

Mitsubishi Electric Group
Sustainability
Data Book
2026 ESG Data

The reporting period for this databook covers April 1, 2025,
through March 31, 2026.

Contents

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Policy on Sustainability Information Disclosure

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

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

Period Covered by the Report

April 1, 2025–March 31, 2026

Note: Also includes some information on policies, targets, and plans for fiscal 2027 and thereafter.

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 [Investors](#) sections of the website.

Inquiries on Sustainability

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

Environmental Data

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

Note: Years preceded by "FY" refer to the fiscal year ending March 31 of the same year.

Greenhouse Gas Emitted through the Entire Value Chain

		Accounting (kt-CO ₂) (Total emission ratio indicated in parentheses)			Accounting Summary
		FY2024	FY2025	FY2026	
Scope 1: Direct emissions from fuel use and industrial processes at the Company ^{*1}		234 (0.1%)	216 (0.1%)	225 (0.1%)	
Scope 2: Indirect emissions associated with use of electricity and heat purchased by the Company ^{*2 *3}					
	Market-based	676 (0.4%)	520 (0.3%)	446 (0.3%)	Calculated using the emission factors of the contract-specific electricity under the market-based method
	Location-based	837	776	767	Calculated using the average emission factor of power generated in the area
Scope 1 + 2 (Scope 2 is market-based)		910 (0.5%)	736 (0.4%)	671 (0.4%)	
Scope 3: Indirect emissions outside the scope of the Company's operational activities ^{*4 *5}		180,316 (99.5%)	164,280 (99.6%)	157,779 (99.6%)	
1	Purchased goods and services ^{*6 *7}	11,282 (6.2%)	14,286 (8.7%)	15,064 (9.5%)	Emissions associated with activities up to the manufacturing of materials, etc., relating to raw materials, parts, purchased products, and sales
2	Capital goods	775 (0.4%)	207 (0.1%)	245 (0.2%)	Emissions generated by the construction and manufacturing of own capital goods
3	Fuel- and energy-related activities not included in Scope 1 or 2 ^{*3}	128 (0.1%)	141 (0.1%)	119 (0.1%)	Emissions associated with the procurement of fuels purchased from other companies, and the procurement of fuels required for the generation of electricity, heat, etc.
4	Upstream transportation and distribution	492 (0.3%)	1,340 (0.8%)	930 (0.6%)	Emissions from the transportation and distribution of products purchased by the Company in the reporting year between the company's tier 1 suppliers and its own operations. Emissions from transportation and distribution services purchased by the Company in the reporting year, other than those specified in (1) above (limited to those paid for by the Company).
5	Waste generated in operations	0.4 (0.0%)	103 (0.1%)	118 (0.1%)	Emissions associated with transporting and processing waste generated by the Company
6	Business travel	24.3 (0.0%)	119 (0.1%)	128 (0.1%)	Emissions associated with employee business travel
7	Employee commuting	41 (0.0%)	125 (0.1%)	121 (0.1%)	Emissions associated with employees commuting to and from their respective workplaces
8	Upstream leased assets	-	-	-	Emissions associated with the operation of leased assets hired by the Company (Calculated by Mitsubishi Electric under Scope 1 and Scope 2)
9	Downstream transportation and distribution	5.0 (0.0%)	6.1 (0.0%)	2.8 (0.0%)	Emissions from the transportation and distribution of products sold by the Company to the end consumer (limited to those not paid for by the Company)
10	Processing of sold products	2.2 (0.0%)	2,532 (1.5%)	2,846 (1.8%)	Emissions associated with the processing of interim products by business operators
11	Use of sold products ^{*2 *3 *8}	167,527 (92.4%)	144,361 (87.5%)	137,606 (87.0%)	Emissions associated with the use of products by users (consumers/business operators)
12	End-of-life treatment of sold products	4.9 (0.0%)	676 (0.4%)	363 (0.2%)	Emissions associated with the processing of products for disposal by users (consumers/business operators) ^{*9}
13	Downstream leased assets	11 (0.0%)	-	-	Emissions associated with the operation of leased assets
14	Franchises	-	-	-	Emissions generated by franchisees
15	Investments	23 (0.0%)	385 (0.2%)	209 (0.1%)	Emissions associated with the operation of investments
Scope 1 + 2 + 3 (Scope 2 is market-based)		181,226 (100.0%)	165,016 (100.0%)	158,450 (100.0%)	

