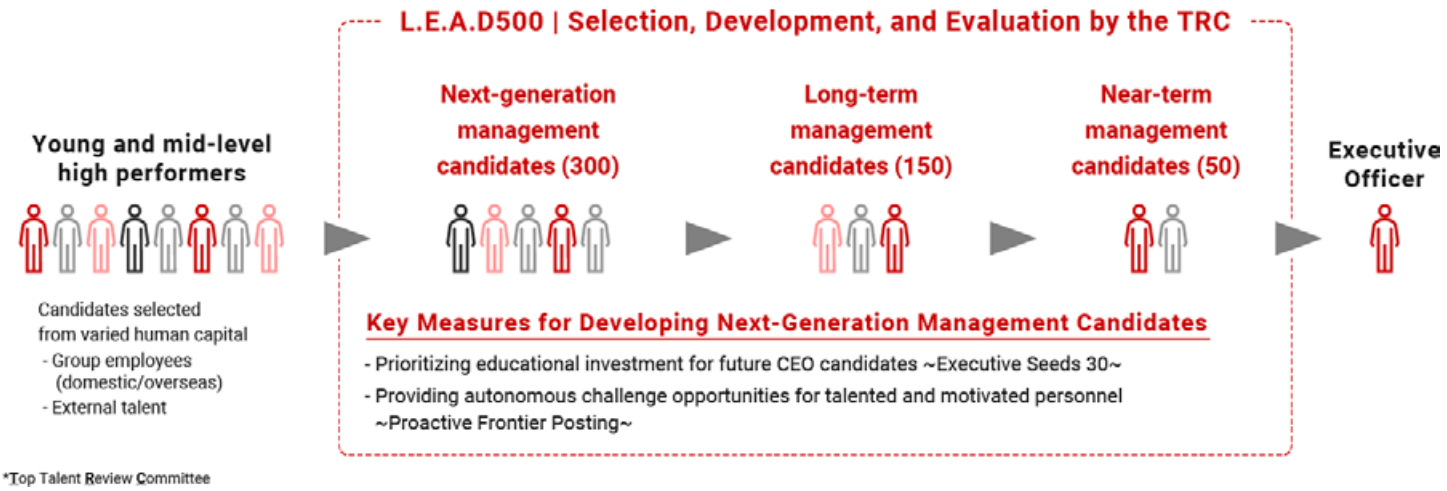
The selection, development, and evaluation processes are discussed, determined, and executed by the Top Talent Review Committee, composed of the CEO, CDO, CHRO, CSO, and business area owners, to ensure a robust cycle of open candidate selection, appropriate opportunity through placement and training,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

In fiscal 2026, we launched "Executive Seeds 30," an elite program designed to nurture future CEO candidates. In this program, the Top Talent Review Committee selects approximately 30 young candidates with the potential to become future CEOs from among approximately 300 next-generation executive candidates. The 30 candidates undergo intensive development aimed at cultivating the perspective and breadth of vision suitable for management leaders. This includes assignments to positions that CEO candidates should experience, including management positions at Group companies in Japan and overseas; opportunities to attend an overseas business school of their choice; and mentoring by Top Talent Review Committee members and current board members.

From fiscal 2027, we will also launch "Proactive Frontier Posting," a job posting program for next-generation executive candidates. In this program, some section manager-level and department manager-level positions within the Group are opened for recruitment among next-generation executive candidates. This creates opportunities for talented and motivated individuals to take on challenges on their own initiative. When posting these positions, we create job listings based on job descriptions, including job grades and compensation levels. By disclosing details such as required competencies and difficulty level, we are promoting self-directed capability development and career advancement among individual applicants.

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.

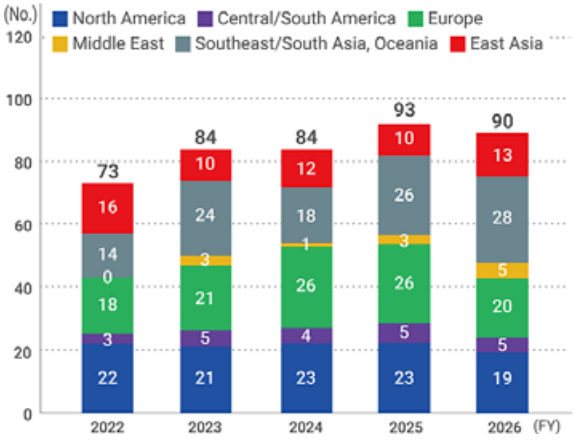
* Leadership Enhancement And Development



Structure of L.E.A.D. program

Globalizing Employees in Japan

Mitsubishi Electric dispatches its employees in Japan to overseas associated companies or overseas business schools, universities, language 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.
In particular, we have cultivated global talent over the past 50 years through our one-year overseas OJT system, which dispatches employees to overseas associated companies. While previous systems placed emphasis on cross-cultural experience and language acquisition, our revised system introduces G-OJT (Global-On-the-Job Training) from fiscal 2027 to provide employees with deeper overseas operational experience through on-site work assignments. Through the administration of a system tailored to practical business needs, we will strengthen the development of talent capable of succeeding on the global scale in the future.



Employees dispatched under the overseas OJT system

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.
Specifically, we conduct training programs and on-the-job training (OJT) for employees of overseas associated companies to acquire technical skills and expertise at our business sites in Japan. In addition, starting in fiscal 2027, we will introduce GVP[*1] training, alongside cross-border assignments, to develop global leadership capabilities among high-potential talent who are candidates for future executive leadership roles.

Furthermore, we continue to conduct training programs (MGEP[*2] and GMW[*3]) in which selected executives and managers from overseas associated companies gather at Mitsubishi Electric headquarters to deepen their understanding of the Mitsubishi Electric Group's management policies and business strategies, while also learning the knowledge and mindset required of a global leader. 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.





GMW training program (FY2026)

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

Unit: No. of people

	FY2022	FY2023	FY2024	FY2025	FY2026	Cumulative total
MGEP	18	15	Not implemented	15	Not implemented	68
GMW	Canceled	30	27	30	25	320

*1 Global Vanguard Program

*2 Mitsubishi Electric Global Executive Program

*3 Global Management Workshop
(Depending on the year, one or two selected persons from Japan also participate)

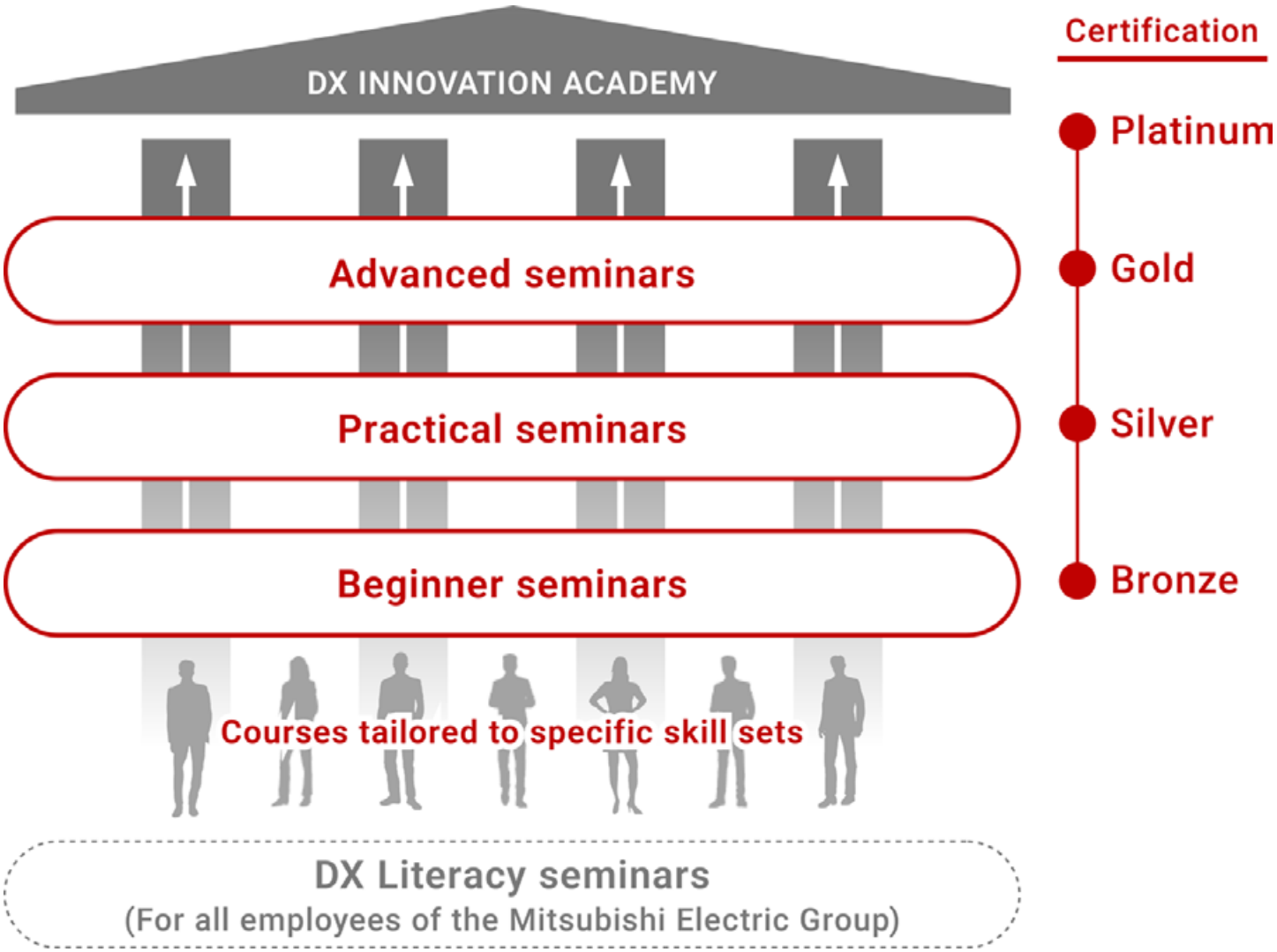
Strengthening DX and AX Talent

The Group aims to secure 20,000 DX and AX professionals across the Group by fiscal 2031 to drive the Serendie business initiative. Alongside talent acquisition and M&A expansion, we are strengthening talent development aligned with business strategy. In April 2025, we established the DX Innovation Academy as a structured training institution for our employees. The number of entries on a Group-wide basis in fiscal 2026 was about 1,100, and that in fiscal 2027 was more than 3.5 times that figure; that is, more than 3,500 employees taking courses.

At the “DX Innovation Academy,” based on the skill sets* required for DX and AX professionals within the Group, an intensive learning environment is provided where individuals can acquire essential technologies, knowledge, and mindsets and apply them in practice. We have established a structured learning system that integrates internal and external courses while implementing an internal certification program to recognize skills and abilities. This approach fosters comprehensive talent development by offering programs tailored to different skill levels and expertise, encompassing not only existing DX professionals and those engaged in DX-related work but also individuals transitioning from other roles and new hires. We also offer training programs for all Group employees to foster a Group-wide culture of promoting DX.

