

(Translation)

**NOTICE OF CONVOCATION OF  
THE 154TH ORDINARY GENERAL MEETING OF  
SHAREHOLDERS**

**Mitsubishi Electric Corporation**

**IMPORTANT NOTICE**

The present Notice of Convocation and all of the attached materials are English translations of the original Japanese-language notice, which has been prepared in compliance with requirements under applicable Japanese laws, regulations and/or administrative ordinances. Please note that this English translation is published for the purposes of reference and convenience and UNDER NO CIRCUMSTANCES shall this English translation create any binding effect on Mitsubishi Electric Corporation; ONLY the Japanese original shall have effect on the exercise of shareholders' rights, and only to the extent secured under the laws of Japan. Also, Mitsubishi Electric Corporation makes no warranty of any nature as to the accuracy or preciseness of the present English translation of the Notice of Convocation.

Dear Shareholders,

We wish to extend our sincere gratitude for your continued support.

We, the Mitsubishi Electric Group, uphold the purpose of “contributing to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity.”

In addition to our threefold balanced management policy consisting of “Growth,” “Profitability & Efficiency,” and “Soundness,” we position realizing sustainability as the core of our management based on our roots of “addressing social challenges through our businesses.” We will thus seek to sustainably increase our corporate value and fulfill our responsibilities to stakeholders, including society, customers, shareholders and employees. Furthermore, through co-creation and by integrating knowledge within and outside the Group, we will transform into a “Circular Digital-Engineering” company that provides evolved integrated solutions and pursue “Trade-On (mutual benefits),” achieving a balance between solving various social issues and business growth.

In addition, to sustainably increase our corporate value, we are ramping up efforts even further to create cash by deepening our ROIC management and pursuing capital efficiency and refine company-wide strategies through review of cost and operational structures and re-establishment of business portfolio, with facing up to the changes of environment for each of our businesses. Therefore, we sincerely ask for continued support from our shareholders.

This document has been sent in order to notify you of the 154th Ordinary General Meeting of Shareholders, which will be convened on Tuesday, June 24, 2025.

Included in the material is an overview of Mitsubishi Electric’s business operations during fiscal 2025 (year ended March 31, 2025) as well as a summary of its future initiatives.

June 2025

Kei Uruma, Director, President & CEO

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(Stock Code: 6503)

June 2, 2025

(Start date of measures for electronic provision: May 29, 2025)

To Our Shareholders

Mitsubishi Electric Corporation  
2-7-3, Marunouchi, Chiyoda-ku, Tokyo  
Kei Uruma  
Director, President & CEO

## NOTICE OF CONVOCAATION OF THE 154TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders,

The 154th Ordinary General Meeting of Shareholders of Mitsubishi Electric Corporation will be convened as described below.

Instead of attending in person, you can exercise your voting rights beforehand in writing or via the Internet. If you are unable to attend the meeting in person, you are requested to consider the attached reference materials and exercise your voting rights, indicating your approval or disapproval of each of the proposals put forward for resolution, by no later than 5:30 PM (JST) on Monday, June 23, 2025.

### Particulars

- Meeting Date and Time:** Tuesday, June 24, 2025 at 10:00 AM (entry begins at 9:00 AM)
- Meeting Venue:** Palace Hotel Tokyo, 2<sup>nd</sup> Floor “AOI”  
1-1-1 Marunouchi, Chiyoda-ku, Tokyo
- Meeting Agenda:**
  - Matters for Reporting**  
Report on the Business Report, Consolidated and Non-Consolidated Financial Statements, Independent Auditor’s Report and the Audit Committee’s Report on Consolidated Financial Statements for the 154th fiscal year (from April 1, 2024 to March 31, 2025)
  - Matters for Resolution**
    - Item 1 Partial Amendments to the Articles of Incorporation
    - Item 2 The Election of Ten (10) Directors

In convening this Ordinary General Meeting of Shareholders, we take measures for electronic provision of information contained in the reference materials for the General Meeting of Shareholders (matters subject to measures for electronic provision) and such matters are posted on the Company’s Website on the Internet as the “Notice of Convocation of the 154th Ordinary General Meeting of Shareholders” and “Other Matters Subject to Measures for Electronic Provision for the 154th Ordinary General Meeting of Shareholders (Matters omitted from written documents delivered).”

The Company’s Website: <https://www.MitsubishiElectric.com/en/investors/meeting/>

In addition to the above, they are posted on the Website of the Tokyo Stock Exchange (TSE). If you are unable to view the Company’s Website, please access the TSE Website below, perform a search by entering the issue name (Mitsubishi Electric) or code (6503), and then select “Basic information” followed by “Documents for public inspection/PR information” to read the matters subject to measures for electronic provision.

TSE Website: <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

(1) How to exercise voting rights	You can exercise your voting rights in writing or via the Internet. For details, please refer to pages 3-4, “Guidance for the Exercise of Voting Rights.”
(2) Questions in advance/live streaming (available only in Japanese).	We will accept questions in advance. You can view the General Meeting of Shareholders via live streaming.

1. Shareholders attending the meeting on June 24, 2025 are requested to submit the enclosed Voting Rights Exercise Form at the front desk of the meeting venue.
2. Among the matters subject to measures for electronic provision, the following items are posted on the above Websites only and therefore are not included in this Notice of Convocation of the 154th Ordinary General Meeting of Shareholders, in accordance with laws and Article 15 of Mitsubishi Electric's Articles of Incorporation.
  - (1) Summary of Systems Necessary to Ensure the Properness of Operations of the Company and the Status of the Management
  - (2) Consolidated Statement of Changes in Equity
  - (3) Notes to Consolidated Financial Statements
  - (4) Statement of Changes in Net Assets
  - (5) Notes to Financial StatementsStatements to be audited, including (1) to (5) above, have been duly audited by the Audit Committee and Independent Auditor.
3. Please kindly take note that amendments to matters subject to measures for electronic provision will be posted on the Websites above.

[For inquiries regarding the system for electronic provision]

Mitsubishi UFJ Trust and Banking Corporation, Transfer Agent Department

Toll-free number (Japan only): 0120-696-505

Office hours: From 9:00 AM to 5:00 PM (JST) (excluding Saturdays, Sundays, and holidays)

- Dedicated spaces are available at the meeting venue for shareholders who use wheelchairs or other mobility aids. If you visit the venue in a wheelchair, etc., staff will guide you to one of these spaces.
- Shareholders may be accompanied by a sign language interpreter or caregiver. If you wish to be accompanied by one, please consult with the staff at the front desk on the day.

## Guidance for the Exercise of Voting Rights

Please read the Reference Materials for the 154th Ordinary General Meeting of Shareholders (pages 5-17) before exercising your voting rights.

The three methods listed below are available for exercising your voting rights.

Attending the Ordinary General Meeting of Shareholders	Mail	The Internet
Shareholders attending the meeting are requested to submit the enclosed Voting Rights Exercise Form at the front desk of the meeting venue. *Please be advised that people other than shareholders with voting rights, such as proxies who are not shareholders and people accompanying shareholders, will not be permitted to enter the meeting venue (except for people accompanying shareholders with disabilities).	Please complete and send back the enclosed Voting Rights Exercise Form indicating your approval or disapproval of each of the proposals put forward for resolution by the exercise deadline.	Please indicate your approval or disapproval of the agenda by the exercise deadline using the method provided in the following “Instructions for the Exercise of Voting Rights via the Internet.”
Meeting Date and Time	Exercise deadline	Exercise deadline
Tuesday, June 24, 2025 at 10:00 AM (entry begins at 9:00 AM) (JST)	The form must arrive at the Company by no later than 5:30 PM (JST) on Monday, June 23, 2025.	No later than 5:30 PM (JST) on Monday, June 23, 2025

### Instructions for the Exercise of Voting Rights via the Internet

#### Method 1: Scanning the QR code

This method allows users to log in to the site for exercising voting rights without entering the Login ID and temporary password provided in the Voting Right Exercise Form.

1. Please scan the QR code provided on the bottom right of the Voting Right Exercise Form.  
\*The “QR code” is a registered trademark of DENSO WAVE INCORPORATED.
2. After accessing the site for exercising voting rights, please follow the instructions provided on the screen to exercise your vote.

#### Method 2: Entering the Login ID and temporary password

The site for exercising voting rights: <https://evote.tr.mufg.jp/>

1. Please access the site for exercising voting rights above from a personal computer, smartphone, etc.
2. Please enter the Login ID and temporary password provided in the Voting Right Exercise Form. Click “Login” button.
3. Hereafter, please follow the instructions provided on the screen to exercise your vote.

- Shareholders shall bear the fees (Internet connection fees, communications fees, etc.) arising from accessing the site for exercising voting rights.
- The Company will provide shareholders with new Login IDs and temporary passwords with each convocation notice of General Meeting of Shareholders.