- *1 The usage of fuels such as city gas and heavy oil. SF₆, HFCs, and PFCs emissions from product manufacturing and testing. Emission factors are based on the latest published figures from the Ministry of the Environment.
- *2 For CO₂ emission factors for electricity, we use the latest figures published by individual electric power providers from the Ministry of the Environment and the Ministry of Economy, Trade and Industry for Japan, and by the International Energy Agency for overseas.
- *3 For overseas operations, country-specific emission factors at the consumption side were used up to fiscal 2024. Starting from fiscal 2025, emissions attributable to transmission and distribution losses are included under Scope 3 Category 3, and generation-side country-specific factors are applied.
- *4 Includes extrapolated estimates.
- *5 The calculation method has been reviewed and updated based on the aggregation of fiscal 2025 results.
- *6 Calculated based on purchases recorded in the materials procurement system, including extrapolated estimates using sales revenue and employee data.
- *7 Emission factors are sourced from the Ministry of the Environment's Emission Factor Database v3.6 (based on the 5-year Average Input-Output Table).
- *8 <Electricity Consumption from Product Use>
Target products are those registered in the e-Pro system. Electricity consumption per product is multiplied by its service life, number of units shipped, and the electricity emission factors to calculate total emissions.
<GHG Leakage>
Covers refrigerant leakage during product use (for products registered in the e-info system) and insulating gas leakage during inspection of electrical equipment.
Refrigerants: calculated by multiplying the filling volume by the Company-defined leakage rate, service life, and the global warming potential.
Insulating gases: calculated by multiplying the filling volume by the Company-defined leakage rate, number of inspections until disposal, and the global warming potential.
- *9 Data excludes certain operational sites.

GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the global warming potentials (GWPs).

Material Balance

Input

		Unit	FY2024	FY2025	FY2026
Production	Materials* ¹ (weight of all products sold + weight of packaging materials + waste generation)	kt	2,600	3,100	2,360
	Total energy input* ² * ³	kGJ	17,910	17,560	13,760
	Electricity* ³	GWh	1,807	1,768	1,772
	Traditional electric power	GWh	1,396	1,133	969
	Renewable electricity	GWh	411	634	803
	Renewable energy usage rate	%	22.8	35.9	45.3
	City gas	thousand m ³	33,820	34,830	32,910
	LPG	t	2,949	2,967	3,114
	Oil (crude oil equivalent)* ³	kl	15,460	14,913	15,028
	Purchased thermal energy (e.g., steam)	kGJ	140	150	140
	Water usage	thousand m ³	13,151	12,819	12,938
	Intake* ⁴	thousand m ³	9,776	9,612	9,621
	Reuse* ⁵	thousand m ³	3,375	3,207	3,317
	Chemical substances				
Transportation	Sales and logistics* ⁷				
	Fuels (e.g., gasoline, diesel, bunker oil)	kl	179,887	152,419	102,414
	Electricity	GWh	1.4	2.5	0.8
Use	Energy consumed during product use* ⁸	GWh	355,014	333,600	381,523

Output

				Unit	FY2024	FY2025	FY2026	
Production	Weight of all products sold ^{*9}			kt	2,176	2,716	1,975	
	Weight of packaging materials ^{*10}			kt	126	130	130	
	Greenhouse gas (CO ₂ -equivalent)			kt-CO ₂	910	736	671	
				CO ₂ ^{*11 *16}	kt-CO ₂	803	642	568
				HFCs ^{*12}	kt-CO ₂	16	10	9
				PFCs ^{*12}	kt-CO ₂	14	10	8
				SF ₆ ^{*12}	kt-CO ₂	78	75	86
	Water discharge volume ^{*13}			thousand m³	7,784	7,129	7,529	
	Chemical substances	Controlled chemical substances ^{*6}	Emissions to air	t	515	406	444	
			Discharges to water	t	24	19	18	
		VOC (Volatile Organic Compounds)		t	776	775	693	
		NOx		t	80	35	64	
		SOx		t	2	2	30	
		BOD (Biochemical Oxygen Demand)			t	85	87	84
	COD (Chemical Oxygen Demand)			t	156	101	129	
	Waste	Generation		t	294,590	253,305	252,502	
			Non-hazardous waste	t	287,847	247,396	244,855	
			Hazardous waste (Japan)	t	1,432	1,231	2,966	
			Hazardous waste (Overseas)	t	5,311	4,677	4,681	
		Waste treatment subcontracted out		t	156,843	119,228	125,930	
		Amount recycled		t	233,873	207,265	232,583	
			of which, hazardous waste (Japan)	t	436	570	2,534	
			of which, hazardous waste (Overseas)	t	2,689	4,075	4,175	
		Direct landfill amount		t	2,268	1,218	1,070	
			Japan	t	20	36	77	
			Overseas	t	2,248	1,182	993	
Direct landfill rate		Japan	%	0.01	0.02	0.04		
		Overseas	%	2.06	1.37	1.27		
Transportation		CO ₂ emissions ^{*14}			kt-CO ₂	491	418	260
Use		Greenhouse gas emissions during product usage (CO ₂ -equivalent) ^{*15 *16}			kt-CO ₂	167,527	144,361	137,606