In addition, we are pursuing industry-academia collaboration with universities and educational institutions with the aim of intensively acquiring and implementing the latest technologies and establishing new human capital interactions. In fiscal 2026, we concluded an agreement with Waseda University on industry-academia collaboration in the development of DX talent. We aim to build an industry-academia co-creation scheme by leveraging Waseda University’s educational programs as courses to be provided in the DX Innovation Academy and channeling the outcomes back into its data science programs for working professionals and students at Waseda University, enhancing 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

Group-Wide Global Evaluation and Compensation System

To strengthen global talent and organizational management, the Mitsubishi Electric Group is promoting Group-wide standardized operations for performance evaluation and compensation systems based on global job grading.
For associated companies in Japan, we are revising our executive compensation system in fiscal 2027, transitioning to a framework in which compensation is set according to the Group's common job grading.
We will also expand the application of Group-wide guidelines at overseas associated companies, with the aim of enhancing human capital value and organizational performance throughout the global Group.

Introduction of a New Incentive Program (Stock-Based Awards for Executives)

We will introduce a new stock-based compensation program during fiscal 2027 for management positions equivalent to executive level with the aim of encouraging greater involvement in management.
Through this program, we seek to enhance motivation to contribute to the Group's medium- to long-term performance and corporate value, while also strengthening loyalty and a sense of belonging.

Strong and Flexible Human Capital Structure

Basic Policy

The Mitsubishi Electric Group aims to build a strong and flexible human capital base that can respond swiftly to changes in its business portfolio. To achieve this, we are working to transform our personnel structure into one that supports sustainable growth, while promoting stronger career ownership among employees and creating an environment in which they can maximize their individual capabilities through autonomous learning.

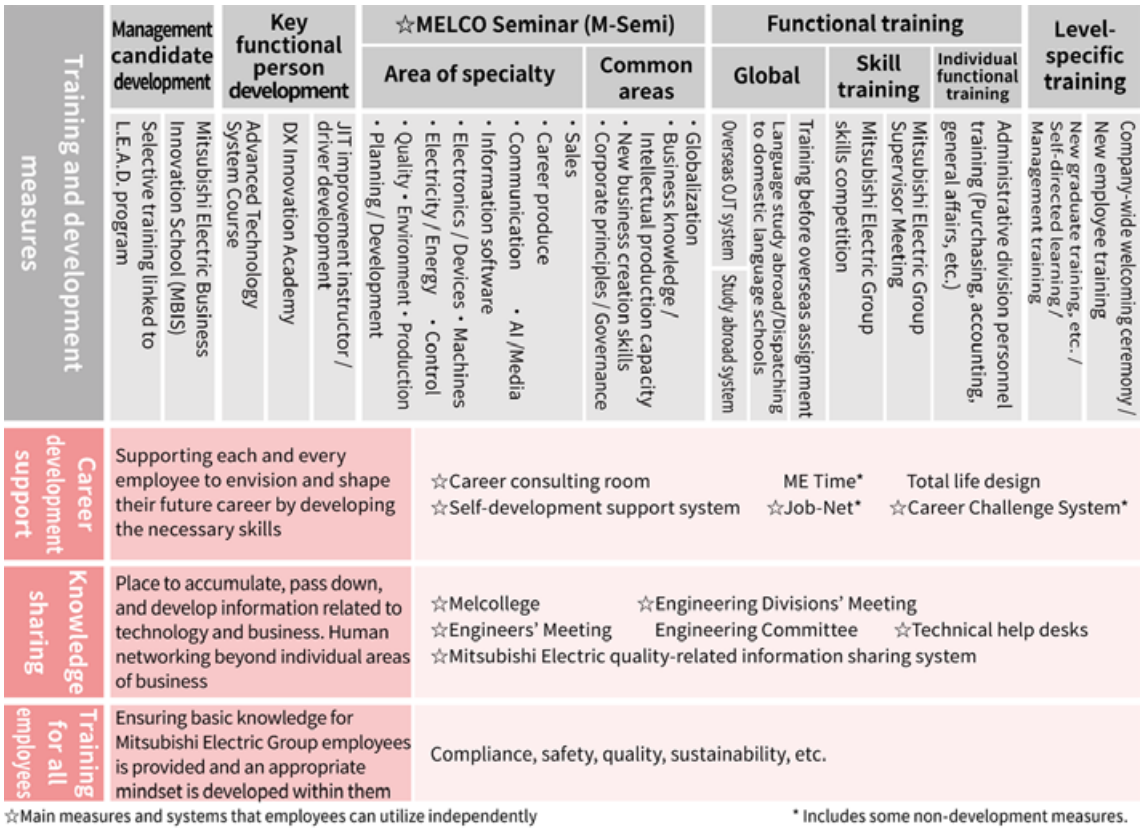
Developing Varied and Versatile Human Capital

Human Capital Development Measure Supports the Skills Development of Each and Every Employee

The Mitsubishi Electric Group strives to cultivate talent who think independently, act proactively, and continuously take on challenges. To support employees in autonomously developing their capabilities, we have been planning various training programs and creating environments and learning opportunities for their implementation. Our training system consists of passing down everyday business know-how and mindset through on-the-job training. Knowledge and skills that are difficult to acquire through on-the-job training, as well as career development, are supplemented by off-the-job training through online training and other programs. These initiatives encourage networking activities among employees and strive to foster a culture of mutual learning, teaching, and connection. Off-JT includes knowledge and skills training, as well as motivation workshops, led by distinguished internal and external instructors; certifications and competitions aimed at skill enhancement; and practical training and study abroad programs at overseas branches and universities in Japan and abroad. Through these initiatives, we aim to elevate the capabilities of employees across the Group, including those at affiliated companies.
In fiscal 2026, we established the DX Innovation Academy that provides intensive, level-based training to develop DX talent among employees across a wide range of job functions.

We provide all employees with fundamental knowledge, including ethics and compliance, that every member of society should acquire. For all newly hired employees, we provide company orientation and training sessions to instill awareness as good members of society, and educate them on basic knowledge, management principles, compliance, and other matters.
Furthermore, we emphasize career ownership and autonomous growth for each employee. Our fundamental approach is to pursue both the Company's sustainable growth and employees' personal fulfillment, under the belief that both the company and the human capital should grow together. In addition to conventional tier-based training, we plan to develop content tailored to individual circumstances, helping each employee acquire the necessary skills and competencies. We aim to integrate these efforts with previously prioritized areas such as strengthening young employees' communication skills; and enhancing mid-level and senior employees' leadership and management capabilities, including the ability to train the younger generation, such as their subordinates and junior fellows. Ultimately, we seek to cultivate talent capable of driving the Company's future growth while creating an environment where every individual can work with vitality, well-being, and strong engagement.

Human capital development system diagram (Mitsubishi Electric)



Annual amount of human resources development and training expenses per employee (Mitsubishi Electric)	Approx. 178,000 yen/person

Annual human capital development and training expenses per employee

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 34,000 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 on developing 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. From fiscal 2027, we will launch "M-Navi M-Semi Concierge" for employees, a generative AI-based tool that supports the selection of MELCO Seminar courses based on individual needs. These initiatives aim to empower employees to take ownership of their professional development.

* The name "Jinkai-se Torisetsu" uses the abbreviated Japanese name of the department that 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 awards ceremonies.
As a measure to improve the ability of supervisors, the Mitsubishi Electric Group supervisor meetings and supervisor training programs are held to hand down skills at each manufacturing site.



Mitsubishi Electric Group Skills Competition

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.

To encourage each and every employee to take ownership of their own career, Mitsubishi Electric promotes a 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 respect employees' initiative and support their autonomous career development, Mitsubishi Electric has instituted an internal recruitment system (Job-Net) and internal job search system (Career Challenge System).

Job-Net supports employee transfers and the realization of career aspirations by enabling employees to apply for job openings of their choice. Meanwhile, the Career Challenge System allows employees to register and share their career aspirations, experience, skills, and other information, based on which recruiting departments may extend job offers. These systems enable transfers through mutual matching between employees and recruiting departments.

To further encourage employees in their pursuit of autonomous career design, we have introduced EGG (Expand your work for Growth & to Gain fulfillment), an internal and external side-job system that supports employees in leveraging experiences and learning gained outside their primary roles and workplaces to create new value.

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

At Mitsubishi Electric, "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, as an opportunity to encourage employees to take an interest in their careers, life planning, and lifestyle design. These programs provide lectures on mid- to long-term life planning, including career design, financial planning, and health, along with group discussions.

To support the career concerns and aspirations of employees, we have also established a career consultation desk staffed by certified internal and external career consultants. Approximately 400 individual consultations are conducted annually, providing personalized career support tailored to each employee.

Fair Evaluation and Compensation

At Mitsubishi Electric, the concepts behind the system are "realizing a proper evaluation system that leads to growth" and "supporting autonomous career development." Based on these concepts, we promote autonomous growth grounded in employee career ownership and implement job-based human capital management by introducing a globally standardized job grade system for management-level employees.

Grade System

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.

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.

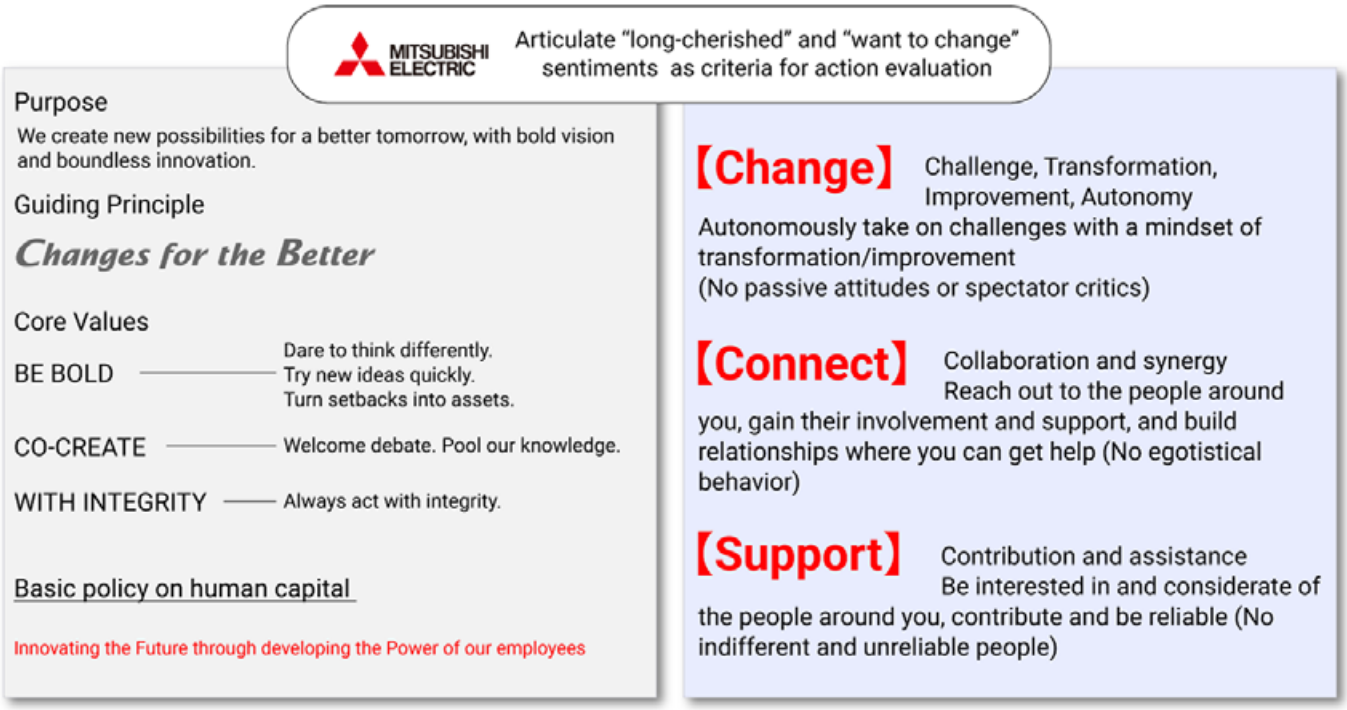
In addition, we have established the "expert course" and the "craftsman course," which are multi-track career paths for utilizing advanced expertise (knowledge, skills, and experience) to contribute to management, to expand career options. The same job grade and compensation systems apply to both the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

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

To create an environment where post-retirement reemployed personnel (hereinafter "reemployed employees") can thrive more vibrantly than ever, regardless of age, by leveraging their extensive experience and capabilities, we have introduced the new "Master Career Program" (hereinafter "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 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 has abolished the previous system of annual reemployment contracts from ages 61 to 65, and introduced 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 working to develop an environment that supports continued employment aligned with each individual's career and life plans.