**Multiple Exercises of Voting Rights**

- ▶ Please note that if your voting rights were exercised both in written form and via the Internet, the Internet vote shall take precedence.
- ▶ In instances where a shareholder exercises their voting rights more than once via the Internet, the very last vote cast shall take precedence. In instances where a shareholder exercises their voting rights redundantly using a personal computer, smartphone, etc., the very last vote cast shall take precedence.

**For Institutional Investors**

Institutional investors may use the Proxy Voting Platform for Institutional Investors operated by ICJ Inc.

Please direct queries to the Help Desk as shown below:

Mitsubishi UFJ Trust and Banking Corporation Transfer Agent Department (Help Desk) Toll-free number (Japan only): 0120-173-027 Office hours: From 9:00 AM to 9:00 PM (JST)
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## Reference Materials for the 154th Ordinary General Meeting of Shareholders

### Reference Items

#### Item 1: Partial Amendments to the Articles of Incorporation

The Company proposes to partially amend the Articles of Incorporation as follows.

##### 1. Reasons for amendments

The Company has defined the role of Chairperson as supervision of management and external relations activities. While keeping this principle, the Company may consider reviewing the role of Chairperson, due to its business environment and management situation, such as in the event of an emergency that could have a significant impact on its businesses or when the Company seeks to drive a large-scale project.

The Articles of Incorporation of the Company shall be amended so that a Chairperson can engage in business execution and support the President in such occasions.

\* The Company shall not appoint an Executive Chairperson when it appoints the Chairperson of the Board of Directors stipulated in Article 20 of the Articles of Incorporation.

##### 2. Details of amendments

The details of the amendments are as follows.

Note: Underlined parts indicate the amendments

Current Articles of Incorporation	Proposed Amendments
(Representative Executive Officers and Executive Officers with Executive Powers) Article 28. 1. The Representative Executive Officers shall be selected by resolution of the Board of Directors. 2. A President and CEO and a certain number of Executive Vice Presidents, Senior Vice Presidents, Senior Executive Officers, and Executive Officers may be appointed by resolution of the Board of Directors.	(Representative Executive Officers and Executive Officers with Executive Powers) Article 28. 1. (No changes) 2. <u>An Executive Chairperson (excluding the case where the Chairperson of the Board of Directors is appointed as stipulated in Article 20),</u> a President and CEO and a certain number of Executive Vice Presidents, Senior Vice Presidents, Senior Executive Officers, and Executive Officers may be appointed by resolution of the Board of Directors.



## Item 2: The Election of Ten (10) Directors

The terms of office of all Directors (10 members) will expire at the end of this General Meeting of Shareholders. Therefore, Mitsubishi Electric Corporation is to submit an agenda item concerning the election of 10 Directors, including 6 Outside Directors, in line with a decision made by the Nomination Committee.

Details of the candidates are as follows:

No.	Name	Current major positions and assignments at the Company	Status of attendance at Board of Directors' meetings
1	Tatsuro Kosaka (Male) (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Chairperson of the Nomination Committee, Chairperson of the Compensation Committee	100% (Thirteen out of thirteen meetings)
2	Hiroyuki Yanagi (Male) (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Chairperson of the Board of Directors, Member of the Nomination Committee, Member of the Compensation Committee	100% (Thirteen out of thirteen meetings)
3	Masako Egawa (Female) (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Member of the Nomination Committee, Member of the Compensation Committee	100% (Thirteen out of thirteen meetings)
4	Haruka Matsuyama (Female) (Reappointment) (Candidate for Outside Director) (Independent Director)	Director, Chairperson of the Audit Committee	100% (Thirteen out of thirteen meetings)
5	Kunihito Minakawa (Male) (Reappointment)) (Candidate for Outside Director) (Independent Director)	Director, Member of the Audit Committee	100% (Ten out of ten meetings)
6	Peter D. Pedersen (Male) (Reappointment)) (Candidate for Outside Director) (Independent Director)	Director, Member of the Audit Committee	100% (Ten out of ten meetings)
7	Kei Uruma (Male) (Reappointment)	Director, Member of the Nomination Committee Representative Executive Officer, President & CEO	100% (Thirteen out of thirteen meetings)
8	Atsuhiko Yabu (Male) (Reappointment)	Director, Member of the Audit Committee	100% (Ten out of ten meetings)
9	Noriyuki Takazawa (Male) (New Candidate)	Representative Executive Officer, Senior Vice President, CSO (In charge of Corporate Strategic Planning and Operations of Associated Companies)	—
10	Kenichiro Fujimoto (Male) (New Candidate)	Executive Officer, CFO (In charge of Financial Strategy, Accounting and Finance), In charge of IR and SR	—

Note:

Mitsubishi Electric Corporation held thirteen Board of Directors' meetings during the fiscal year.

The status of attendance for Messrs. Kunihito Minakawa, Peter D. Pedersen and Atsuhiko Yabu is based on the number of the Board of Directors' meetings held after they assumed office on June 25, 2024.


### Skill Matrix of the Candidates


The various skills possessed by the Directors are arranged into a matrix and disclosed as follows, with the aim of continuously improving the supervisory function that the Board of Directors of the Company is expected to fulfil.

No.	Name	Corporate management, corporate strategies and globalization	Sustainability	Finance and accounting	Legal affairs, compliance and governance	Human resources and human resources development	Engineering, DX and R&D	Business development and investment
1	Tatsuro Kosaka	○	○			○	○	○
2	Hiroyuki Yanagi	○	○			○	○	○
3	Masako Egawa	○	○	○	○			○
4	Haruka Matsuyama		○		○			
5	Kunihito Minakawa	○		○				
6	Peter D. Pedersen	○	○			○		○
7	Kei Uruma	○	○			○	○	○
8	Atsuhiko Yabu	○	○				○	○
9	Noriyuki Takazawa	○					○	○
10	Kenichiro Fujimoto	○		○				○


**Reference: Skill items required for Director**


<b>Skill item</b>	<b>Reason for selection of the skill item</b>
<b>Corporate management, corporate strategies and globalization</b>	The Group needs Directors with abundant management experience and achievements in corporate management at globally operating companies as well as experience, knowledge and skills for formulating a sustainable growth strategy, in order to sustainably increase corporate value amid a drastic change in the business environment surrounding the Group.
<b>Sustainability</b>	The Group needs Directors with experience, knowledge, and skills concerning sustainability in order to promote “addressing social challenges through our businesses,” since we have positioned the realization of sustainability as the core of management.
<b>Finance and accounting</b>	The Group needs Directors with experience, knowledge, and skills concerning finance and accounting for building a strong financial base and realizing appropriate returns to shareholders as well as maintaining the discipline and governance of finance and accounting.
<b>Legal affairs, compliance and governance</b>	The Group needs Directors with experience, knowledge, and skills concerning these items in order to globally develop the business, while thoroughly ensuring the legal and ethical compliance and enhancing corporate governance that forms the fundamentals of corporate activities.
<b>Human resources and human resources development</b>	The Group needs Directors with experience, knowledge, and skills concerning these items in order to promote human capital management, positioning human resource strategies as one of the important policies of business strategies.
<b>Engineering, DX and R&amp;D</b>	The Group needs Directors with specialized knowledge and experience concerning engineering, DX and R&D in order to advance its “integrated solutions,” strengthening core components, field knowledge, and advanced digital technologies that are the Group’s advantages, as well as to promote open innovation and R&D strategies toward future growth.
<b>Business development and investment</b>	The Group needs Directors with experience, knowledge, and skills concerning these items as the implementation of growth strategies including promotion of business portfolio strategies, development of new businesses, and M&As is necessary for transforming itself into a “Circular Digital-Engineering” company and increasing corporate value in a sustainable way.