Recycle

			Unit	FY2024	FY2025	FY2026
Plastic waste generation (Japan)			kt	26	38	26
Effective utilization rate of plastic waste (Japan)			%	95.0	97.0	96.3

- *1 Total value for shipping weight of products, plus amount of product packaging materials used, plus total amount of waste
- *2 Includes electricity, city gas, LPG, oil, etc.
- *3 Figures include commercial vehicles and other company-owned vehicles
- *4 For sites where water intake by building tenants cannot be determined, figures are calculated by multiplying the number of employees by a fixed value
- *5 Volume of water that has been recovered, purified, and reused after being used in processes
- *6 Japan: Substances subject to Japan's PRTR Act. Overseas: Chemical substances managed by the Company, used in a quantity of 18 kg or more per year.
- *7 Transport fuel for overseas associated companies includes fuel used in international shipments.
- *8 Estimated total electricity consumption over the operating life of final products subject to CO₂ reduction during use. Operating life is defined per product based on statutory service life, design specifications, and statistical data.
- *9 Shipment weight of products
- *10 Total amount of disposable and returnable packaging materials used
- *11 For CO₂ emission factors for electricity, we use the latest figures published by individual electric power providers from the Ministry of the Environment and the Ministry of Economy, Trade and Industry for Japan, and by the International Energy Agency for overseas.
- *12 The global warming potential (GWP) for greenhouse gases other than CO₂ is calculated based on the values published in the IPCC 5th Assessment Report.
- *13 Data are collected using one of the following methods depending on the site: measurement by instruments, calculation based on sewage charges, or assuming that discharge volume equals water intake volume. At certain sites, spring water and rainwater flow into the drainage system and are included in the discharge volume.
- *14 Figures for overseas associated companies include transportation between countries.
- *15 CO₂ emission during product usage (CO₂ equivalent): Total CO₂ emitted during the operation of final products. For CO₂ emission factors for electricity, we use the latest figures published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry for Japan, and by the International Energy Agency for overseas.
- *16 For overseas operations, country-specific emission factors at the consumption side were used up to FY2024. Starting from FY2025, emissions attributable to transmission and distribution losses are included under Scope 3 Category 3, and generation-side country-specific factors are applied.

Water Intake, Discharge, and Usage

FY2026 results

	Unit	Group	Japan ^{*1}	Overseas	
					High-risk sites ^{*2}
Water usage	thousand m ³	12,938	11,047	1,891	813
Intake	thousand m ³	9,621	7,894	1,727	745
Surface water	thousand m ³	20	20	0	0
Groundwater	thousand m ³	4,267	4,229	37	10
Seawater	thousand m ³	0	0	0	0
Water discharged during development/mining processes	thousand m ³	0	0	0	0
Water purchased from third parties	thousand m ³	5,335	3,645	1,689	735
Water reused	thousand m ³	3,317	3,153	165	68
Discharge	thousand m ³	7,529	6,189	1,340	504
Surface water	thousand m ³	2,551	2,549	2	0
Groundwater	thousand m ³	0	0	0	0
Seawater	thousand m ³	38	38	0	0
Water discharged into third-party drainage facilities	thousand m ³	4,939	3,602	1,337	504
Water consumption (water intake minus discharge volume)	thousand m ³	2,092	1,705	387	241
Reuse ratio (reused/used)	%	26	29	9	8
Water usage per unit of sales (Water usage/sales)	m ³ /million yen	2.2	-	-	0.006 ^{*3}

FY2025 results

		Unit	Group	Japan ^{*1}	Overseas	High-risk sites ^{*2}
Water usage		thousand m³	12,819	10,844	1,975	825
Intake		thousand m³	9,612	7,798	1,814	763
	Surface water	thousand m³	41	41	0	0
	Groundwater	thousand m³	4,237	4,207	30	6
	Seawater	thousand m³	0	0	0	0
	Water discharged during development/mining processes	thousand m³	0	0	0	0
	Water purchased from third parties	thousand m³	5,334	3,551	1,783	756
Water reused		thousand m³	3,207	3,046	162	62
Discharge		thousand m³	7,129	5,688	1,441	573
	Surface water	thousand m³	2,222	2,220	2	0
	Groundwater	thousand m³	1	0	1	0
	Seawater	thousand m³	60	60	0	0
	Water discharged into third-party drainage facilities	thousand m³	4,846	3,407	1,438	573
Water consumption (water intake minus discharge volume)		thousand m³	2,483	2,110	372	190
Reuse ratio (reused/used)		%	25	28	8	8
Water usage per unit of sales (Water usage/sales)		m³/million yen	2.4	-	-	0.006 ^{*3}