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. Through career-related lectures by external instructors, group discussions among participants, and exchanges with senior employees, the forum encourages female 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 held at ther business sites.
In fiscal 2026, the program was enhanced to provide more time for employees to focus on their careers, featuring lectures that convey key perspectives and insights for career development, as well as participant dialogue to deepen their understanding of their own values. Although the program was voluntary, applications from across Japan exceeded expectations, with approximately 220 employees taking part.

Seminar on Women's Health Issues

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 2026, in collaboration with the health insurance association, we provided detailed explanations on topics such as menstruation, menopause, cancer screening, and how to effectively access gynecological services. 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 women employees in STEM for female junior and senior high school students.

Girls Meet STEM (in Japanese)

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 as shown in the table below. 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 with FY2021)	2.21 times
Percentage of newly hired women	1.2 times (Compared with the average for FY2017–2021)[*1]	1.25 times (FY2022–2026)[*1]
Percentage of men on childcare leave[*2]	70%	89.9%

*1 Total from FY2022

*2 Includes those who obtained special leave for childcare purposes

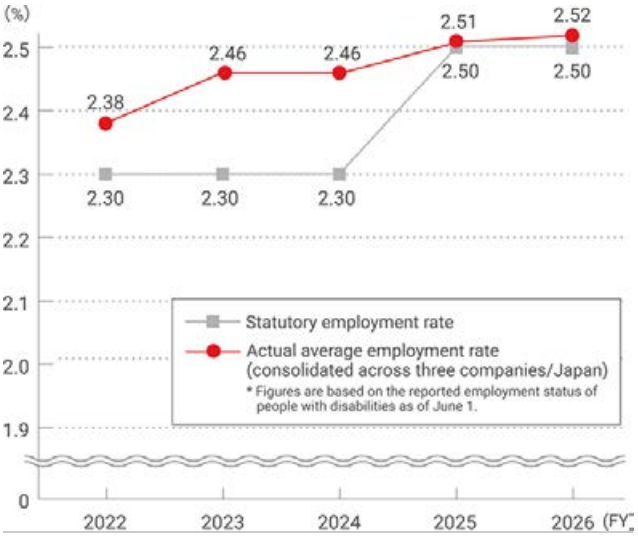
Promoting Employment of People with Disabilities

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, 2025, people with disabilities accounted for 2.52% 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 employed 158 people with disabilities in Japan as of June 1, 2025. The special subsidiary and relevant business divisions are also working together to foster a more inclusive workplace, including holding workplace dialogue sessions.

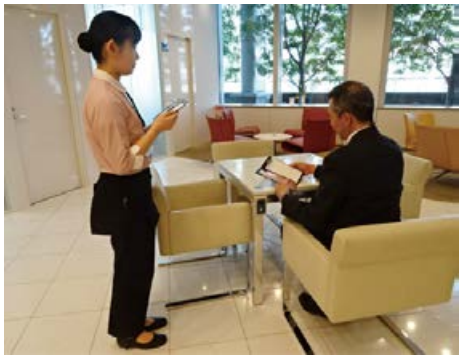
In addition to our existing business divisions in Kanda, Tokyo, Shonan, Nagoya, Himeji, and Itami, we opened new business divisions in Kamakura and Kobe in April 2026.



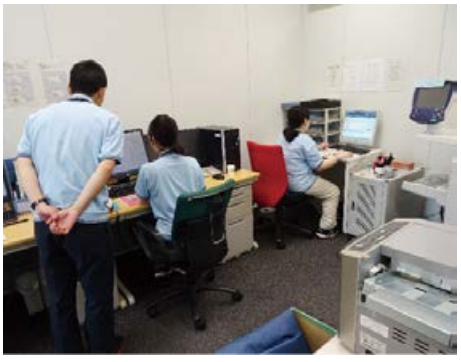
Changes in the ratio of hired people with disabilities

* A company that meets certain requirements under the 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.

Employment rate of people with disabilities


Cafe business


Cookie manufacturing


Business card production

Human Assets and Culture Transformation

Mitsubishi Electric's Approach to Culture Transformation

In response to a series of improper quality control practices that have come to light since June 2021, the Mitsubishi Electric Group has been promoting reforms in the three areas of quality assurance, organizational culture, and governance, as part of its measures to prevent recurrence. With regard to organizational culture reforms, we launched the Company-Wide Transformation Project in October 2021 as an organization under the direct control of the president, and have been working on communication reforms and other measures across the Group.
From 2025, under our philosophy of "building a strong culture that serves as a source of competitiveness, based on the good corporate culture we have cultivated," we established the Corporate Culture Transformation Division as a permanent organization. Based on the Mitsubishi Electric Group's Our Philosophy, this office works to foster a sound and high-quality organizational climate centered on "integrity," and a strong organizational culture centered on "challenge" and "co-creation." Through these initiatives, we aim to realize a culture in which each and every employee continues to proactively drive the transformation into an Innovative Company.



Initiatives to Foster an Organizational Culture with Challenge and Co-creation as Strengths

At Mitsubishi Electric, employee engagement has been set as a key KPI to measure the degree to which organizational culture has taken root, and is monitored on an ongoing basis.
As a result of ongoing efforts to transform our culture, our employee engagement score in fiscal 2026 improved from the previous survey, with a favorable response rate of 62%. 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 their team members in the workplace (e.g., one-on-one meetings); strengthening measures to support the formation and development of employees' career paths; and carrying out robust implementation measures with a resolve to reform the culture, such as revision of the personnel system.

KPI	FY2022 (Result)	FY2023 (Result)	FY2024 (Result)	FY2025 (Result)	FY2026 (Result)	FY2031 (Target)
Employee engagement score (percentage of employees who are proud and motivated to work for the Company)*	54%	54%	55%	60%	62%	70%

* 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: Evaluation indicators related to workplace culture improvement initiatives

Promoting "Challenge" and "Co-creation" through the Personnel Evaluation System

We introduced a personnel evaluation system in fiscal 2025 to evaluate "challenge" and "co-creation," with the aim of realizing an organizational culture in which employees can proactively embody these qualities. Taking "change, connect, and support" as the behavioral evaluation axes, the system facilitates dialogue between supervisors and their team members regarding "challenge" and "co-creation" for the current fiscal year.

Supporting "Challenge" and "Co-Creation" through One-on-One Meetings

We are also promoting one-on-one meetings as a way for supervisors to encourage and support "challenge" and "co-creation" among their team members. As of fiscal 2026, more than 4,000 managers have undergone one-on-one meeting training. Going forward, we will continue our efforts to further foster and establish our organizational culture.

Initiatives to Foster an Organizational Climate of Integrity

The Mitsubishi Electric Group conducts an annual Employee Engagement Survey to monitor its organizational climate.
In addition to employee engagement, the survey includes questions to measure the degree to which organizational climate and organizational culture have taken root, enabling us to drive data-based culture transformation.

Workplace-Led Improvement Activities

At Mitsubishi Electric, the results of employee engagement surveys are shared at the workplace level, and managers and employees work together on improvement activities for their respective workplaces. Guided by the concept of "improving our own workplace by ourselves," each workplace independently identifies and addresses its improvement themes based on the strengths and weaknesses of its own organization as revealed by the data.
By engaging in improvement activities with "ourselves" as the subject, employees develop a sense of ownership, creating a state of ongoing improvements and helping to foster an organizational climate of integrity.

Creating Workplaces with High Psychological Safety

The Mitsubishi Electric Group considers the realization of workplaces with high psychological safety, where the individuality of each employee is respected and can be fully expressed, to be a key element of an integrity-based organizational climate.

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.

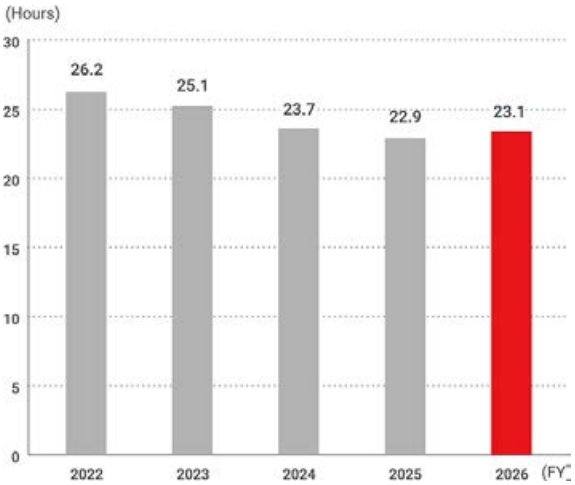
To increase psychological safety at Mitsubishi Electric, we have established the Psychological Safety Guidelines, which we have made available to all employees. The content of the Guidelines includes "Tips for Increasing Psychological Safety (For Team Leaders and Team Members)" and "Case Studies," which 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.

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

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 2026, we reduced monthly overtime hours per employee to 23.1 hours.



Changes in monthly overtime hours per employee (including managers)

Monthly overtime hours per employee

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 is available until March following the child's first birthday (extendable until the end of March following the child's second birthday in special circumstances). The reduced working hours program for childcare is available until the end of March of the child's final year in elementary school (or, for employees raising children with disabilities or children requiring medical care, until the end of March following the child's 18th birthday). Our nursing care leave program is available for up to two years for each eligible family member. Our reduced working hours program for nursing care is available for as long as necessary, with no upper time limit. 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.

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.

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 2027, recognizing that support for balancing work with childcare is essential to maximizing organizational performance and achieving sustainable growth, we have revised the handbook. The aim was to reduce employees' concerns regarding the work-childcare balance and to foster a culture in which each employee can remain aware of their role and contribution to value creation, even under constraints of time and working arrangements, while prioritizing both life events and career development equally.