	Name (Date of Birth)	Career summary, major positions and assignments at the Company, important concurrent positions and overview of the expected role	The number of shares owned
1	 <p>Tatsuro Kosaka (January 18, 1953) (Reappointment) (Candidate for Outside Director) (Independent Director) (Male)</p> <p>(Period of Service: 3 years) (Status of attendance at Board of Directors' meetings: 100%)</p>	<p>April 1976    Joined Chugai Pharmaceutical Co., Ltd.</p> <p>March 2012    Representative Director, President &amp; COO of Chugai Pharmaceutical Co., Ltd.</p> <p>March 2018    Representative Director, President &amp; CEO of Chugai Pharmaceutical Co., Ltd.</p> <p>March 2020    Representative Director, Chairman &amp; CEO of Chugai Pharmaceutical Co., Ltd.</p> <p>March 2021    Representative Director, Chairman of Chugai Pharmaceutical Co., Ltd.</p> <p>March 2022    Senior Advisor of Chugai Pharmaceutical Co., Ltd. (current position)</p> <p>June 2022    Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation</p> <p>June 2023    Director, Chairperson of the Nomination Committee and Member of the Compensation Committee</p> <p>June 2024    Director, Chairperson of the Nomination Committee and Chairperson of the Compensation Committee (current position)</p> <p><b>Important concurrent positions:</b> Senior Advisor, Chugai Pharmaceutical Co., Ltd. Outside Audit &amp; Supervisory Board Member, Komatsu Ltd. (of which one listed company where Mr. Kosaka serves as an officer concurrently)</p> <p><b>Reasons for the nomination and overview of the expected role:</b> Mr. Kosaka's experience and insights as a business specialist cultivated over the course of his career in management of a manufacturing company are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2022, he has proactively expressed opinions from the perspectives of sustainable increase of corporate value, promotion of human capital management, and implementation of growth strategies including business portfolio strategy promotion, new business development, and M&amp;A, and others at the Board of Directors' meetings. He has overseen the Company's business operations, and he is also currently making efforts for various activities as Chairperson of the Nomination Committee and the Compensation Committee. The Company expects him to oversee the Company's business operations if he is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, sustainability, human resources and human resources development, engineering, DX and R&amp;D, and business development and investment at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Kosaka as Outside Director. Mr. Kosaka will serve as Chairperson of the Nomination Committee and the Compensation Committee after his reelection.</p>	6,400


	Name (Date of Birth)	Career summary, major positions and assignments at the Company, important concurrent positions and overview of the expected role	The number of shares owned
2	 <p>Hiroyuki Yanagi (November 20, 1954) (Reappointment) (Candidate for Outside Director) (Independent Director) (Male)</p> <p>(Period of Service: 3 years) (Status of attendance at Board of Directors' meetings: 100%)</p>	<p>April 1978    Joined Yamaha Motor Co., Ltd.</p> <p>March 2010    President, Chief Executive Officer and Representative Director of Yamaha Motor Co., Ltd.</p> <p>January 2018    Chairman and Representative Director of Yamaha Motor Co., Ltd.</p> <p>March 2021    Chairman and Director of Yamaha Motor Co., Ltd.</p> <p>January 2022    Director of Yamaha Motor Co., Ltd.</p> <p>March 2022    Adviser of Yamaha Motor Co., Ltd. (retired in March 2025)</p> <p>June 2022    Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation</p> <p>June 2023    Director, Chairperson of the Audit Committee and Member of the Nomination Committee</p> <p>June 2024    Chairperson of the Board of Directors, Member of the Nomination Committee and Member of the Compensation Committee (current position)</p> <p><b>Important concurrent positions:</b></p> <p>Outside Director, AGC Inc. Non-executive Director of the Board, Kirin Holdings Company, Limited Outside Director, Japan Airlines Co., Ltd. (of which three listed companies where Mr. Yanagi serves as an officer concurrently)</p> <p><b>Reasons for the nomination and overview of the expected role:</b> Mr. Yanagi's experience and insights as a business specialist cultivated over the course of his career in management of a manufacturing company are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2022, he has proactively expressed opinions from the perspectives of sustainable increase of corporate value, advancement of integrated solutions, which includes technical strategies, business portfolio strategy promotion, new business development, and M&amp;A, and others at the Board of Directors' meetings, and has overseen the Company's business operations. Since June 2024, he has served as Chairperson of the Board of Directors and is driving the efforts to enhance the Board of Directors effectiveness. He is also currently making efforts for various activities as Member of the Nomination Committee and Member of the Compensation Committee. The Company expects him to oversee the Company's business operations if he is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, sustainability, human resources and human resources development, engineering, DX and R&amp;D, and business development and investment at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Yanagi as Outside Director. Mr. Yanagi will serve as Chairperson of the Board of Directors, Member of the Nomination Committee and the Compensation Committee after his reelection.</p>	5,000



	Name (Date of Birth)	Career summary, major positions and assignments at the Company, important concurrent positions and overview of the expected role	The number of shares owned
3	 <p>Masako Egawa (September 7, 1956) (Reappointment) (Candidate for Outside Director) (Independent Director) (Female)</p> <p>(Period of Service: 2 years) (Status of attendance at Board of Directors' meetings: 100%)</p>	<p>April 1980    Joined Tokyo Branch, Citibank, N.A. September 1986    Joined New York Headquarters, Salomon Brothers Inc. June 1988    Joined Tokyo Branch, Salomon Brothers Asia Limited (currently Citigroup Global Markets Japan Inc.) December 1993    Joined Tokyo Branch, S.G. Warburg Securities (currently UBS Securities Japan Co., Ltd.) November 2001    Executive Director, Japan Research Center, Harvard Business School (Retired in March 2009) April 2009    Executive Vice President, The University of Tokyo (Retired in March 2015) September 2015    Professor, Graduate School of Commerce (currently Graduate School of Business Administration), Hitotsubashi University (Retired in March 2020) July 2019    Vice-Chairperson, The Japan Securities Dealers Association (Retired in June 2024) April 2020    Specially Appointed Professor, Graduate School of Commerce (currently Graduate School of Business Administration), Hitotsubashi University (Retired in March 2022) April 2022    Chancellor, Seikei Gakuen (current position) June 2023    Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position)</p> <p><b>Important concurrent positions:</b> Chancellor, Seikei Gakuen External Director, Mitsui &amp; Co., Ltd. (of which one listed company where Ms. Egawa serves as an officer concurrently)</p> <p><b>Reasons for the nomination and overview of the expected role:</b> Ms. Egawa's experience and insights as a specialist cultivated over the course of her career in working at global financial institutions, research and experience in corporate governance, management experience in educational corporations, are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2023, she has proactively expressed opinions from the perspectives of business portfolio strategy promotion and M&amp;A, enhancement of corporate governance, finance and accounting, and others at the Board of Directors' meetings. She has overseen the Company's business operations, and she is also currently making efforts for activities as Member of the Nomination Committee and the Compensation Committee. The Company expects her to oversee the Company's business operations if she is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, sustainability, finance and accounting, legal affairs, compliance and governance, and business development and investment at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Ms. Egawa as Outside Director. Ms. Egawa will serve as Member of the Nomination Committee and the Compensation Committee after her reelection.</p> <p><b>Violations of laws and regulations or the Articles of Incorporation of the Company or other companies in which the candidate for Outside Director concurrently serves as an officer:</b> Tokio Marine &amp; Nichido Fire Insurance Co., Ltd., a subsidiary of Tokio Marine Holdings, Inc., where she served as Outside Director from June 2015 to June 2023, reported to the Financial Services Agency in March 2023 regarding the fixing of insurance premiums, etc. with other companies, and received business improvement orders in December 2023 from the Financial Services Agency, based on the Insurance Business Act, and a Prohibition of Anticompetitive Practices Order and a Penalty Payment Order in November 2024 from the Japan Fair Trade Commission, based on the Antimonopoly Act. Although she was not aware of these facts in advance, she regularly provided recommendations from the viewpoint of enhancing governance and compliance, etc., of the group, including the company and its subsidiaries at the Board of Directors meetings, etc., and after she became aware of the fact, she properly carried out her duties such as directing a thorough investigation and root cause analysis, and the development of preventive measures from the perspective of group business management until she retired from the position of Outside Director in June 2023.</p>	1,800



	Name (Date of Birth)	Career summary, major positions and assignments at the Company, important concurrent positions and overview of the expected role	The number of shares owned
4	 <p>Haruka Matsuyama (Name in the family register: Haruka Kato) (August 22, 1967) (Reappointment) (Candidate for Outside Director) (Independent Director) (Female)</p> <p>(Period of Service: 2 years) (Status of attendance at Board of Directors' meetings: 100%)</p>	<p>April 1995    Assistant Judge to the Tokyo District Court (Retired in July 2000)  July 2000    Attorney-at-law (current position)  July 2000    Joined Hibiya Park Law Offices  January 2002    Partner of Hibiya Park Law Offices (current position)  June 2023    Director, Member of the Audit Committee, Mitsubishi Electric Corporation  June 2024    Director, Chairperson of the Audit Committee (current position)</p> <p><b>Important concurrent positions:</b>  Attorney-at-law  Outside Audit &amp; Supervisory Board Member, AGC Inc.  Outside Director, Tokio Marine Holdings, Inc.  (of which two listed companies where Ms. Matsuyama serves as an officer concurrently)</p> <p><b>Reasons for the nomination and overview of the expected role:</b>  Ms. Matsuyama's experience and insights as an attorney-at-law are highly beneficial to a governance reform of Mitsubishi Electric. Serving as Outside Director of the Company since June 2023, she has proactively expressed opinions from the perspectives of thorough legal and ethical compliance, enhancement of corporate governance, sustainability, and others at the Board of Directors' meetings. She has overseen the Company's business operations and she is also currently making efforts for activities as Chairperson of the Audit Committee. The Company expects her to oversee the Company's business operations if she is reelected as Outside Director, by using a wide range of experience and insights especially in the fields of sustainability and legal affairs, compliance and governance at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Ms. Matsuyama as Outside Director. Although she has never been involved in the management of a company other than as an outside officer before, Mitsubishi Electric has judged that she is capable of performing her duties properly as Outside Director for the above reason.  Ms. Matsuyama will serve as Chairperson of the Audit Committee after her reelection.</p> <p><b>Violations of laws and regulations or the Articles of Incorporation of the Company or other companies in which the candidate for Outside Director concurrently serves as an officer:</b>  Tokio Marine &amp; Nichido Fire Insurance Co., Ltd., a subsidiary of Tokio Marine Holdings, Inc., where she serves as Outside Director, received business improvement orders in December 2023 from the Financial Services Agency, based on the Insurance Business Act, and a Prohibition of Anticompetitive Practices Order and a Penalty Payment Order in November 2024 from the Japan Fair Trade Commission, based on the Antimonopoly Act, regarding the adjustment of insurance premiums, etc. with other companies. Tokio Marine &amp; Nichido Fire Insurance Co., Ltd. also received a business improvement order in March 2025 from the Financial Services Agency based on the Insurance Business Act as a result of the findings of acts that may violate the "Act on the Protection of Personal Information," acts that are inappropriate in light of the purpose of the Act, acts that may violate the "Unfair Competition Prevention Act," acts that are inappropriate in light of the purpose of the Act, and the underlying business systemic issues that led to such acts.  Although she was not aware of these facts in advance, she properly made statements on the importance of compliance in the group, including the company and its subsidiaries at the Board of Director's meetings, etc., and also expressed opinions as to developing preventive measures, spreading awareness among all employees, and enhancing human resources development. In addition, she assumed the position of Chairperson of the Group Audit Committee, which was established in April 2024 to strengthen the overall internal control and governance of group companies, including the company and its subsidiaries, and takes necessary measures as Outside Director.</p>	1,800