FY2024 results

		Unit	Group	Japan ^{*1}	Overseas	High-risk sites ^{*2}
Water usage		thousand m³	13,151	11,234	1,916	754
Intake		thousand m³	9,776	7,983	1,792	711
	Surface water	thousand m³	31	31	0	0
	Groundwater	thousand m³	4,391	4,367	24	6
	Seawater	thousand m³	0	0	0	0
	Water discharged during development/mining processes	thousand m³	0	0	0	0
	Water purchased from third parties	thousand m³	5,353	3,585	1,768	705
Water reused		thousand m³	3,375	3,251	124	43
Discharge		thousand m³	7,784	6,311	1,473	593
	Surface water	thousand m³	2,584	2,578	6	0
	Groundwater	thousand m³	1	1	0	0
	Seawater	thousand m³	54	54	0	0
	Water discharged into third-party drainage facilities	thousand m³	5,145	3,678	1,467	593
Water consumption (water intake minus discharge volume)		thousand m³	1,992	1,672	319	118
Reuse ratio (reused/used)		%	26	29	6	6
Water usage per unit of sales (Water usage/sales)		m³/million yen	2.5	-	-	0.006 ^{*3}

*1 Total for Mitsubishi Electric and associated companies in Japan

*2 Five sites in Thailand designated as high-risk, based on water risk assessments using Aqueduct and the specific characteristics of each business operation.

*3 Unit: m³/THB

Social Data

Human Capital

Employment situation

Mitsubishi Electric (non-consolidated)

		FY2022	FY2023	FY2024	FY2025	FY2026
Full-time employees	Total	36,700 persons	35,136 persons	36,520 persons	31,213 persons	29,949 persons
	Men	32,701 persons	31,141 persons	32,109 persons	27,073 persons	25,873 persons
	Women	3,999 persons	3,995 persons	4,411 persons	4,140 persons	4,076 persons
Temporary staff	Total	6,682 persons	6,505 persons	6,636 persons	4,909 persons	4,760 persons
	Men	4,092 persons	4,130 persons	4,283 persons	3,098 persons	3,063 persons
	Women	2,590 persons	2,375 persons	2,353 persons	1,811 persons	1,697 persons
Average age	Total	41.1 years of age	41.3 years of age	41.4 years of age	41.3 years of age	40.5 years of age
	Men	41.0 years of age	41.3 years of age	41.4 years of age	41.3 years of age	40.5 years of age
	Women	41.3 years of age	41.3 years of age	41.2 years of age	41.1 years of age	40.3 years of age
Average number of years worked	Total	16.9 years	16.9 years	16.7 years	16.3 years	15.3 years
	Men	16.8 years	16.9 years	16.8 years	16.4 years	15.5 years
	Women	17.1 years	16.9 years	16.3 years	15.8 years	14.7 years
Turnover rate	Total	2.7%	2.8%	3.3%	3.4%	6.4% (2.9% ^{*1})
	Men	2.7%	2.8%	3.3%	3.4%	6.4% (2.9% ^{*1})
	Women	3.1%	3.5%	3.4%	3.7%	6.4% (2.8% ^{*1})
Average annual wage	Full-time employees	Total	8,067,252 yen	8,273,671 yen	8,298,631 yen	8,695,126 yen
		Gender difference ^{*2}	71.4%	71.3%	71.7%	71.6%
	All workers	Gender difference ^{*2}	61.0%	61.5%	62.4%	63.0%
	Full-time employees ^{*3}	Gender difference ^{*2}	63.6%	63.6%	64.4%	64.9%
	Non-regular employees	Gender difference ^{*2}	62.4%	63.2%	61.8%	60.4%
Managerial position	Held by women ^{*4}		2.3%	2.6%	3.1%	4.0%
Regular position	Total		25,391 persons	24,559 persons	25,403 persons	22,786 persons
	Held by women		7.6%	8.2%	8.8%	9.7%

*1 Percentage excluding employees who retired under the Next Stage Support Program

*2 Women's average annual wage compared to men's average annual wage, expressed as a percentage

*3 Full-time employees and non-regular employees who are full-time, open-ended

*4 Percentage of managerial positions held by women

Employee breakdown per segment and business area

Mitsubishi Electric Group (Unit: No. of people)

Segment	FY2022	FY2023	FY2024	FY2025	FY2026
Energy & Electric Systems	47,113	-	-	-	-
Industrial Automation Systems	32,692	-	-	-	-
Information & Communication Systems	13,818	-	-	-	-
Electronic Devices	5,393	-	-	-	-
Home Appliances	28,710	-	-	-	-
Other	12,329	-	-	-	-
Common	5,641	-	-	-	-
Total	145,696	-	-	-	-

Mitsubishi Electric Group (Unit: No. of people)