Work-Childcare Balance Handbook for Supervisors and Their Team Members

Work-Family Care Balance Support: Seminars and Consultation Services



Work-Family Care Balance Support: Seminars and Consultation Services

In view of the declining working-age population due to the falling birthrate and aging society, nursing care is an issue that can impact anyone regardless of gender or age. We therefore regard support for balancing work and nursing care as one of our key management priorities, on a par with childcare support. We also believe that proactive measures to prevent employees from leaving the workforce due to nursing care responsibilities should be implemented before they are even faced with such a situation. To enable employees with caregiving responsibilities to balance work and nursing care with peace of mind, we implement a variety of support initiatives under the concept of the Ministry of Economy, Trade and Industry's "Open Care Project: Turning Caregiving from a Personal Issue into a Shared Conversation." The aim is to share basic knowledge and information about caregiving with employees, including younger employees in their 20s and 30s, to help them prepare for caregiving needs regardless of their generation or role. In addition to setting up an external consultation desk for employees to consult with care managers on various nursing care concerns, such as initial care and long-term care insurance services, we also held a caregiving support seminar in fiscal 2026 featuring an external lecturer, in which approximately 750 employees participated. In fiscal 2027, we have also revised our Work-Family Care Balance Guidebook to ensure that information on balancing work and nursing care reaches even more employees. This handbook explains family care in four phases: preparation phase, initial action phase, balancing phase, and end-of-life care phase, and is designed to be widely used as an aid for employees both before and after they face family care responsibilities.

Status of development of main childcare and nursing care systems

The remote work program	Implemented for all employees with the aim of greater flexibility in working styles.
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.
Babysitting coupons	Partial subsidization of babysitter costs of in-home childcare or transportation to/from childcare facilities up to third grade of elementary school (or up to sixth grade of elementary school for children requiring nursing care due to a disability, etc.) based on the Corporate-Led Babysitter User Support Program.
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.	We are implementing measures that go beyond legal requirements—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.
Removal of the maximum eligibility period for reduced working hours for nursing care	Maximum eligibility period has been removed since fiscal 2027, enabling employees who work while caring for a family member to work with peace of mind. The system can now be used for the required period without any time limit.

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 flexible a work style regardless of employees' place of work. The program enables personnel to achieve a work style that suits their own lifestyle by eliminating situations of employees living separately from their family members and by letting them engage in childcare or nursing care.

System for Continuing Careers According to Individual Employees' Circumstances

Mitsubishi Electric has introduced a range of systems that enable employees with childcare or nursing care responsibilities to continue their careers, reflecting evolving home environments and changing perspectives on work, as well as the increasingly varied career needs of employees. 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.

PDF **Social Data: Utilization status of childcare and family care programs**

Stable and fulfilling private life

At Mitsubishi Electric, we are enhancing our benefits programs to strengthen the foundation for expanding the value of our people, the driving force behind our sustainable growth. We believe that enhancing employee benefits will lead to a stable and fulfilling foundation for everyday life, an important area of focus for increasing the well-being of employees.

We have introduced a housing support system including dormitories, company housing, a rent subsidy system, and an owner-occupied housing lease system. We have also established a Group employee shareholding union to support asset building. In fiscal 2027, we plan to introduce a financial literacy improvement program to help all employees to think more proactively about their own life and financial plans and make better choices. Furthermore, we have introduced and developed a variety of systems to create an environment in which employees can continue working with peace of mind, including support for cultural and sports club activities through the Employee Friendship Association; provision of a recreation facility exclusively for Group employees; cafeteria plans; and a group insurance system.

Cafeteria Plan

We introduced a cafeteria plan in fiscal 2005 with the aim of respecting the varied values and lifestyles of each individual employee and supporting them to develop autonomously their life and work careers.
In fiscal 2027, we increased the points allocation to the points equivalent to 100,000 yen and expanded the menu of available options to better accommodate individual needs.
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

From fiscal 2027, the system was fundamentally redesigned from one based on standardized model cases to a simpler and easier-to-understand system that does not depend on marital status or cohabitation with a spouse. Specifically, the maximum rent subsidy for single employees and employees on unaccompanied assignments was raised to the level previously applicable only to married persons. The eligibility period for rent subsidies was also changed to a uniform period starting from the year an employee first entered the workforce, regardless of marital status.

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)	FY2026 result
Good appetite	Percentage of people who have an appetite and enjoy their meals	90.0% or more	90.0%
Good sleep	Percentage of people sleeping comfortably and soundly	80.0% or more	57.4%
Good bowel movements	Percentage of people with good bowel movements that leave them feeling comfortable	80.0% or more	66.4%

Social Data: 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 age. Most recently, in collaboration with our health insurance association, we created and released seminar videos featuring specialist insights on topics such as menstruation, menopause, cancer screening, and how to effectively access gynecological services. We received positive feedback from many employees, indicating that the videos had deepened their understanding.

Promoting Mental Healthcare

Mental healthcare 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.

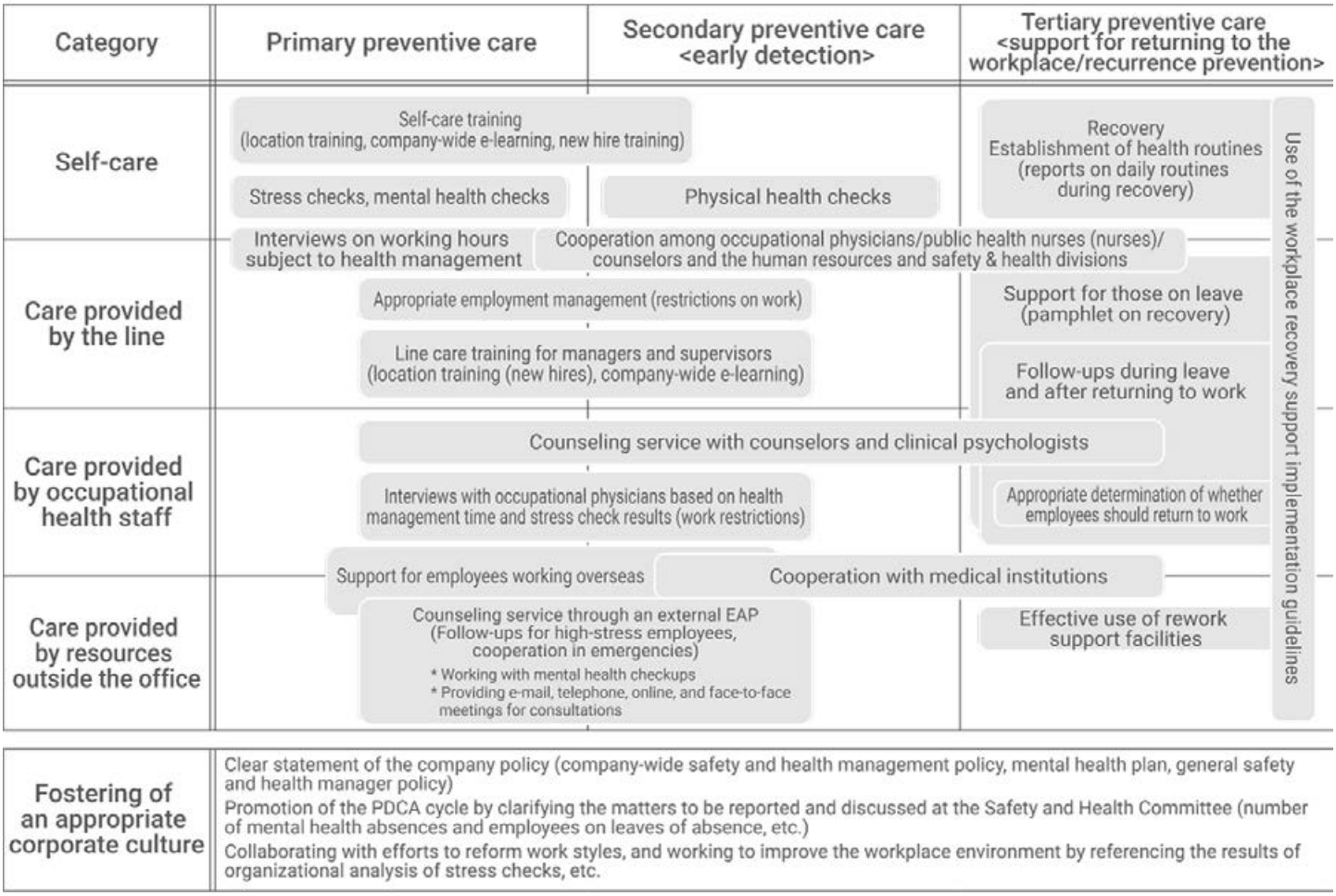
In addition to checking issues related to mental health and formulating a Mental Health Development Plan, the Office Safety and Health Committee (Committee to Promote Mental Health) serves as a forum for collaboration among employees in charge of developing office policies and conducting measures. By 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 (e.g., the number of people eligible for long-term counseling), 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. 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.



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 the 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 ISO 45001 certification.

As a key indicator for the entire Mitsubishi Electric Group, we have been advancing our efforts with the medium-term goal of thoroughly preventing occupational accidents and, in particular, achieving zero lost-time accidents of four days or more (0 cases per year). 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 sites in Japan and overseas in fiscal 2026. The overall accident incidence rate at Mitsubishi Electric in fiscal 2026 also increased year on year. In working toward our fiscal 2027 targets, we will further strengthen monitoring and oversight by the health and safety secretariats established in each corporate division and business area, and formulate action plans to address short- and long-term issues.

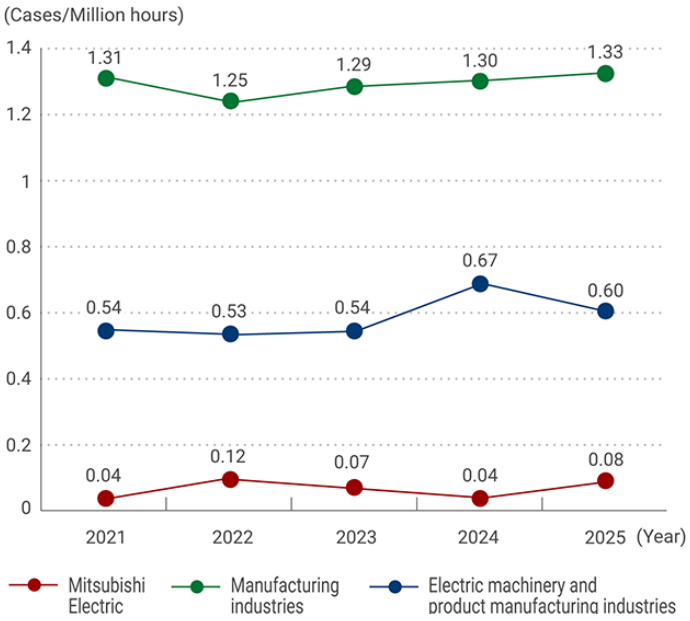
Risk management

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

Based on risk assessments, we also enforce the thorough use of PPE (personal protective equipment) as a control measure.
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.

Social Data: Frequency of fatal accidents



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

Note: 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)

Social Data: 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.