	Name (Date of Birth)	Career summary, major positions and assignments at the Company, important concurrent positions and overview of the expected role	The number of shares owned
5	 <p>Kunihiro Minakawa (August 15, 1954) (Reappointment) (Candidate for Outside Director) (Independent Director) (Male)</p> <p>(Period of Service: 1 year) (Status of attendance at Board of Directors' meetings: 100%)</p>	<p>April 1978    Joined Ricoh Company, Ltd.</p> <p>October 1997    Senior Vice President &amp; CFO, Ricoh Americas Corporation</p> <p>June 2010    Outside Corporate Auditor, Ricoh Leasing Company, Ltd.</p> <p>April 2012    Corporate Senior Vice President, General Manager of Finance and Accounting Division, Ricoh Company, Ltd.</p> <p>June 2013    Audit &amp; Supervisory Board Member (full-time), Ricoh Company, Ltd. (Retired in June 2017)</p> <p>April 2019    Financial Services Agency Certified Public Accountants and Auditing Oversight Board Commissioner (Retired in March 2025)</p> <p>June 2024    Director, Member of the Audit Committee, Mitsubishi Electric Corporation (current position)</p> <p><b>Important concurrent positions:</b> External Director, Nippon Sheet Glass Co., Ltd. (of which one listed company where Mr. Minakawa serves as an officer concurrently)</p> <p><b>Reasons for the nomination and overview of the expected role:</b> Mr. Minakawa's experience and insights in management, finance and audit cultivated over the course of his career in management, serving as Corporate Senior Vice President in charge of accounting and Auditor of a manufacturing company, are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2024, he has proactively expressed opinions from the perspectives of finance and accounting, development of sustainable growth strategies, and others at the Board of Directors' meetings, and has overseen the Company's business operations. He is also currently making efforts for activities as Member of the Audit Committee. The Company expects him to oversee the Company's business operations if he is elected as Outside Director, by using a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization and finance and accounting at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Minakawa as Outside Director. Mr. Minakawa will serve as a Member of the Audit Committee after his election.</p>	1,100



	Name (Date of Birth)	Career summary, major positions and assignments at the Company, important concurrent positions and overview of the expected role	The number of shares owned
6	 <p>Peter D. Pedersen (Name in the register: Peter David Pedersen) (November 29, 1967) (Reappointment) (Candidate for Outside Director) (Independent Director) (Male)</p> <p>(Period of Service: 1 year) (Status of attendance at Board of Directors' meetings: 100%)</p>	<p>September 2000 President, E-Square Inc. (Retired in November 2011)</p> <p>January 2015 Executive Director, Next Leaders' Initiative for Sustainability (NELIS), general incorporated association (currently, NELIS, non-profit organization) (current position)</p> <p>February 2020 Professor (full-time), Graduate School of Leadership and Innovation, Shizenkan University (current position)</p> <p>June 2024 Director, Member of the Audit Committee, Mitsubishi Electric Corporation (current position)</p> <p><b>Important concurrent positions:</b> Executive Director, NELIS, non-profit organization Professor (full-time), Graduate School of Leadership and Innovation, Shizenkan University External Director, MARUI GROUP CO., LTD. Independent Outside Member of the Board, Meiji Holdings Co., Ltd. (of which two listed companies where Mr. Pedersen serves as an officer concurrently)</p> <p><b>Reasons for the nomination and overview of the expected role:</b> Mr. Pedersen's experience and insights as a global-level sustainability specialist cultivated over the course of his career, which involves working at environment and corporate, social and responsibility (CSR) consulting companies, etc., are highly beneficial to Mitsubishi Electric. Serving as Outside Director of the Company since June 2024, he has proactively expressed opinions from the perspectives of solutions for social issues through business, promotion of human capital management, and others at the Board of Directors' meetings, and has overseen the Company's business operations. He is also currently making efforts for activities as Member of the Audit Committee. The Company expects him to oversee the Company's business operations if he is elected as Outside Director, by using a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, sustainability, human resources and human resources development and business development and investment at the Board of Directors and each Committee. Thus, Mitsubishi Electric renominates Mr. Pedersen as Outside Director. Mr. Pedersen will serve as a Member of the Audit Committee after his election.</p>	200

	Name (Date of Birth)	Career summary, major positions and assignments at the Company	The number of shares owned
7	 <p>Kei Uruma (July 27, 1959) (Reappointment) (Male)</p> <p>(Status of attendance at Board of Directors' meetings: 100%)</p>	<p>April 1982    Joined Mitsubishi Electric Corporation</p> <p>April 2017    Executive Officer, Public Utility Systems</p> <p>April 2018    Senior Vice President, Public Utility Systems</p> <p>April 2020    Representative Executive Officer, Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies</p> <p>June 2020    Director, Representative Executive Officer, Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies</p> <p>April 2021    Director, Representative Executive Officer, Senior Vice President, Export Control, Corporate Strategic Planning and Operations of Associated Companies, CSO</p> <p>July 2021    Director, Representative Executive Officer, President &amp; CEO</p> <p>June 2023    Director, Member of the Nomination Committee, Representative Executive Officer, President &amp; CEO (current position)</p> <p><b>Reasons for the nomination:</b> As President &amp; CEO, Mr. Uruma has a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, sustainability, human resources and human resources development, engineering, DX and R&amp;D, and business development and investment. In addition, he decided a policy of transforming into a “Circular Digital-Engineering” company that solves social issues through its business with sustainability positioned as the core of its management. In order to steadily implement this policy, he has established a business area management structure for more speedy decision making and is powerfully making specific efforts toward the Company’s growth. Furthermore, in the reform in three key areas of quality assurance, organizational culture, and governance, he pushed for reform under strong leadership. Given the above, as Mr. Uruma carries out the execution of business closely related to matters to be deliberated at the Board of Directors, Mitsubishi Electric has judged that he is qualified as a Director to oversee the Company’s business operations. Mr. Uruma will serve as a Member of the Nomination Committee after his reelection.</p>	146,827
8	 <p>Atsuhiko Yabu (June 25, 1960) (Reappointment) (Male)</p> <p>(Status of attendance at Board of Directors' meetings: 100%)</p>	<p>April 1984    Joined Mitsubishi Electric Corporation</p> <p>April 2016    Executive Vice President, Mitsubishi Electric US, Inc.</p> <p>August 2018    CEO, Mitsubishi Electric Trane HVAC US LLC</p> <p>April 2019    Executive Officer, Vice President, Corporate Total Productivity Management &amp; Environmental Programs</p> <p>April 2020    Executive Officer, Information Security, Vice President, Corporate Total Productivity Management &amp; Environmental Programs</p> <p>April 2021    Executive Officer, Group President, Automotive Equipment (Retired in March 2024)</p> <p>June 2024    Director, Member of the Audit Committee (current position)</p> <p><b>Reasons for the nomination:</b> Mr. Yabu had served as Executive Officer in charge of Information Security, Corporate Total Productivity Management &amp; Environmental Programs and Automotive Equipment and has a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, sustainability, engineering, DX and R&amp;D, and business development and investment. Serving as Director and Member of the Audit Committee of the Company since June 2024, he has overseen the Company’s business operations. Mitsubishi Electric has thus judged that he is qualified to continue to serve as a Director to oversee the Company’s business operations using such experience and insights. Mr. Yabu will serve as a Member of the Audit Committee after his election.</p>	44,564