Business Area (BA)	FY2022	FY2023	FY2024	FY2025	FY2026
Infrastructure BA	-	21,840	22,033	22,347	22,865
Industry & Mobility BA	-	31,897	31,593	31,023	29,431
Life BA	-	61,833	61,051	62,732	65,317
Digital Innovation	-	11,557	4,912	4,704	4,551
Semiconductor & Device	-	-	5,848	5,832	5,556
Other	-	16,575	17,041	16,422	15,782
Common	-	5,953	6,656	6,854	6,884
Total	-	149,655	149,134	149,914	150,386

New graduates

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

		October 2022 and April 2023 (result)	October 2023 and April 2024 (result)	October 2024 and April 2025 (result)	October 2025 and April 2026 (projection)	October 2026 and April 2027 (plan)
Mitsubishi Electric	Engineering positions	600	650	650	620	500
	Sales & administrative positions	200	200	200	120	100
	Technical positions	300	250	250	220	150
	Total	1,100	1,100	1,100	960	750
Associated companies in Japan		1,300	1,500	1,700	1,800	1,500
Total		2,400	2,600	2,800	2,760	2,250

Mid-career hires

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027 (plan)
Mitsubishi Electric	400	900	1,000	1,000	800	750
Associated companies in Japan	700	1,000	1,400	1,400	1,300	1,100
Total	1,100	1,900	2,400	2,400	2,100	1,850

Percentage of women among all new hires

Mitsubishi Electric (non-consolidated)

	FY2022 (result)	FY2023 (result)	FY2024 (result)	FY2025 (result)	FY2026 (result)	FY2027 (projection)
Overall	20.0%	23.3%	18.4%	18.9%	22.6%	19.6%
Sales & administrative positions	38.0%	44.3%	36.1%	43.9%	52.3%	53.6%
Engineering positions	14.4%	15.0%	11.3%	10.7%	12.8%	13.2%

Employment rate of people with disabilities

Consolidated across three companies*

FY2022	FY2023	FY2024	FY2025	FY2026
2.38%	2.46%	2.46%	2.51%	2.52%

* Actual average employment rate (consolidated across three companies/Japan)

Figures are based on the reported employment status of people with disabilities as of June 1.

Starting salary

Mitsubishi Electric (non-consolidated)

	Monthly wage	Compared to the minimum wage*
High school graduate	225,000 yen	115%
Technical high school graduate	254,000 yen	130%
College graduate	287,000 yen	146%
Graduate school graduate	314,000 yen	160%

* Minimum wage is calculated based on the minimum wage for Tokyo Prefecture as of March 2026

(1,226 yen per hour), working 20 8-hour days per month.

Annual human capital development and training expenses per employee

Mitsubishi Electric (non-consolidated)

	FY2022	FY2023	FY2024	FY2025	FY2026
Training hours/year*	-	25.7 hours	28.1 hours	31.0 hours	33.2 hours
Training expenses/year	86,000 yen	124,000 yen	147,000 yen	172,000 yen	178,000 yen

* Results solely for training organized by corporate divisions; does not include training conducted by divisions and production sites.

(Note that trainee training is included in the results.)

Number of people from overseas participating in training programs held in Japan

Mitsubishi Electric Group (Unit: No. of people)

	FY2022	FY2023	FY2024	FY2025	FY2026	Cumulative total
MGEP ^{*1}	18	15	Not implemented	15	Not implemented	68
GMW ^{*2}	Canceled	30	27	30	25	320

*1 Mitsubishi Electric Global Executive Program

*2 Global Management Workshop

(in some years, one or two selected members in Japan may participate)

Employees dispatched under the overseas OJT system

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

	FY2022	FY2023	FY2024	FY2025	FY2026
North America	22	21	23	23	19
Central/South America	3	5	4	5	5
Europe	18	21	26	26	20
Middle East	0	3	1	3	5
Southeast/South Asia, Oceania	14	24	18	26	28
East Asia	16	10	12	10	13
Total	73	84	84	93	90

Evaluation indicators related to workplace culture improvement initiatives

Mitsubishi Electric (non-consolidated)

KPI	FY2022 (result)	FY2023 (result)	FY2024 (result)	FY2025 (result)	FY2026 (result)	FY2027 (Goal)
Employee Engagement Score (Percentage of employees who are proud and motivated to work for the Company)*	54%	54%	55%	60%	62%	65%
Percentage of employees who responded that they had a good work-life balance	65%	66%	68%	71%	72%	70% or more

* Average percentage of positive responses to the five questions in the annual employee engagement survey:

"Pride in working for the Company," "Willingness to contribute," "Desire to change jobs,"

"Encouraging others to join the Company," and "Sense of achievement through work"

Monthly overtime hours per employee

Mitsubishi Electric (non-consolidated) (Unit: hours)

FY2022	FY2023	FY2024	FY2025	FY2026
26.2	25.1	23.7	22.9	23.1

Utilization of childcare and family care programs

Mitsubishi Electric (non-consolidated) (Unit: No. of people)