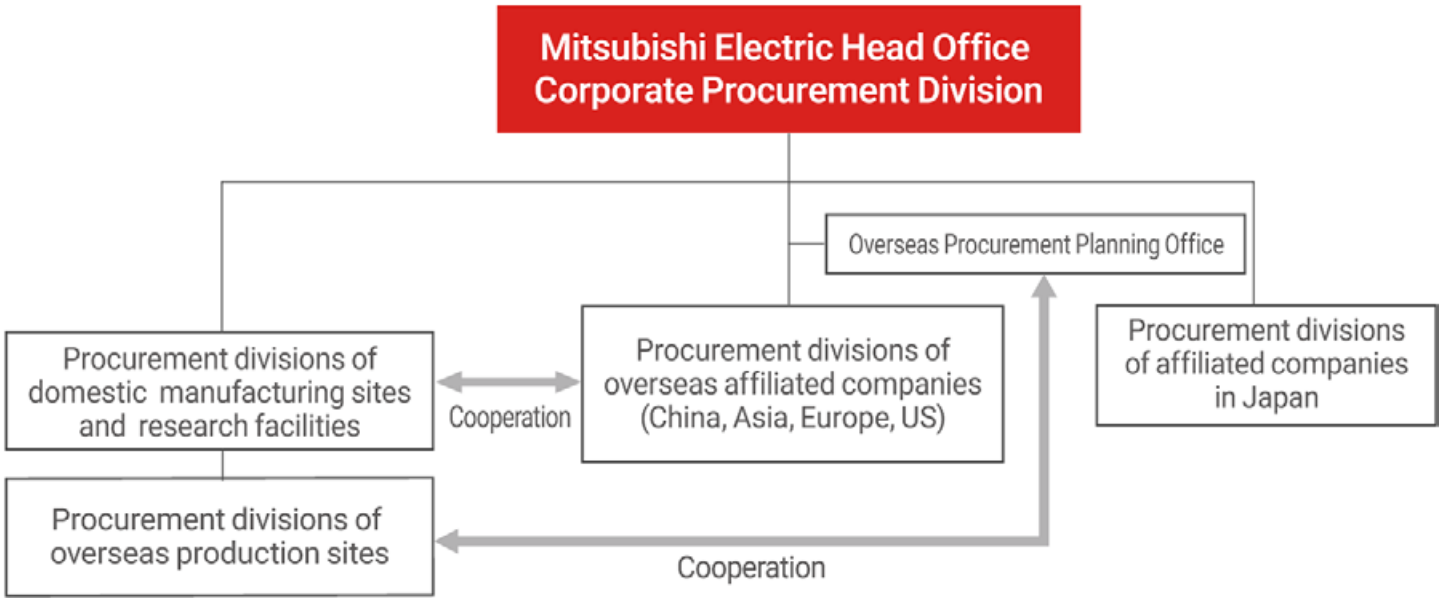
The criteria for evaluating suppliers include not only quality, cost, delivery schedules, and services but also initiatives in response to environmental regulations and sustainability. As a basic policy, the Group preferentially procures materials from suppliers who rank high in our comprehensive evaluation.

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 Procurement 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 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).

	China	Asia	Europe	USA
Local procurement	65%	79%	67%	35%
Local production ratio	56%	44%	20%	20%
Foreign origin	9%	35%	47%	15%
Other	35%	21%	33%	65%

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.

Medium- 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**

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 fiscal 2025, 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 CO_2 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 promote the implementation of 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 mica 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 2026, surveys were carried out on 1,235 suppliers, and responses in survey form were obtained from 998. As a result of the survey, 332 smelters were identified. Of the identified smelters, 211 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/Copper/Graphite/Lithium/Nickel 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 violations

Social Data: Number of smelting companies identified in a survey of conflict minerals

List of Smelters Identified in Fiscal 2026

Providing Internal Learning Programs on Procurement Laws and Regulations



Learning session on sustainable procurement for procurement department employees

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.

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 with it. Starting in fiscal 2025, 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

Surveys of domestic and international suppliers have been conducted since fiscal 2007.
Since fiscal 2025, we have been conducting domestic 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. From fiscal 2026, we have also been surveying overseas suppliers.
For suppliers assessed as high risk as a result of the survey, corrective actions are implemented in writing, online, or in person. For those high-risk suppliers (31 companies in fiscal 2025 and 1 company in fiscal 2026), corrective actions were implemented during fiscal 2026.





Supplier visit

Social Data: Overview of supplier survey on sustainable procurement

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 (e.g. export control, information security and management, the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, etc.)



Supplier briefing

* 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.

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 2025, 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. 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

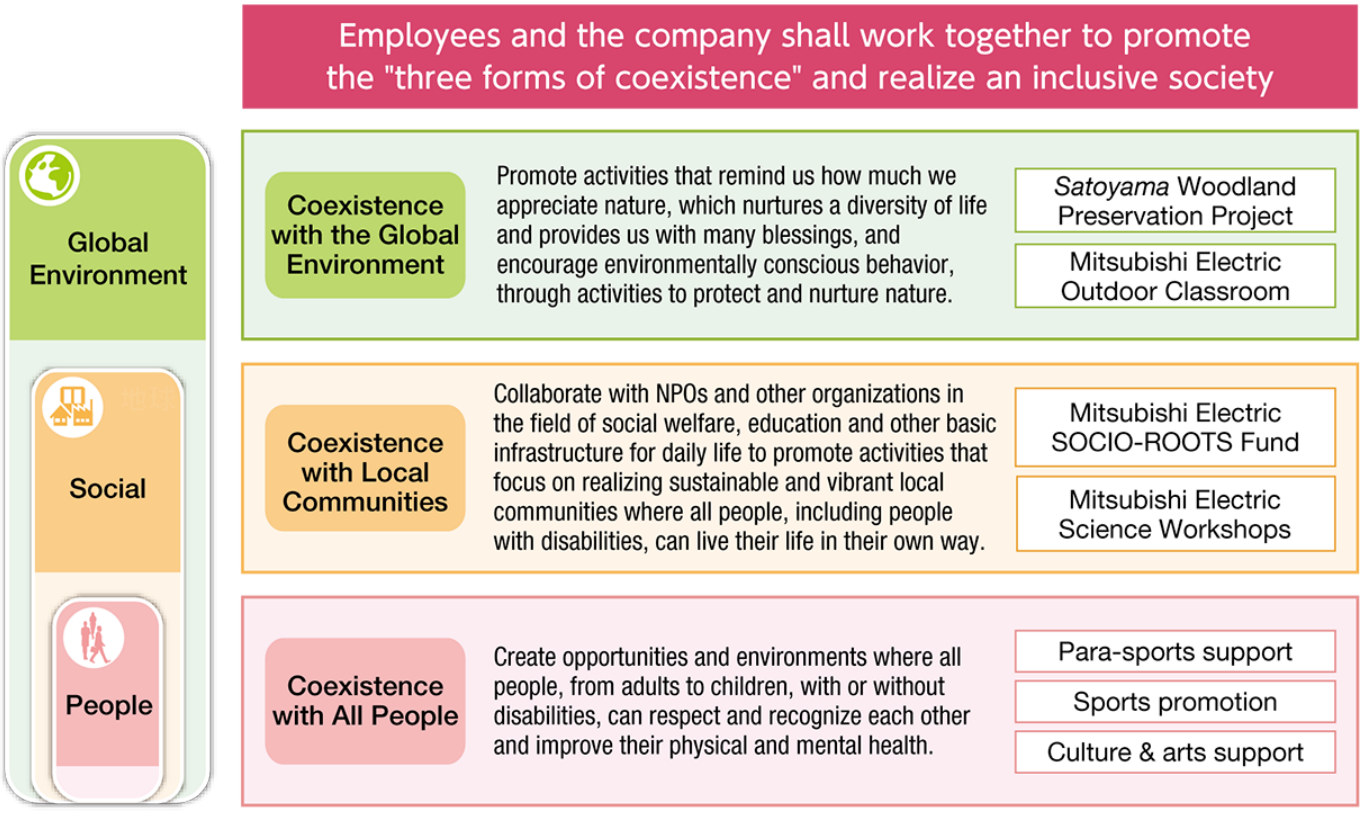
As a corporate citizen committed to meeting societal needs and expectations, the Mitsubishi Electric Group will make full use of the resources it has at hand to contribute to creating an affluent society in partnership with its employees.

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.

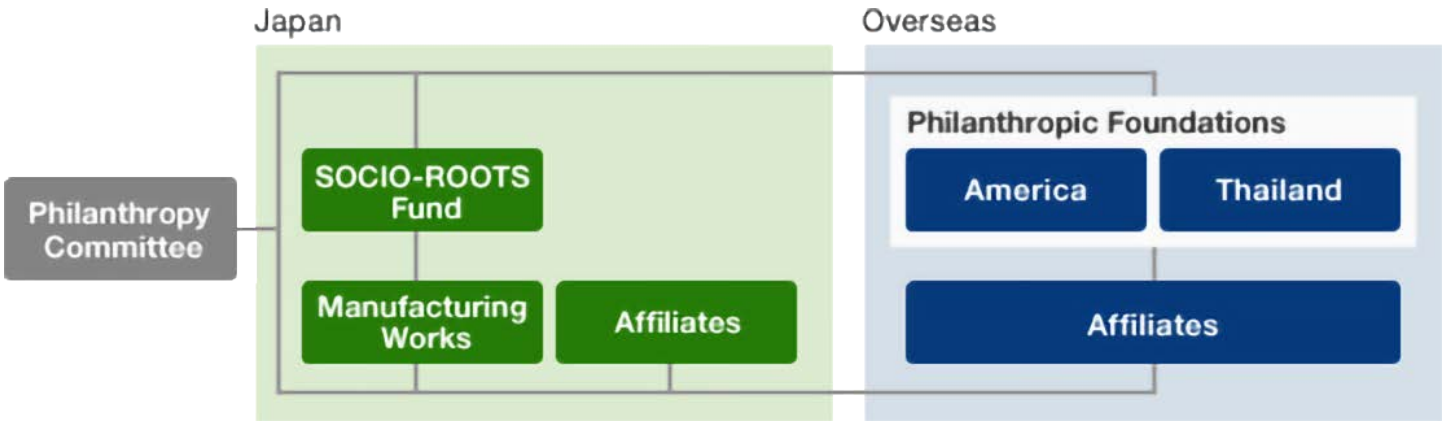
"Three Forms of Coexistence" that the Mitsubishi Electric Group Aims for

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.



› Philanthropic Activities

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 2026 Activity Results

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

Approx. 2.67 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

We are dedicated to helping youth with disabilities maximize their potential and participation in society with employee volunteers from Mitsubishi Electric Group companies in the United States.

Mitsubishi Electric America Foundation



Mitsubishi Electric Thailand Foundation

We provide scholarships to university students, help educational institutions, and conducts volunteer activities jointly with the Mitsubishi Electric Group companies in Thailand.

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 any emergency situation.

Disaster countermeasures →

Compliance

The Mitsubishi Electric Group positions ethics and compliance as the foundation of its corporate management. By issuing messages from top management to all officers and employees, the Group strives to build 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 →

- **Mitsubishi Electric Group Global Tax Policy**

AI governance

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 governance →

- **AI ethics policy**

Data utilization

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

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.