	Name (Date of Birth)	Career summary, major positions and assignments at the Company	The number of shares owned
9	 Noriyuki Takazawa (August 12, 1962) (New Candidate) (Male)	<p>April 1986    Joined Mitsubishi Electric Corporation</p> <p>April 2018    Corporate Executive, Group Senior Vice President, Energy &amp; Industrial Systems, Senior General Manager, Transmission &amp; Distribution Systems Marketing Div., Senior General Manager, Nuclear Energy, Advanced Magnetic Systems Marketing Div.</p> <p>April 2020    Executive Officer, Group President, Energy &amp; Industrial Systems</p> <p>April 2022    Executive Officer, Infrastructure Business Area Owner, Group President, Energy &amp; Industrial Systems</p> <p>April 2023    Senior Vice President, Infrastructure Business Area Owner</p> <p>April 2025    Representative Executive Officer, Senior Vice President, CSO (in charge of Corporate Strategic Planning and Operations of Associated Companies) (current position)</p> <p><b>Reasons for the nomination:</b>            Mr. Takazawa, as Executive Officer in charge of Corporate Strategic Planning and Operations of Associated Companies, carries out the execution of business closely related to matters to be deliberated at the Board of Directors and has a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, engineering, DX and R&amp;D, and business development and investment. Furthermore, from the position of CSO, he has strived to solve the Group's management issues, realize an ideal vision of the Group, and promote the corporate strategies. Mitsubishi Electric has thus judged that he is qualified as a Director to have responsibilities for deciding important items using such experience and insights.</p>	43,045
10	 Kenichiro Fujimoto (September 4, 1964) (New Candidate) (Male)	<p>April 1988    Joined Mitsubishi Electric Corporation</p> <p>April 2018    Senior General Manager, Planning &amp; Administration Div. of Public Utility Systems Group</p> <p>April 2020    Senior General Manager, Planning &amp; Administration Dept of Living Environment &amp; Digital Media Equipment Group.</p> <p>April 2022    Executive Officer (Associate), Overseeing Accounting and Finance, Senior General Manager, Corporate Accounting Div.</p> <p>April 2024    Executive Officer (Associate), Senior General Manager, Corporate Finance &amp; Accounting Group</p> <p>April 2025    Executive Officer, CFO (in charge of Financial Strategy, Accounting, and Finance), In charge of IR and SR (current position)</p> <p><b>Reasons for the nomination:</b>            Mr. Fujimoto, as Executive Officer in charge of Financial Strategy, Accounting and Finance, and IR and SR, carries out the execution of business closely related to matters to be deliberated at the Board of Directors. He has a wide range of experience and insights especially in the fields of corporate management, corporate strategies and globalization, finance and accounting, and business development and investment. Furthermore, from the position of CFO, he has strived to solve the Group's management issues, realize an ideal vision of the Group, and promote the corporate strategies. Mitsubishi Electric has thus judged that he is qualified as a Director to have responsibilities for deciding important items using such experience and insights.            Mr. Fujimoto will serve as a Member of the Compensation Committee after his election.</p>	2,900

Notes:

- There is no special interest between any of the candidates and the Company.
- Messrs. Tatsuro Kosaka, Hiroyuki Yanagi, Kunihiro Minakawa and Peter D. Pedersen and Mes. Masako Egawa and Haruka Matsuyama are six candidates for Outside Directors, as defined under Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
- Mitsubishi Electric Corporation has named Messrs. Tatsuro Kosaka, Hiroyuki Yanagi, Kunihiro Minakawa and Peter D. Pedersen and Mes. Masako Egawa and Haruka Matsuyama given that they satisfy the requirement of independency in accordance with the Securities Listing Regulations of the Tokyo Stock Exchange as independent directors. The Company has filed notification with the Exchange of such designations.  
 In addition, Messrs. Tatsuro Kosaka, Hiroyuki Yanagi, Kunihiro Minakawa and Peter D. Pedersen and Mes. Masako Egawa and Haruka Matsuyama satisfy the requirement of independency guideline for Outside Directors of the Company.  
 (Although Mr. Hiroyuki Yanagi was Director of Yamaha Motor Co., Ltd. until March 2022, the Company's transaction amount with Yamaha Motor is less than 1% of consolidated revenue of both companies in fiscal 2025 and therefore, there is no concern about independency.)  
 (Mr. Peter D. Pedersen provided advice on the Company's sustainability activities as an external expert in fiscal 2025, until he assumed office as Outside Director of the Company on June 25, 2024, and received compensation for this. In addition, the Company has donated to NELIS, a non-profit organization, where he serves as Executive Director. However, the compensation is less than ¥0.5 million and the contribution is less than ¥6 million in fiscal 2025 and therefore, there is no concern about independency.)
- Attendances at each Committee meeting in fiscal 2025 for the Committees to which each candidate currently belongs are as follows.  
 Nomination Committee meetings: Tatsuro Kosaka (Eight out of eight, 100%), Hiroyuki Yanagi (Eight out of eight, 100%), Masako Egawa (Eight out of eight, 100%), Kei Uruma (Eight out of eight, 100%)

Audit Committee meetings: Haruka Matsuyama (Fourteen out of fourteen, 100%), Kunihiro Minakawa (Eleven out of eleven, 100%), Peter D. Pedersen (Eleven out of eleven, 100%), Atsuhiko Yabu (Eleven out of eleven, 100%)

Compensation Committee meetings: Tatsuro Kosaka (Eight out of eight, 100%), Hiroyuki Yanagi (Six out of six, 100%), Masako Egawa (Eight out of eight, 100%)

The status of attendance for Mr. Hiroyuki Yanagi for the Compensation Committee and Messrs. Kunihiro Minakawa, Peter D. Pedersen and Atsuhiko Yabu for the Audit Committee is based on the number of each Committee meeting held after they assumed office on June 25, 2024.

5. Should this Item be approved by shareholders, there will be six Independent Outside Directors and two female Directors. The composition and chairperson of each committee will be as follows.

Nomination Committee: Messrs. Tatsuro Kosaka (Chairperson), Hiroyuki Yanagi and Kei Uruma and Ms. Masako Egawa

Audit Committee: Ms. Haruka Matsuyama (Chairperson), Messrs. Kunihiro Minakawa, Peter D. Pedersen and Atsuhiko Yabu

Compensation Committee: Messrs. Tatsuro Kosaka (Chairperson), Hiroyuki Yanagi and Kenichiro Fujimoto and Ms. Masako Egawa

6. Mitsubishi Electric made and entered into agreements with Messrs. Tatsuro Kosaka, Hiroyuki Yanagi, Kunihiro Minakawa, Peter D. Pedersen and Atsuhiko Yabu and Ms. Masako Egawa and Haruka Matsuyama to limit their liability as stipulated in Article 423, Paragraph 1 of the Companies Act. Based on these agreements, the limit of liability is either ¥10 million or the minimum statutory amount, whichever is higher.
7. Should this Item be approved as proposed and each candidate assume office of the Company's Director, the Company will enter into an indemnity agreement with each of them, pursuant to Article 430-2, Paragraph 1 of the Companies Act, under which the Company shall indemnify each candidate against the expenses set forth in (1) and losses set forth in (2) of the same Paragraph to the extent specified by laws and regulations.
8. The Company has concluded a directors and officers liability insurance agreement provided in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The agreement is scheduled to be renewed in June 2025. This insurance policy shall compensate for damages including compensation for damages and legal expenses to be borne by the insured, in the event of a claim for damages submitted by a shareholder or third party, etc. However, claims for damages arising from criminal acts by the executives, etc. shall be exempt from compensation. Should the candidates be reelected or elected, each of the candidates will be insured under the insurance contract. All insurance premiums shall be borne by the Company.

(Reference) **Independency Guideline for Outside Directors**

Mitsubishi Electric Corporation nominates persons with experience in company management in the business world, attorneys and academics, among other specialists, who are appropriate to oversee the Company's business operations and not falling under any of the following cases, as candidates for Outside Directors. Each of the following 1), 2), 4) and 5) includes a case in any fiscal year during the past three fiscal years.