		FY2022	FY2023	FY2024	FY2025	FY2026
Childcare leave	Total	634	747	804	773	879
	Men	240	362	435	423	527
	Women	394	385	369	350	352
Spousal childbirth leave	Men	923	991	1,034	992	945
Prematernal/ postnatal absence	Women	209	204	196	237	189
Rate of taking leave from work (%)	Total	-	-	-	-	-
	Men ^{*1}	67.8%	76.1%	85.1%	85.7%	89.9%
	Women ^{*2}	99%	100%	100%	100%	112.8%
Shorter working hours during childcare	Total	413	413	435	415	358
	Men	16	13	17	22	31
	Women	397	400	418	393	327
Shorter working hours during pregnancy	Women	11	11	12	5	9
Nursing leave	Total	15	25	15	10	7
	Men	8	16	11	6	4
	Women	7	9	4	4	3
Shorter working hours for nursing care	Total	27	27	42	40	33
	Men	1	2	4	5	2
	Women	26	25	38	35	31
Nursing absence	Total	31	40	49	49	63
	Men	19	26	35	37	45
	Women	12	14	14	12	18

*1 Includes spousal childbirth leave

*2 Excludes cases of overlapping prematernal/postnatal absence and childcare leave

Mitsubishi Electric's action plan in Japan based on the Act on the Promotion of Women's Participation and Advancement in the Workplace (Target date: FY2026)

Indicator	Goal	FY2026 (result)
Percentage of management positions held by women	2 times (compared with FY2021)	2.21 times
Percentage of women among all new hires	1.2 times (compared with the FY2017–FY2021 average) ^{*1}	1.25 times
Percentage of eligible men taking childcare leave ^{*2}	70%	89.9%

*1 Cumulative from FY2022

*2 Includes employees who took special childcare leave

Human Rights

Human rights and harassment prevention education

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

Format	Scope	FY2022	FY2023	FY2024	FY2025	FY2026
Group training session	New employees	941	912	1,060	1,137	1,152
	Newly appointed managers	436	534	554	961	1,020
	Employees in charge of new employee training	713	696	828	911	919
e-learning	Mitsubishi Electric	-	39,001	40,213	41,882	41,238
	Associated companies in Japan	-	35,085	52,596	37,374	56,937

Health and Productivity Management and Occupational Safety and Health

Frequency of fatal accidents

Mitsubishi Electric Group

		FY2022	FY2023	FY2024	FY2025	FY2026
Fatal accidents	Domestic	0	0	0	0	1
	Overseas	0	0	2	2	1
Number of accidents causing lost worktime	Mitsubishi Electric	3	10	9	5	10
Frequency rate of industrial accidents*	Mitsubishi Electric	0.07	0.09	0.09	0.05	0.08

* Number of accidents requiring leave, per million hours (on a fiscal year basis)

Targets and results of “MHP Lively and Exciting Action” activities

Health satisfaction

Mitsubishi Electric Group (in Japan) (Unit: %)

	Target	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 who sleep 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

Lifestyle habits

Mitsubishi Electric Group (in Japan) (Unit: %)

	Target	Target value (by FY2027)	FY2026 result
Food	People who can control the quantity and quality of the food they eat	50 or more	16.9
Exercise	People who engage in weekly exercise that gets them breathing more and working a sweat	50 or more	33.8
	People who walk an average of 8,000 steps or more in a day	50 or more	33.8
Sleep	People who get enough sleep and are well rested	60 or more	45.3
Oral hygiene	People who brush their teeth three times a day or more	40 or more	26.5
	People who regularly undergo professional tartar removal or prophylaxis dental cleaning	65 or more	56.5
Smoking	People who do not smoke	90 or more	79.9
Alcohol	People who can drink alcohol in a moderated and controlled manner	90 or more	66.5

Employees who took safety and health education programs

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

		FY2022	FY2023	FY2024	FY2025	FY2026
Training for newly appointed safety and health section managers	Mitsubishi Electric	7	12	11	11	10
Training for newly appointed safety and health members	Associated companies in Japan	42	45	89	81	91
Training for newly appointed safety and health promotion members	Mitsubishi Electric	33	40	29	38	22
Training for newly appointed occupational health physicians and public health nurses	Mitsubishi Electric	8	9	14	7	10
Liaison meetings for safety and health members	Mitsubishi Electric	58	79	39	39	37
Company-wide safety and health education (for general employees)	Mitsubishi Electric	33,916	34,161	35,247	30,307	34,466
Company-wide safety and health education (for managers and supervisors)	Mitsubishi Electric	4,864	4,849	4,983	5,484	5,668

Supply Chain Management

Local procurement rate* in the major regions

Mitsubishi Electric Group (Unit: %)

	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

* 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.