Information security →

Governance data

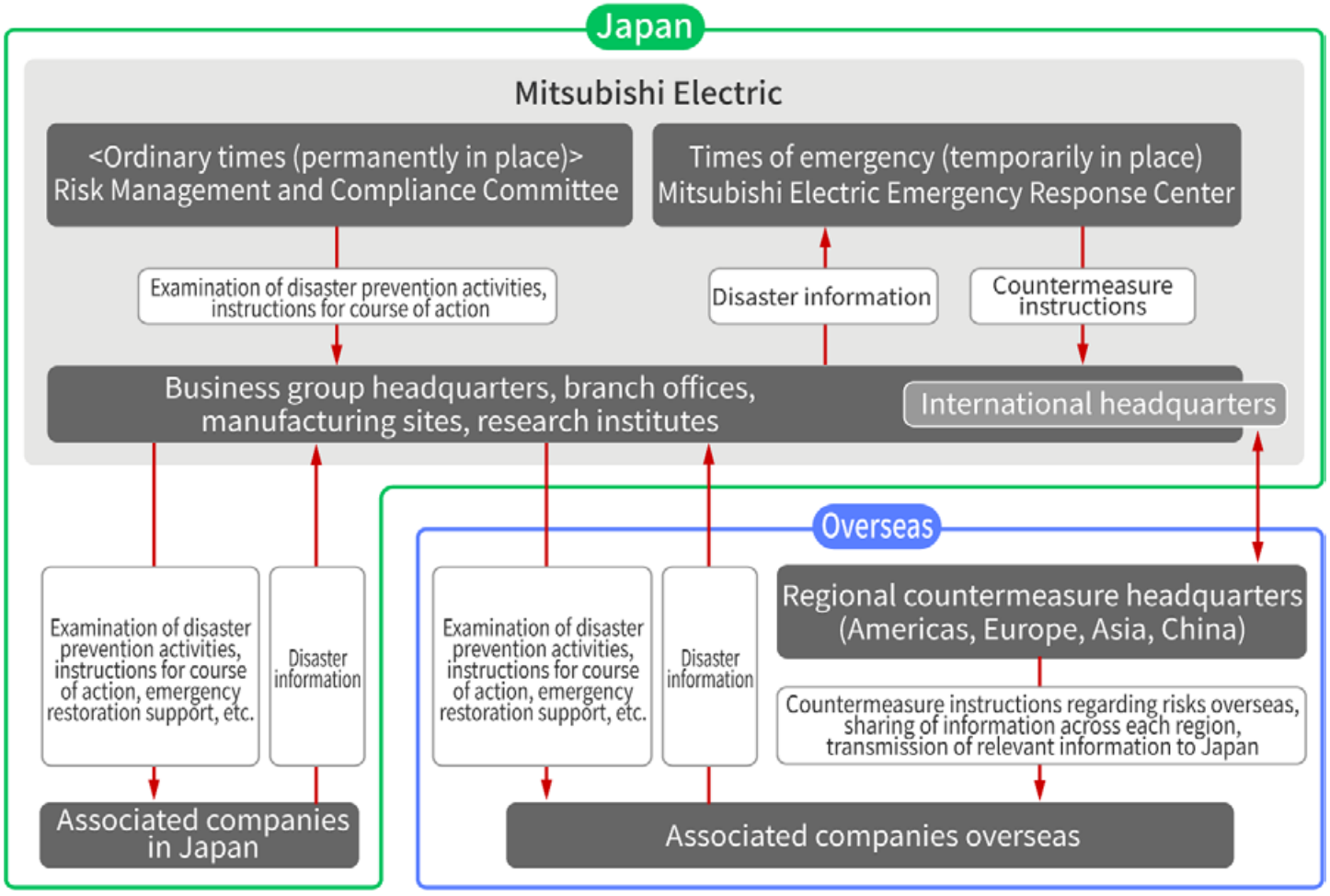
Mitsubishi Electric discloses data related to corporate governance, compliance, and information security.

PDF **Governance data**

Disaster Countermeasures

Development of a Response Framework for Large-Scale Disasters

The Mitsubishi Electric Group has established the 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 (e.g., support for affected areas, donations). Particularly with regard to overseas sites and associated companies overseas, it will work closely with each regional response headquarters to ensure employee safety (e.g., safety confirmation, livelihood support) 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 have annually been participating in the public-private overseas safety cooperation conference, organized by the Ministry of Foreign Affairs of Japan to 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.



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

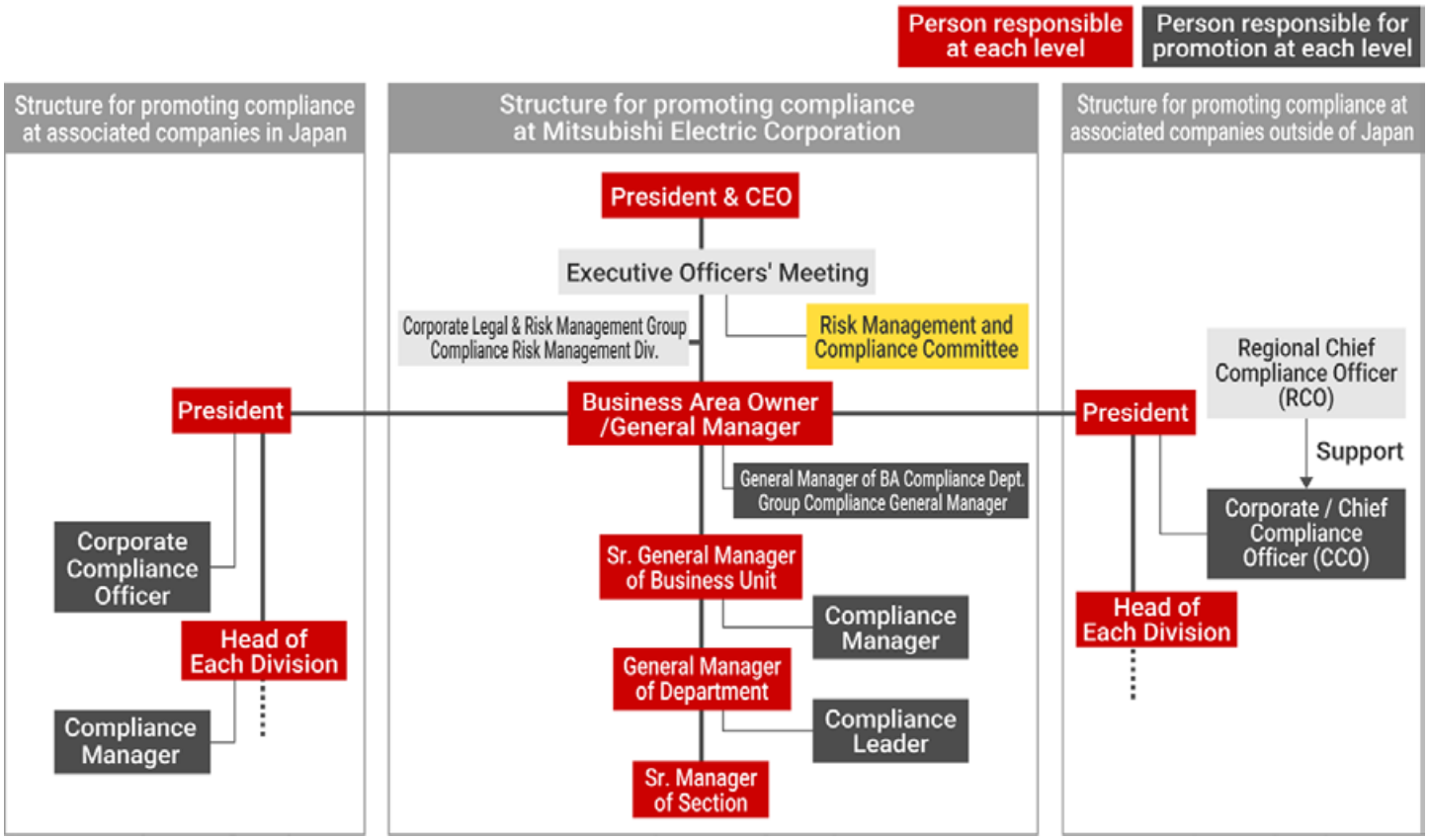
The Mitsubishi Electric Group Code of Conduct is a uniform code of conduct that consolidates and summarizes laws and regulations and social norms to be observed and respected by each and every officer and employee of Mitsubishi Electric Group in the execution of business and defines how we should act 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

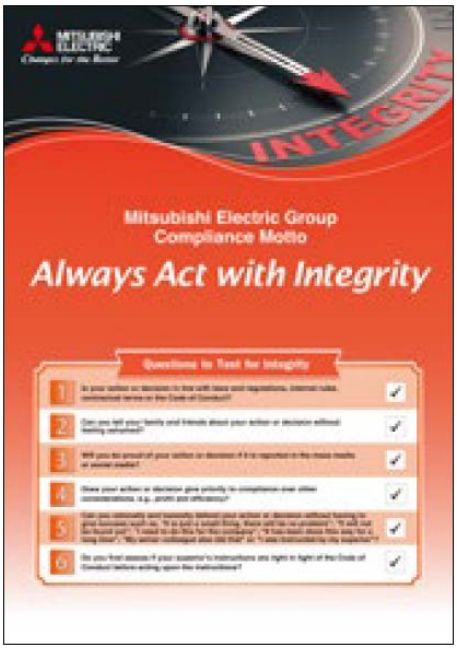
Thorough Dissemination and Education about Our Compliance Policy

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 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. This e-learning covers specific actions and case studies based on the Mitsubishi Electric Group Code of Conduct and compliance motto, and participants sign a declaration stating that they will conduct their work in compliance with the Code of Conduct. The completion rate in fiscal 2026 was 100%.

Governance Data: Education Covering Major Laws and Regulations, as well as the Group's Concept of Compliance

Basic Initiatives against Compliance Risks

Fair Competition (Preventing the Violation of Antitrust Laws)

The Mitsubishi Electric Group deeply regrets its experience of having received an administrative penalty for violating antitrust laws in Japan and overseas. Out of this regret, we uphold antitrust 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 strengthened internal audits that specialize in antitrust 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 antitrust 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.

Governance Data: Compliance e-Learning Programs

Corruption Prevention (Anti-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 anti-bribery 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 during the fiscal year under review.

- **Mitsubishi Electric Group Anti-Bribery Policy (English version)**
- **Mitsubishi Electric Group Anti-Bribery Policy (Chinese version)**
- **Governance Data: 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 “Our Philosophy” 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, the Mitsubishi Electric Group has established and abides by the Corporate Security Export Control Regulation. Based on this 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. The 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 2026, in Japan we provided e-learning courses, held online workshops for working-level personnel, and recorded lectures for repeated study. For overseas associated companies, we also have e-learning materials for the implementation of training programs in each company in major languages in Europe, the Americas, and Asia.

PDF **Governance Data: Compliance e-Learning Programs**

Elimination of relations with Antisocial forces

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 and will not conduct business with any antisocial forces (including crime syndicates, terrorists, drug dealers). If any demand is made by antisocial forces, we refuse such demand.