- 1) Persons who serve as Executive Directors, Executive Officers, managers or other employees (hereinafter "business executors") at a company whose amount of transactions with the Company accounts for more than 2% of the consolidated revenue of the Company or the counterparty
- 2) Persons who serve as business executors at a company to which the Company has borrowings that exceed 2% of the consolidated total assets
- 3) Persons who are related parties of the Company's accounting auditor
- 4) Persons who receive more than ¥10 million of compensation from the Company as specialists or consultants
- 5) Persons who serve as Executive Officers (Directors, etc.) of an organization to which the Company offers contribution that exceeds ¥10 million and 2% of the total revenue of the organization
- 6) Persons who are the Company's major shareholders (holding 10% or more of voting rights) or who serve as their business executors
- 7) Persons who are related parties of a person or company that have material conflict of interest with the Company

## **Business Report**

(April 1, 2024 to March 31, 2025)

### **I. Matters Relating to the Mitsubishi Electric Group**

#### **1. Business Development and Results**

The economy in fiscal 2025 continued to see moderate recovery, however, recovery in consumer spending came to a standstill in the latter part of the year. In the U.S., the economy remained robust primarily in consumer spending despite monetary tightening and other factors, but showed signs of an economic slowdown toward the end of the fiscal year. In Europe, the economy gradually recovered due to monetary easing and other factors, but the manufacturing sector remained sluggish. In China, the economy remained sluggish due to its ongoing real estate recession and weak domestic demand, despite increased exports and support from government measures.

In this environment, the Mitsubishi Electric Group, under its business area management structure, has been accelerating business transformation and its business portfolio strategy, while also implementing initiatives to bolster its competitiveness and strengthen its business structure. As a result, the business performance for fiscal 2025 is as follows.

#### **Revenue**

Revenue increased by 263.7 billion yen year-on-year to 5,521.7 billion yen due primarily to the weaker yen and improvements in product prices. In the Infrastructure segment, the public utility systems business saw increases in the uninterruptible power supply (UPS) business outside Japan, the transportation systems business worldwide, and the public utility business in Japan. The energy systems business saw an increase in the power transmission and distribution business worldwide, and the defense & space systems business also increased due to large-scale projects for the defense systems and space systems businesses. The Life segment saw an increase in the building systems business in Japan and other markets in Asia (excluding China), and as well as the air conditioning systems & home products business experiencing an increase in air conditioners for North America, Asia (excluding China) and Japan. The Business Platform segment saw increases in the IT infrastructure service and system integrations businesses. The Semiconductor & Device segment was substantially unchanged compared to the previous fiscal year, seeing increases in power modules used in railway & power transmission applications and in optical communication devices, while experiencing a decrease in power modules used in industrial applications. The Industry & Mobility segment saw a decrease in the factory automation systems business mainly due to a decline in demand for lithium-ion batteries, while the automotive equipment business decreased due to a decline in sales of Japanese automotive manufacturers in China.

## Operating Profit

Operating profit increased by 63.3 billion yen year-on-year to 391.8 billion yen due to increases in the Infrastructure, Life, Semiconductor & Device and Business Platform segments, despite a decrease in the Industry & Mobility segment. Operating profit ratio improved by 0.9 points year-on-year to 7.1% mainly due to an improvement in cost ratio.

The cost ratio improved by 1.2 points year-on-year due primarily to the weaker yen and improvements in product prices as well as improvements in the Life and Infrastructure segments. Selling, general and administrative expenses increased by 78.5 billion yen year-on-year, and the ratio of selling, general and administrative expenses to revenue deteriorated by 0.3 points year-on-year. Other profit (loss) decreased by 4.4 billion yen year-on-year, and the ratio of other profit (loss) to revenue was substantially unchanged year-on-year.

## Profit before income taxes

Profit before income taxes increased by 71.4 billion yen year-on-year to 437.2 billion yen due primarily to an increase in operating profit. The ratio of profit before income taxes to revenue was 7.9%.

## Net profit attributable to Mitsubishi Electric Corporation stockholders

Net profit attributable to Mitsubishi Electric Corporation stockholders increased by 39.1 billion yen year-on-year to 324.0 billion yen mainly due to an increase in profit before income taxes. The ratio of net profit attributable to Mitsubishi Electric Corporation stockholders to revenue was 5.9%.

ROE improved by 0.2 points year-on-year to 8.4%.

## Consolidated Performance

(Billions of yen)

Fiscal period Classification	153rd Fiscal 2024	154th Fiscal 2025	
Revenue	5,257.9	5,521.7	Up 5% YoY
Operating profit	328.5	391.8	Up 19% YoY
Profit before income taxes	365.8	437.2	Up 20% YoY
Net profit attributable to Mitsubishi Electric Corp. stockholders	284.9	324.0	Up 14% YoY

Revenue by Business Segment (Billions of yen)

Business Segment	154th Fiscal 2025	
	Revenue	As a percentage of revenue
Infrastructure	1,224.9	19.3
Industry & Mobility	1,644.8	25.9
Life	2,185.1	34.6
Business Platform	146.8	2.3
Semiconductor & Device	286.3	4.5
Others	852.1	13.4
Total	5,521.7	

Note: The figures shown in this table include internal revenue between segments (transfer). The same applies to Information by Business Segment on the following pages.

Revenue by Location (Billions of yen)

Location	153rd Fiscal 2024		154th Fiscal 2025	
	Revenue	As a percentage of revenue	Revenue	As a percentage of revenue
Japan	2,559.4	48.7	2,723.5	49.3
North America	697.0	13.3	799.0	14.5
Asia (excluding Japan)	1,177.0	22.4	1,171.2	21.2
Europe	733.0	13.9	718.5	13.0
Others	91.2	1.7	109.2	2.0
Overseas	2,698.4	51.3	2,798.1	50.7
Total	5,257.9	100.0	5,521.7	100.0

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

## Information by Business Segment

Note: Starting from fiscal 2025, the Company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. The segment information for fiscal 2024 has also been restated to reflect the reclassification.

		153rd (Fiscal 2024)	154th (Fiscal 2025)	YoY
Infrastructure	Revenue	¥1,036.6 billion	¥1,224.9 billion	Up 18%
	Operating profit	¥31.1 billion	¥89.4 billion	Up ¥58.2 billion
Principal products (as of March 31, 2025):				
<b>Public Utility Systems:</b> Rolling stock system, supervisory control system for water treatment plants, power supply system for large electricity users, communication system				
<b>Energy Systems:</b> Supervisory control system for power plants, substation equipment, power electronics equipment, power transmission and distribution system, power demand and supply optimization solution				
<b>Defense &amp; Space Systems:</b> Missile system, radar system, command & control system, electric warfare system, satellite system, satellite data solutions				

### Public utility systems business

- The market saw robust capital expenditures in public utilities in Japan.
- Orders increased YoY due primarily to increases in the transportation systems business worldwide and the public utility business in Japan. Revenue also increased YoY due primarily to increases in the uninterruptible power supply (UPS) business outside Japan, the transportation systems business worldwide, and the public utility business in Japan.
- Operating profit increased YoY mainly due to increased revenue and a shift in project portfolio.

### Energy systems business

- The market saw robust demand resulting from the expanded use of renewable energy and increased investments in data centers.
- Orders decreased YoY mainly due to a decrease in the power transmission and distribution business in Japan, while revenue increased YoY due primarily to an increase in the power transmission and distribution business worldwide.
- Operating profit increased YoY mainly due to increased revenue.

### Defense & space systems business

- The market saw robust demand in defense and space systems mainly due to increases in the budgets of government-related organizations.
- Both orders and revenue increased YoY due to an increase in large-scale projects for the defense & space systems businesses.
- Operating profit increased YoY due primarily to increased revenue and a shift in project portfolio.



Industry & Mobility		153rd (Fiscal 2024)	154th (Fiscal 2025)	YoY
	Revenue	¥1,710.6 billion	¥1,644.8 billion	Down 4%
	Operating profit	¥118.8 billion	¥82.6 billion	Down ¥36.2 billion
Principal products (as of March 31, 2025): <b>Factory Automation Systems: Control and drive products, processing machines, power distribution control equipment, FA digital solution</b> <b>Automotive Equipment: Electric vehicle-related equipment, ADAS-related products, vehicle control system, powertrain products</b>				

### Factory automation systems business

- The market saw increases in demand related to smartphones and industrial machinery in China and capital expenditures mainly for artificial intelligence (AI)-related semiconductors in Japan, China and Taiwan, despite continued stagnation in demand for lithium-ion batteries.
- Orders increased YoY due primarily to increases in capital expenditures related to smartphones and AI, as well as demand for industrial machinery, while revenue decreased YoY mainly due to a decrease in demand for lithium-ion batteries.
- Operating profit decreased YoY mainly due to a shift in the product mix.

### Automotive equipment business

- The market saw sales of new cars substantially unchanged YoY in almost all regions.
- Revenue decreased YoY due primarily to a decrease in automotive electrical equipment in line with a lower sales volume of Japanese car manufacturers in China.
- Operating profit increased YoY mainly due to price improvements and cost reductions.

Life		153rd (Fiscal 2024)	154th (Fiscal 2025)	YoY
	Revenue	¥2,052.2 billion	¥2,185.1 billion	Up 6%
	Operating profit	¥115.7 billion	¥157.2 billion	Up ¥41.5 billion
Principal products (as of March 31, 2025): <b>Building Systems:</b> Elevators, escalators, building management systems <b>Air Conditioning System &amp; Home Products:</b> Air conditioning & refrigeration systems, lighting, ventilation, home equipment & appliances				

### Building systems business

- The market saw continued recovery in global demand.
- Orders increased YoY due primarily to increases in Asia (excluding China) and the renewal business in Japan. Revenue also increased YoY mainly due to the weaker yen and increases in Japan and other markets in Asia (excluding China).
- Operating profit increased YoY mainly due to increased revenue.