Number of smelting companies identified in a survey of conflict minerals

Mitsubishi Electric (Unit: No. of companies)

	FY2022	FY2023	FY2024	FY2025	FY2026
Number of smelting companies identified	486	350	349	368	332
Tin	165	83	83	93	72
Tantalum	50	37	36	36	36
Tungsten	69	52	53	56	50
Gold	202	178	177	183	174

Responses to the green accreditation/CSR procurement survey form and rate of green accreditation certification

Mitsubishi Electric Group (Unit: No. of companies)

		FY2022	FY2023	FY2024	FY2025	FY2026
Mitsubishi Electric Group	Surveyed suppliers	1,549	499	Starting in FY2025, the survey was shifted to align with the Mitsubishi Electric Group Supply Chain Code of Conduct.	Starting in FY2025, the survey has aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.	
Survey carried out by Mitsubishi Electric (scope: Mitsubishi Electric)	Surveyed suppliers	934	338			
	Existing suppliers	809	252			
	New suppliers	125	86			
	Response rate (%)	82%	83%			
Survey carried out by domestic and overseas associated companies (scope: domestic and overseas associated companies)	Rate of green accreditation certification (%)	92%	89%			
	Surveyed suppliers	615	161			
	Response rate (%)	84%	82%			

Note:

The survey on existing suppliers is carried out every three years in principle with principal suppliers who fall within the top 80% in terms of purchase amounts.

The above figures include cases where the companies resubmitted their survey response after receiving improvement instructions.

Results of green accreditation and CSR procurement surveys among suppliers - Number of suppliers given guidance and the content of the guidance

Mitsubishi Electric (Unit: No. of companies)

		FY2022	FY2023	FY2024	FY2025	FY2026
Environment	Companies given guidance	52	27	No survey was conducted in FY2024 due to a transition period as we shifted to surveys aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.	Starting in FY2025, the survey has aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.	
	Content of guidance	Clarifying the person in charge of environmental management (participating in environmental management conducted by management at business partners)				
Human rights, labor practices, safety and health	Companies given guidance	96	114			
	Content of guidance	Encouraging secondary suppliers to take up sustainability practices				

Overview of supplier survey on sustainable procurement

Mitsubishi Electric Group (Unit: No. of companies)

	FY2022	FY2023	FY2024	FY2025	FY2026
Number of target suppliers	-	-	-	576	581
Number of suppliers surveyed	-	-	-	576	581
Number of responses received	-	-	-	292	550
Number of high-risk suppliers	-	-	-	31	1
Number of suppliers implemented corrective actions	-	-	-	31	1

Note:

Starting in FY2025, the survey methodology was revised to align with the Mitsubishi Electric Group Supply Chain Code of Conduct, covering labor, occupational health and safety, environment, ethics, and management systems.

Philanthropic Activities

		FY2022	FY2023	FY2024	FY2025	FY2026
Mitsubishi Electric Group ^{*1}	Social contribution expenditure ^{*2}	2.19 billion yen	1.77 billion yen	2.26 billion yen	2.52 billion yen	2.67 billion yen
Mitsubishi Electric	Satoyama woodland preservation activities	38 times	Conducted at 38 business sites	Conducted at 37 business sites	Conducted at 37 business sites	Conducted at 37 business sites
	Mitsubishi Electric Outdoor Classroom	36 times				
	Mitsubishi Electric Science Workshop	21 times	28 times	46 times	64 times	75 times
	Donations through matching gift program	24.67 million yen	47.20 million yen	50.85 million yen	90.33 million yen	33.58 million yen

*1 Mitsubishi Electric and major associated companies in and outside Japan

*2 Expenditures include philanthropic-related expenses such as internal programs and product donations

Governance Data

Corporate Governance

Directors

Mitsubishi Electric (non-consolidated)

		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026	
Number of directors	Total	10 persons	12 persons	12 persons	10 persons	10 persons	
	Internal directors/ Outside directors	Internal directors	5 persons	5 persons	5 persons	4 persons	4 persons
		Outside directors	5 persons	7 persons	7 persons	6 persons	6 persons
	Gender	Male	9 persons	11 persons	9 persons	8 persons	8 persons
		Female	1 person	1 person	3 persons	2 persons	2 persons
	Non-Japanese nationals		0 person	0 person	0 person	1 person	1 person
Percentage of outside directors		50%	58%	58%	60%	60%	
Percentage of female directors		10%	8%	25%	20%	20%	
Number of Board meetings held		20 times	13 times	14 times	13 times	13 times	
Chairperson		Outside	Outside	Outside	Outside	Outside	

Directors and Officers (Directors + Executive Officers + Executive Officers (Associate))

Mitsubishi Electric (non-consolidated)