2. We comply with applicable anti-money laundering, anti-corruption, and antisocial forces laws and regulations.

Furthermore, in Japan, it is recommended to include an article on the “elimination of crime syndicates and other antisocial 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 Group-wide measure against unreasonable demands from antisocial groups. If a transaction partner is found to be an antisocial 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 Organized Crime Group (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 companies 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” (the so-called whistleblowing system, an internal notification system), with the objective of promptly addressing fraudulent, illegal, and anti-ethical conduct 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 they pertain 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.

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 the recognition that tax compliance is inseparably linked to 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).*

* 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 Mitsubishi Electric Group Global Tax Policy as its basic policy on tax that each Group company shall adhere to in its domestic and international business activities.

- **Mitsubishi Electric Group Global Tax Policy**

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.

AI Governance

Mitsubishi Electric Group's Initiatives for Responsible AI

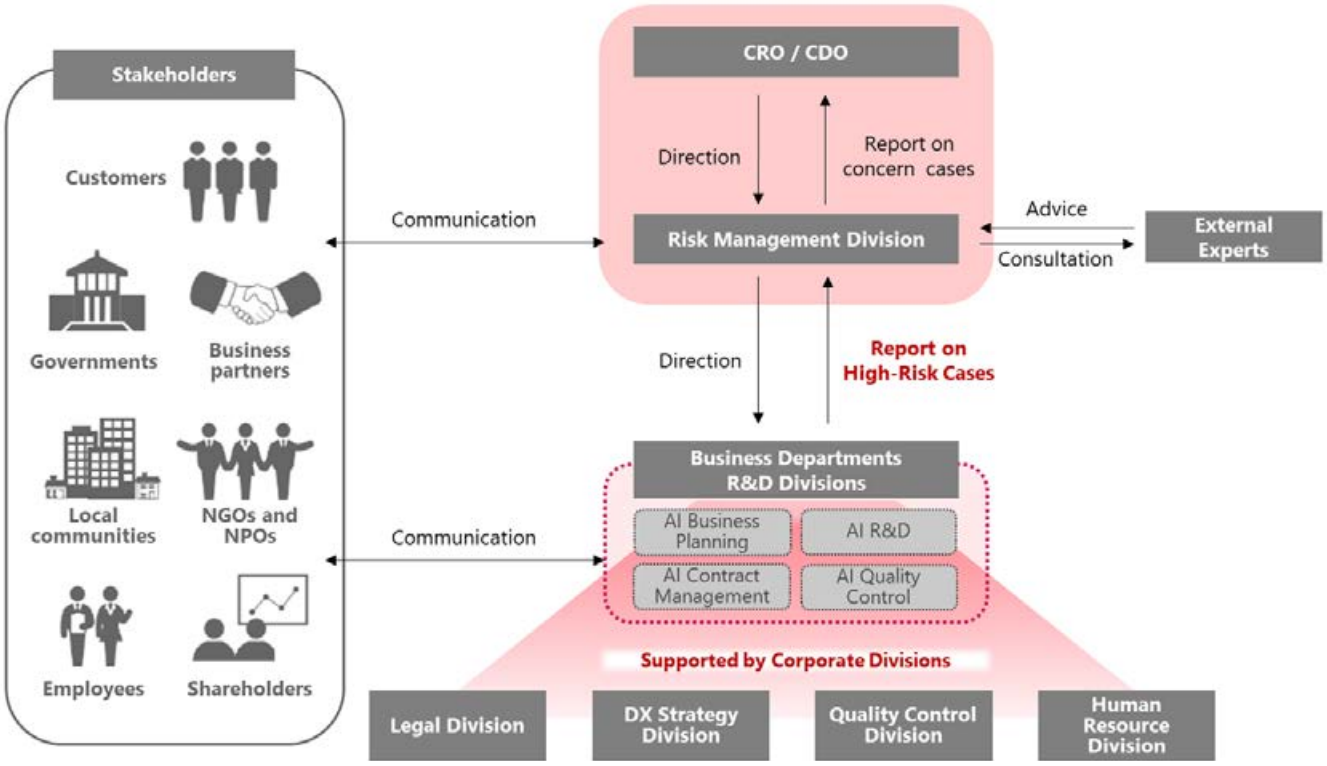
The Mitsubishi Electric Group has declared in "Our Philosophy" a commitment to creating new possibilities for a better tomorrow, with bold vision and boundless innovation. In accordance with this, we will contribute to the realization of a sustainable society by solving social issues through technological innovations in AI. Furthermore, the Mitsubishi Electric Group will promote the responsible development and use of AI, taking into account not only convenience but also safety and security. In addition, this policy will adapt and evolve based on changes in the technology related to AI, social trends, and continuous dialogue with diverse stakeholders. In summary, using this policy as a guide, the Mitsubishi Electric Group will create a brighter tomorrow by contributing to the realization of an AI society that is centered on human beings.

AI Ethics Policy →

Framework for Responsible AI

The Mitsubishi Electric Group launched the Maisart® brand in 2017 and announced our AI Ethics Policy in December 2021. In June 2025, we established categories for “high-risk” AI businesses based on the AI Ethics Policy. For businesses that fall under these categories, the Risk Management Division conducts risk assessments from a third-party perspective, incorporating opinions from external experts as necessary, and ensures that management decisions are made accordingly. In the case of AI development and utilization within the Company, each responsible corporate division supports both business units and R&D divisions.

Going forward, we will continue to provide products and services from both the perspectives of AI development/utilization and risk management, with the aim of delivering a human-centered, safe, and secure AI society.



AI Literacy Education

Since 2022, the Mitsubishi Electric Group has introduced an AI ethics education program into our internal training initiatives to ensure employees maintain a high level of literacy when developing and utilizing AI. Currently, in preparation for the use of generative AI, the Mitsubishi Electric Group is expanding its training programs to further enhance AI literacy among all employees.



Communication with Stakeholders

Since 2020, the Mitsubishi Electric Group has been promoting the AI SPEC Project, which creates opportunities for discussions with internal and external stakeholders about "The Future of Living with AI" to foster ethical awareness regarding AI.

At our event facility, METoA Ginza*, we held the "Manga × AI Exhibition" from December 2023 to April 2025, where we independently produced manga that encourages reflection on AI ethics, thereby creating a platform for dialogue.

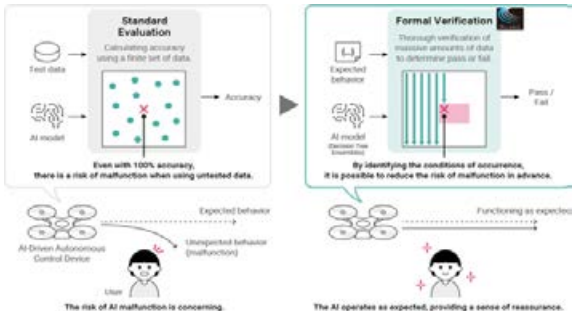
Mitsubishi Electric Group will continue to invigorate communication with both internal and external parties regarding the responsible development and utilization of AI.

* METoA Ginza was closed on August 4, 2025.

AI SPEC →

R&D for Trustworthy AI

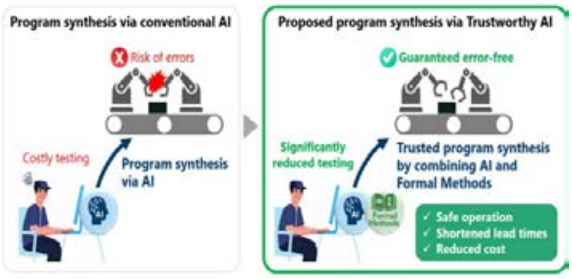
Mitsubishi Electric Group is engaged in various research and development efforts to enhance the reliability of AI, aiming to realize a society where AI can be used with confidence.



Technology for Rapid and Comprehensive Verification of AI Behavior

Mitsubishi Electric Group has developed a technology that enables rapid and comprehensive verification of AI behavior, specifically targeting ensemble decision tree models.
By utilizing this technology, the verification cycle can be accelerated, thereby reducing the risk of AI malfunctions.

PDF Detail



Comparison between conventional AI and trustworthy AI

Technologies to Ensure the Reliability of AI

Mitsubishi Electric Group and France's National Institute for Research in Digital Science and Technology are conducting joint research on a technology that combines Formal Methods technologies with AI technologies such as large-scale language models to theoretically verify the reliability of AI output.

Detail

Maisart

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, business partners, and other stakeholders of Mitsubishi Electric, as well as information assets such as sales information, technical information, and intellectual property, in accordance with our Information Security Policy.

- **Information Security Policy**

Information Security Organization Structure

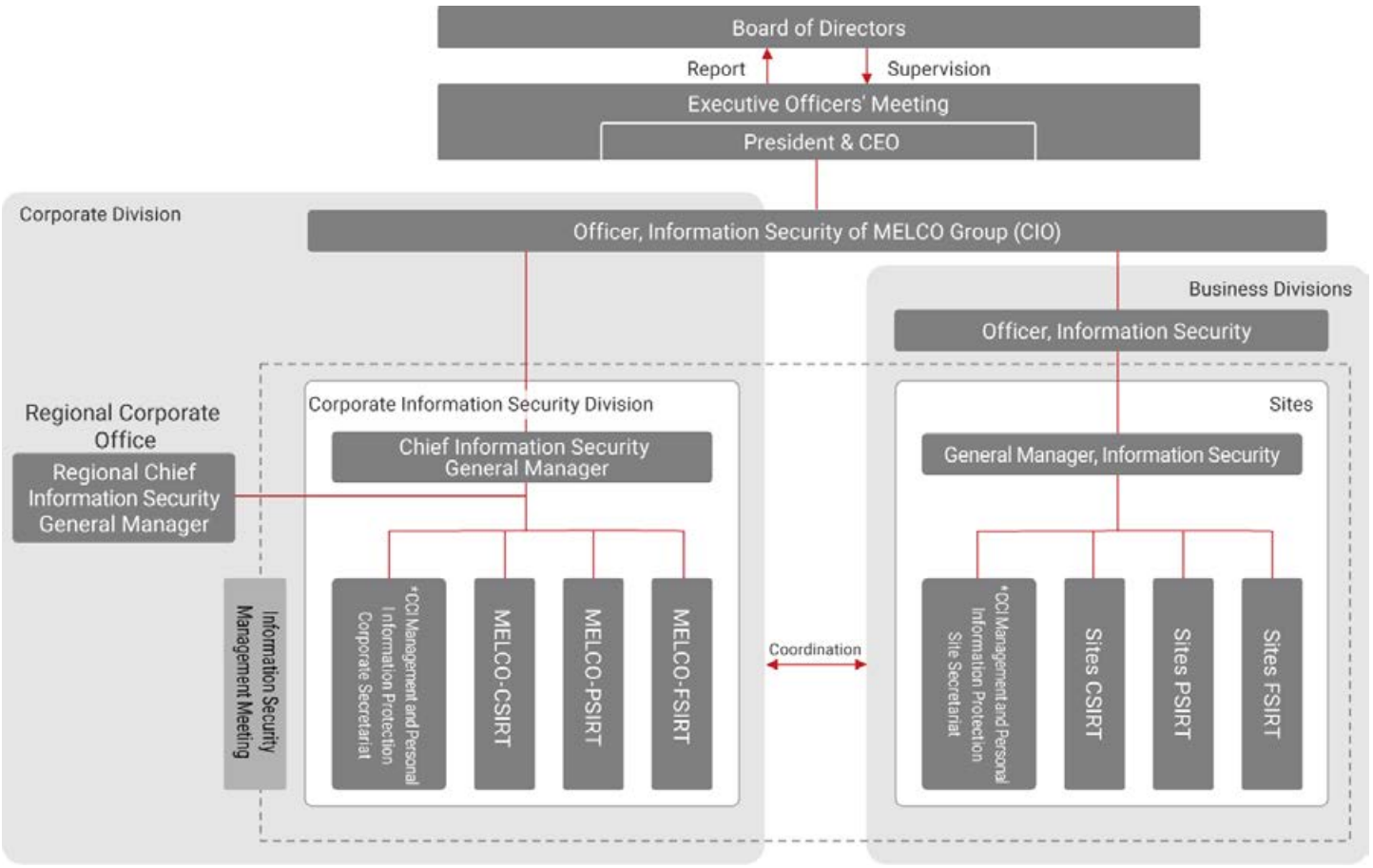
The Mitsubishi Electric Group's information security framework designates the President & CEO as the Chief Officer responsible for information security management. Meanwhile, the Executive Officer in charge of Information Security appointed as the Officer, Information Security of MELCO[*1] Group oversees the corporate division that manages information security as well as the business divisions. This enables us to promote policies and initiatives common across the Group while more effectively integrating operations tailored to the circumstances of each business. The Chief Information Security Manager, under the direction of the Officer, Information Security of MELCO Group, formulates Group-wide information security policies and plans and oversees related initiatives. The Chief Information Manager also ensures compliance with customer supply chain requirements, international standards, and industry best practices, while regularly reporting on overall 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.