### Air conditioning systems & home products business

- The market saw robust demand for air conditioning systems mainly in Asia (excluding China), and North America, which saw changes to refrigerant management regulations, despite continued stagnation in demand for residential air conditioning systems in Europe.
- Revenue increased YoY due primarily to the weaker yen and improvements in product prices, as well as increases in air conditioning systems in North America, Asia (excluding China), and Japan.
- Operating profit increased YoY mainly due to increased revenue.

Business Platform		153rd (Fiscal 2024)	154th (Fiscal 2025)	YoY
	Revenue	¥142.0 billion	¥146.8 billion	Up 3%
	Operating profit	¥7.7 billion	¥10.8 billion	Up ¥3.1 billion
Principal products (as of March 31, 2025): <b>Information Systems &amp; Network Services:</b> Manufacturing DX solutions, IT infrastructure and security solutions				

### Information systems & network service business

- The market saw robust demand for updates to legacy systems and digital transformation-related efforts.
- Orders increased YoY mainly due to an increase in the IT infrastructure service business, and revenue also increased YoY mainly due to increases in the IT infrastructure service and system integrations businesses.
- Operating profit increased YoY due primarily to increased revenue and a shift in project portfolio.

Semiconductor & Device		153rd (Fiscal 2024)	154th (Fiscal 2025)	YoY
	Revenue	¥289.8 billion	¥286.3 billion	Down 1%
	Operating profit	¥29.8 billion	¥40.6 billion	Up ¥10.7 billion
Principal products (as of March 31, 2025): <b>Semiconductor &amp; Device: Power devices, high-frequency devices, optical devices</b>				

### Semiconductor & device business

- The market saw robust demand for optical communication devices, despite a stagnation in demand for power modules.
- Orders decreased YoY mainly due to a decrease in large-scale orders for power modules used in railway and electric power applications. Revenue remained substantially unchanged YoY, seeing increases in optical communication devices and power modules used for railway & power transmission applications, while experiencing a decrease in power modules used for industrial applications.
- Operating profit increased YoY due primarily to a shift in the product mix.

Others		153rd (Fiscal 2024)	154th (Fiscal 2025)	YoY
	Revenue	¥843.5 billion	¥852.1 billion	Up 1%
	Operating profit	¥29.9 billion	¥51.5 billion	Up ¥21.6 billion
Principal products (as of March 31, 2025): <b>Procurement, real estate, advertising, finance, and other services</b>				

- Revenue remained substantially unchanged compared to the previous fiscal year, due primarily to an increase in an associated company in software business despite a decrease associated with the conversion of an associated company in logistics into an equity method affiliate.
- Operating profit increased YoY due primarily to an impact from partial transfer of shares of an associated company in logistics.

## 2. Capital Expenditures

During fiscal 2025, the Mitsubishi Electric Group invested a total of 230.7 billion yen, unchanged compared to the previous fiscal year, with the aim of further enhancing corporate value through strategic and intensive input of resources based on the Medium-Term Management Plan.

Principal capital expenditures per segment are as follows:

Segment	Amount (Billions of Yen)	Major Projects Completed within Consolidated Basis Fiscal 2025	Major Ongoing Projects within Consolidated Basis Fiscal 2025
Infrastructure	34.5	—	Kamakura Works Kamakura Works, Koriyama Factory Electronics and Communication Systems Center Construction of new production plant
Industry & Mobility	50.2	—	Nagoya Works Development of new facility in the Owariasahi district
Life	76.7	Siam Compressor Industry Co., Ltd. Expansion of scroll compressors production capacity (Thailand)	Mitsubishi Electric India Private Limited Construction of new facility and development of production system for air conditioners (India)
Business Platform	5.0	—	—
Semiconductor & Device	33.3	Power Device Works, Fukuyama Factory Development of 12-inch Si wafer production system	Power Device Works, Shisui Factory Construction of a new plant and development of 8-inch SiC wafer production system
Others	8.0	—	—
Common	22.6	—	—

\*Figures are based on the recognized value of property, plant and equipment.

### **3. Corporate Agenda**

The recent global economy remains on moderate growth due primarily to the cumulative effects of previous monetary tightening, continued real estate recession in China, and downward pressure from the U.S. tariff policy. In addition, uncertainty in the economic outlook is increasing, mainly due to concerns that various U.S. policies, including tariffs, could further weigh on the global economy.

The Mitsubishi Electric Group's Purpose, which states, "We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity," is our reason for being in society. Under this Purpose, in addition to realizing well-balanced corporate management from the three perspectives of growth, profitability/efficiency, and soundness, the Mitsubishi Electric Group will return to our fundamental principle of "addressing social challenges through our businesses" and position the realization of sustainability as the cornerstone of our management. From this approach, we will pursue the sustained enhancement of our corporate value and fulfill our responsibility to society, to our customers, shareholders, and employees, and to all other stakeholders.

Based on this company management policy, the Mitsubishi Electric Group focuses on the following four items in particular.

#### **Strengthening Business Structure**

The Mitsubishi Electric Group plans to carry out business operations utilizing ROIC<sup>\*1</sup>. The Group will focus its management on asset efficiency and cash-generating capabilities, and, by deploying the ROIC tree to clarify KPIs and responsible departments, the Group aims to establish ROIC-based management across all levels within its organization. This will enable the Group to carry out active investments speedily in its key growth businesses such as enhancing its production systems and M&A, while strongly promoting a resource shift approach based on its business portfolio strategy, including by considering potential withdrawals from and the sale of businesses with issues that are not expected to improve their profitability or asset efficiency.

Furthermore, the Group will promote efforts to optimize its global engineering and supply chains as well as to improve group management efficiency. In addition, we will ensure that our operations flexibly cope with the changing business environment in light of recent economic trends.

Regarding human resources, which are the base for all business operations, the Group has established and operated a grade, evaluation, and compensation system with the concept of "realizing proper evaluation system leading to growth" and "supporting autonomous career development," promoting employees' autonomous growth based on career ownership. We have also applied a job grade system to management based on global standards, with the aim of a transformation into job-oriented human capital management, to maximize the value of human capital.

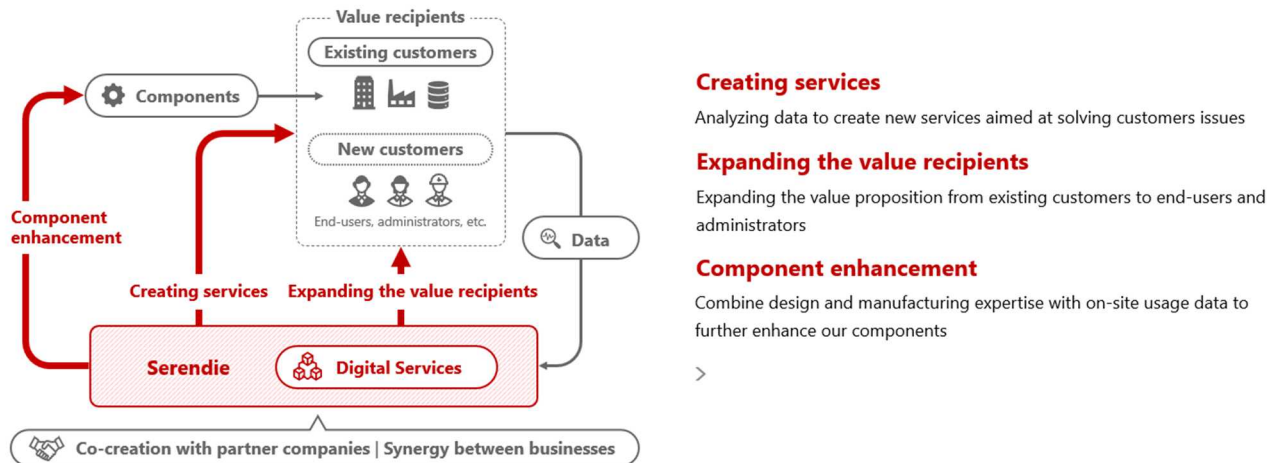
#### **Business Model Transformation through Serendie**

The Mitsubishi Electric Group is transforming itself into a "Circular Digital-Engineering" company that contributes to solving social challenges by consolidating and analyzing data obtained from customers in the digital space, and by creating new value through strong connections and sharing wisdom within the Group. Starting from components and systems, which are our main strengths, we will transform our business models to create and provide diverse digital services through utilization of

our digital platform, “Serendie,” and co-creation with our customers. To new customers including the actual users and administration personnel, beyond our existing customers, we aim to maximize our social values.