		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026	
Number of directors and officers	Total	29 persons	33 persons	34 persons	34 persons	36 persons	
	Internal directors and officers/ Outside directors and officers	Internal directors and officers	24 persons	26 persons	27 persons	28 persons	30 persons
		Outside directors and officers	5 persons	7 persons	7 persons	6 persons	6 persons
	Gender	Male	28 persons	32 persons	30 persons	31 persons	32 persons
		Female	1 person	1 person	4 persons	3 persons	4 persons
	Non-Japanese nationals		0 person	0 person	1 person	2 persons	2 persons
Percentage of female and non-Japanese directors and officers		3%	3%	15%	15%	17%	

Nomination Committee

Mitsubishi Electric (non-consolidated)

		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026	
Number of directors	Total	5 persons	7 persons	6 persons	4 persons	4 persons	
	Internal directors/ Outside directors	Internal directors	1 person	1 person	1 person	1 person	
		Outside directors	4 persons	6 persons	5 persons	3 persons	3 persons
	Gender	Male	4 persons	6 persons	4 persons	3 persons	3 persons
		Female	1 person	1 person	2 persons	1 person	1 person
Percentage of outside directors		80%	86%	83%	75%	75%	
Percentage of female directors		20%	14%	33%	25%	25%	
Number of Committee meetings held		16 times	9 times	9 times	8 times	8 times	
Chairperson		Outside	Outside	Outside	Outside	Outside	

Audit Committee

Mitsubishi Electric (non-consolidated)

		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026	
Number of directors	Total	5 persons	5 persons	5 persons	4 persons	4 persons	
	Internal directors/ Outside directors	Internal directors	2 persons	2 persons	2 persons	1 person	1 person
		Outside directors	3 persons	3 persons	3 persons	3 persons	3 persons
	Gender	Male	5 persons	5 persons	4 persons	3 persons	3 persons
		Female	0 person	0 person	1 person	1 person	1 person
	Non-Japanese nationals		0 person	0 person	0 person	1 person	1 person
Percentage of outside directors		60%	60%	60%	75%	75%	
Percentage of female directors		0%	0%	20%	25%	25%	
Number of Committee meetings held		13 times	15 times	14 times	14 times	14 times	
Chairperson		Outside	Outside	Outside	Outside	Outside	

Compensation Committee

Mitsubishi Electric (non-consolidated)

		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026	
Number of directors	Total	5 persons	6 persons	6 persons	4 persons	4 persons	
	Internal directors/ Outside directors	Internal directors	2 persons	1 person	1 person	1 person	
		Outside directors	3 persons	5 persons	5 persons	3 persons	3 persons
	Gender	Male	4 persons	5 persons	4 persons	3 persons	3 persons
		Female	1 person	1 person	2 persons	1 person	1 person
Percentage of outside directors		60%	83%	83%	75%	75%	
Percentage of female directors		20%	17%	33%	25%	25%	
Number of Committee meetings held		13 times	11 times	7 times	8 times	8 times	
Chairperson		Outside	Outside	Outside	Outside	Outside	

Compliance

Education covering major laws and regulations, as well as the Group's concept of compliance

Mitsubishi Electric Group (Unit: No. of people)

Target	FY2022	FY2023	FY2024	FY2025	FY2026
Officers and employees in Japan (including contract employees, temporary employees, part-time employees, short-term workers, etc.)	131,306	Approx. 131,700	Approx. 133,200	Approx. 129,000	Approx. 127,000
	100%	100%	100%	100%	100%
Employees in Southeast Asia, Oceania, and other regions	Approx. 7,000	Approx. 7,300	Approx. 8,400	Approx. 8,800	9,381

Compliance e-learning programs

Mitsubishi Electric Group (in Japan) (Unit: No. of people)

Target		FY2022	FY2023	FY2024	FY2025	FY2026
Fair competition	Mitsubishi Electric Group (in Japan)	51,901	58,207	59,024	61,065	63,158
	Mitsubishi Electric	-	15,502	16,426	16,228	20,215
	Associated companies in Japan	-	42,705	42,598	44,837	42,943
Corruption prevention	Mitsubishi Electric Group (in Japan)	39,951	41,544	49,479	44,025	46,103
	Mitsubishi Electric	-	25,562	27,374	28,507	27,766
	Associated companies in Japan	-	15,982	22,105	15,518	18,337
Security export control	Mitsubishi Electric Group (in Japan)	66,067	92,223	91,007	89,506	93,865
	Mitsubishi Electric	38,726	39,432	40,744	41,014	40,696
	Associated companies in Japan	27,341	52,791	50,263	48,492	53,169

Information Security

Information security e-learning programs

Mitsubishi Electric (Unit: No. of people)

	FY2022	FY2023	FY2024	FY2025	FY2026
Corporate information security and Personal information protection	49,614	50,304	51,604	51,617	50,380
	100%	100%	99.9%	100%	100%