For overseas associated companies, Regional Chief Information Security General Managers formulate information security policies, and plan, oversee, and promote measures in their respective regions, and coordinate all information security management activities. They also collaborate with the Chief Information Security General Manager in formulating information security policies and planning initiatives for the Mitsubishi Electric Group as a whole.

*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)

* CCI: Confidential Corporate Information

Personal Information Protection

Mitsubishi Electric has established the Personal Information Protection Policy and 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 2026, we completed the ninth 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.

Data (Environment, Social, Governance)

For detailed data regarding the fiscal year ended March 31, 2026, please refer to the Mitsubishi Electric Group Sustainability Data Book 2026 (ESG Data).

Initiative/External evaluation

Initiatives

UN Global Compact (UNGC)

The world's largest sustainability initiative, jointly led by the United Nations and private-sector organizations, aimed at achieving sustainable growth.

Mitsubishi Electric Signs 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)

An international framework for companies to disclose their climate change-related risks, opportunities, and responses.

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)

An international framework for companies to disclose their dependence and impact on the natural environment, and the associated risks and opportunities.

Issue of Mitsubishi Electric Group's First TNFD Report

Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)

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

GX Future Consortium and GX League

A public-private partnership platform that promotes Green Transformation (GX) and a forum for its implementation.

GX Future Consortium

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.

30 by 30 (Japan's OECM and related policy)

World Economic Forum (WEF)

An international organization that promotes dialogue and collaboration among leaders from governments, businesses, academia, and other sectors to address global challenges.

World Economic Forum

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 (JEITA)
- Communications and Information Network Association of Japan (CIAJ)
- The Japan Electrical Manufacturers' Association (JEMA)
- The Japan Machinery Federation (JMF)
- Council on Competitiveness-Nippon (COCN)
- Japanese Standards Association (JSA)
- Japan Intellectual Property Association (JIPA)
- Japan Institute of Invention and Innovation (JIII)

External Evaluation

FTSE JPX Blossom Japan Index Series

Mitsubishi Electric has been selected as a constituent of the FTSE JPX Blossom Japan Index and the FTSE JPX Blossom Japan Sector Relative Index. These indexes have also been adopted as investment outlets by the Government Pension Investment Fund (GPIF).

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—the A List—on the Supplier Engagement Assessment, earning the highest A score.

Mitsubishi Electric Named to CDP's Climate and Water "A List" for the 8th Time and 3rd Consecutive Year

Mitsubishi Electric Named to CDP Supplier Engagement Assessment Leaderboard

EcoVadis



Mitsubishi Electric has been awarded the Bronze Medal by EcoVadis, placing us within the top 35% of companies assessed worldwide for sustainability performance.

EcoVadis Sustainability Rating

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 the 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 2026 Outstanding Organizations of KENKO Investment for Health.

Certified as one of the 2026 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category) (in Japanese)

Clarivate AI50 2026



Selected for Clarivate AI50 2026 as one of the top 50 organizations holding influential AI-related patents.

Selected for Clarivate AI50 2026 as a leading organization in AI innovation

ESG Relevant Policies

Environment

- Environmental Sustainability Vision 2050 (Full text)
- Biodiversity Action Guidelines
- Mitsubishi Electric Group Environmental Policy

Social

- Basic Philosophy on Quality
- Mitsubishi Electric Group Human Rights Policy
- Mitsubishi Electric Group Health Declaration (in Japanese)
- Sustainable Procurement
  Note: Including the Green Accreditation Guideline
- Declaration of Partnership Building by Mitsubishi Electric Corporation (in Japanese)
- Product Safety-Related Principles
- Compliance with Laws and Regulations on Human Rights
- Procurement Policy
- Mitsubishi Electric Group Supply Chain Code of Conduct

Governance

- Message from Top Management (Compliance)
- Mitsubishi Electric Group Anti-Bribery Policy Preamble
- Mitsubishi Electric Group AI Ethics Policy
- Corporate Information Security
- Mitsubishi Electric Group Code of Conduct
- Mitsubishi Electric Group Global Tax Policy
- Mitsubishi Electric Group Data Utilization Statement

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, 2025 – March 31, 2026 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, 2025 – March 31, 2026 annual
		Corporate data
		Inquiries on Sustainability
2-4	Restatements of information	Policy on Sustainability Website
		Report Downloads
2-5	External assurance	Third-Party Assurance/Third-Party Verification
Activities and workers		
2-6	Activities, value chain and other business relationships	Annual Securities Report
2-7	Employees	Social Data (Employment situation)
2-8	Workers who are not employees	Social Data (Employment situation)
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
		Risk management (Business and Other Risks)
		Annual Securities Report
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 Reason for Omission: Information is currently insufficient
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Message from the Executive Officer in Charge of Sustainability
2-23	Policy commitments	Message from the Executive Officer in Charge of Sustainability
		Mitsubishi Electric Group Human Rights Policy
		Our Concept of Compliance
2-24	Embedding policy commitments	Message from the Executive 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

3-1	Process to determine material topics	Process of Identification and Review of Materiality
3-2	List of material topics	Management Policy
		Materiality (Important Challenges)
		Medium- to Long-Term Initiatives and Targets for FY 2027
		Medium- to Long-Term Initiatives and Results for FY 2026
		Climate Change Initiatives (TCFD-Based Disclosure)

3-3	Management of material topics	Integrated Report (Value Creation Process)
		Management Policy
		Sustainability Management
		Materiality (Important Challenges)
		Materiality and SDGs
		Medium- to Long-Term Initiatives and Targets for FY 2027
		Medium- to Long-Term Initiatives and Results for FY 2026
		Internal Notification System
		Human Rights Management
		Climate Change Initiatives (TCFD-Based Disclosure)

Topic Standards

101: Biodiversity 2024		
101-1	Policies to halt and reverse biodiversity loss	Environmental Sustainability Vision 2050
		Biodiversity Action Guidelines
101-2	Management of biodiversity impacts	Commitment to Nature Positive
		TNFD-Based Disclosure
101-3	Access and benefit-sharing	TNFD-Based Disclosure
101-4	Identification of biodiversity impacts	TNFD-Based Disclosure
101-5	Locations with biodiversity impacts	TNFD-Based Disclosure
101-6	Direct drivers of biodiversity loss	TNFD-Based Disclosure
101-7	Changes to the state of biodiversity	Preserving Biodiversity at Business Sites
101-8	Ecosystem services	Commitment to Nature Positive
		Preserving Biodiversity at Business Sites
		Aiming for a Higher Level of Activities

Economic

GRI 201: 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 (Starting salary)
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	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
		Risk management (Business and Other Risks)
205-2	Communication and training about anti-corruption policies and procedures	Basic Initiatives against Compliance Risks
205-3	Confirmed incidents of corruption and actions taken	Corruption Prevention (Anti-Bribery)
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Information unavailable
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	Environmental Data (Material Balance)
301-2	Recycled input materials used	Initiatives toward a Circular Economy
		Environmental Data (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	Environmental Data (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	Environmental Data (Material Balance)
302-5	Reductions in energy requirements of products and services	Environmental Data (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
		TNFD-Based Disclosure
303-3	Water withdrawal	Environmental Data (Water Intake, Discharge, and Usage)
		Environmental Data (Material Balance)
303-4	Water discharge	Environmental Data (Water Intake, Discharge, and Usage)
		Environmental Data (Material Balance)

303-5	Water consumption	Environmental Data (Water Intake, Discharge, and Usage)
		Environmental Data (Material Balance)
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Environmental Data (Greenhouse Gas Emitted through the Entire Value Chain)
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Data (Greenhouse Gas Emitted through the Entire Value Chain)
305-3	Other indirect (Scope 3) GHG emissions	Environmental Data (Greenhouse Gas Emitted through the Entire 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	Carbon Neutrality Initiatives
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	Environmental Data (Material Balance)
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Environmental Data (Material Balance)
306-2	Management of significant wasterelated impacts	Preventing Environmental Incidents
		PCB-related information (in Japanese)
306-3	Waste generated	Environmental Data (Material Balance)
306-4	Waste diverted from disposal	Environmental Data (Material Balance)
306-5	Waste directed to disposal	Environmental Data (Material Balance)
GRI308：Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Information unavailable Reason for Omission: Restricted by confidentiality obligations
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management (Procurement)
		Social Data (Overview of supplier survey on sustainable procurement)

Social

GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Social data (New graduates)
		Social data (Employment situation)
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	Information unavailable Reason for Omission: We do not currently disclose the information required.
401-3	Parental leave	Support for Flexible Working Styles
		Social Data (Utilization of childcare and family care programs)
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	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
		Social Data (Employees who took safety and health education programs)
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	Human Assets and Culture Transformation
		Health and Productivity Management and Occupational Safety and Health
		Social Data (Frequency of fatal accidents)
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 (Annual human capital development and training expenses per employee)
404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital and Organizational Management on a Global Scale
		Developing Varied and Versatile Human Capital
404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital and Organizational Management on a Global Scale
		Developing Varied and Versatile Human Capital
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Corporate Governance
		Developing Varied and Versatile Human Capital
		Social Data (Employment situation)
		Governance Data (Corporate Governance)
405-2	Ratio of basic salary and remuneration of women to men	Social Data (Employment situation)
		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 (Supply Chain Management)
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	Information unavailable Reason for Omission: Restricted by confidentiality obligations
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Medium- to Long-Term Initiatives and Targets for FY 2027
		Medium- to Long-Term Initiatives and Results for FY 2026
		Quality

416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Medium- to Long-Term Initiatives and Results for FY 2026
		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	Information unavailable