Furthermore, the Company established a new company to promote DX and IT strategies, Mitsubishi Electric Digital Innovation Corporation, in April 2025 by splitting the IT Solution Business & Business Process Reengineering Group from the Group and integrating it with the Company’s subsidiary for the information systems & network service business. We will enhance our capability to address the business related to Serendie and strive to realize sustainable growth of our information systems & network service business. We will also strongly promote AI utilization as well as DX in operational processes.

- Starting from the data created through utilization of components, we will further promote business model transformation

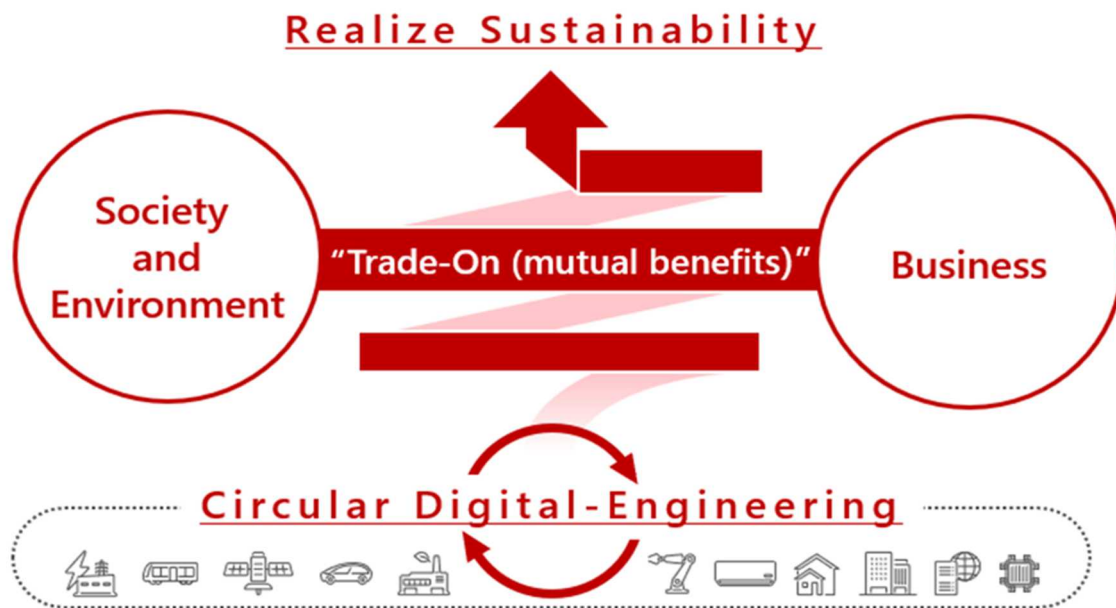


### Promotion of Material Sustainability Management

To achieve sustainability, the Mitsubishi Electric Group has identified five challenge areas\*<sup>2</sup> to focus on. We will try to achieve “Trade-On (mutual benefits)” relationships that maintain a good balance between social sustainability and the Group’s business development, not trade-offs, by solving social issues through our businesses in these challenge areas.

With the “Sustainability Innovation Group” established in fiscal 2025 leading sustainability management, we will work to create new businesses that help solve social issues from the viewpoint of globalization and sustainability, and also comprehensively and strategically strengthen our business foundation to support sustainable growth for transforming the Company.

- Innovate through Circular Digital-Engineering and grow our business while enriching society and the environment, and realize sustainability by accelerating “Trade-On (mutual benefits)” activities



With regards to carbon neutral initiatives, Environmental Sustainability Vision 2050, which is our long-term environmental management vision, aims to reduce greenhouse gas emissions throughout the entire value chain to net-zero by fiscal 2051. In addition, as an interim target, the Group aims to reduce greenhouse gas emissions from Group plants and offices to net zero by fiscal 2031. To achieve these targets, we will nurture businesses that contribute to the decarbonization of society as a whole, and also promote the reduction of our emissions by utilizing our technologies. Additionally, the Group will continue to strive to disclose the risks and opportunities brought by climate change, based on the recommendations of the TCFD<sup>\*3</sup>.

We promote various initiatives for realizing a work environment and culture that allows employees to acknowledge each other’s way of working and diversity through collaboration and active participation of diverse human capital, aiming for sustainable business development and enhancement of corporate value. In addition, we consider support and respect for the protection of internationally agreed human rights as a prerequisite for the Group’s business activities. Therefore, we endeavor to respect the human rights of our employees and in the supply chain.



## **Enhancing Risk Management and Thoroughly Instilling Legal and Ethical Compliance**

The Mitsubishi Electric Group has established the Risk Management and Compliance Committee chaired by the Chief Risk Officer (CRO) in charge of Risk Management and Economic Security to secure the system where management decisions can be made not only in response to conventional risks such as large-scale disasters and social risks, but also through exploring and preparing for new risks in the areas such as economic security, technological innovations including AI, and sustainability. Under this system, we will identify the risks which we should address as focus areas, based on the risk-based approach, as well as manage risks in a flexible and strategic manner.

Based on the Mitsubishi Electric Group compliance motto of “Always Act with Integrity,” the Group will promote a number of recurrence prevention initiatives, including efforts to prevent the quality-related, work-related and cybersecurity issues as identified thus far from being forgotten. Furthermore, regarding the initiatives in three key areas (quality assurance, organizational culture and governance) following the implementation of improper quality control practices, the Group will accelerate its efforts to build a self-propelling organization seeking to proceed with reforms on its own initiatives, in addition to fully establishing and instilling the measures taken so far.

Steadily executing the strategies above, the Mitsubishi Electric Group will work to further enhance its corporate value. Looking ahead, the Group asks for the understanding and support of all its stakeholders.

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<sup>1</sup> ROIC (Mitsubishi Electric version): A comprehensive business efficiency indicator which is calculated by asset items (fixed assets, working capital, etc.) per different segments (and not by capital and liability) so that it is easier to track and improve performances of each business segment.

<sup>2</sup> Five challenge areas: “carbon neutrality,” “circular economy,” “safety and security,” “inclusion,” and “well-being”

<sup>3</sup> TCFD (Task Force on Climate-related Financial Disclosures): A task force for the disclosure of climate-related financial information led by the private sector. The TCFD was established at the request of the G20 Finance Ministers and Central Bank Governors.

## 4. Topics

### **Completion of “Serendie Street Yokohama” Collaboration Space**

The Company completed its “Serendie Street Yokohama” project to newly establish a co-creation area for collaborating with external parties in the YOKOHAMA i-MARK PLACE building.

The Company is transforming itself into a “Circular Digital-Engineering” company. To accelerate this transformation, the Company launched\* the “Serendie” digital platform in May 2024 to create opportunities for the convergence of devices, systems, services, and the aggregation of resulting data and insights, which will be used to address increasingly complex challenges in the society.

At “Serendie Street Yokohama,” serendipitous encounters will activate various communities and projects that combine internal and external experts, data and technologies to create new value. Through co-creation activities with customers and partners, with convergence of diverse knowledge and technologies, the Company aims to create unknown value and address challenges in the society.

\* News release on May 29, 2024

<<https://www.mitsubishielectric.com/news/2024/0529-b.html>>

### **Signing of an MOU for Comprehensive Collaboration to Provide Advanced Environmental Value with CP Group (Thailand)**

The Company and Charoen Pokphand Group Co., Ltd.\* (CP Group) signed a memorandum of understanding (MOU) for comprehensive collaboration to provide advanced environmental value in the areas of carbon neutrality and circular economy, with the aim of contributing to a more sustainable society in Thailand.

Based on the MOU, the two companies aim to tackle social challenges by co-creating new solutions, business models, and environmental value that can be achieved primarily through joint collaboration and utilization of knowledge and assets from both companies. As a first initiative, we will promote carbon neutrality and circular economy in Thailand by combining the Company’s products, technologies, and data utilization knowledge with CP Group’s business infrastructure, and subsequently offering new environmental value to potential customers.

\* Charoen Pokphand Group Co., Ltd.: Headquarters in Bangkok, Thailand

### **Signing of an Agreement for DX Human Capital Development with Waseda University on the Occasion of Establishing “DX Innovation Academy”**

The Company and Waseda University seek to promote industry-academia collaboration in the area of DX human capital development. With this purpose, the Corporate Human Resources Group of the Company and the Center for Data Science of Waseda University signed a departmental agreement.

A core part of the collaboration will be realized in DX Innovation Academy\*, newly established as a measure to develop the Group employees as part of our effort to strengthen DX human capital development. DX Innovation Academy offers a step-by-step learning system tailored to job types and levels of employees, with both internal and external seminars to provide an environment where employees can learn intensively in a short period. This will enable us to develop DX human capital promptly.

Waseda University’s education programs will be leveraged to deliver seminars in DX Innovation Academy and the opportunities to learn the advanced technologies and theories will be provided to employees. Subsequently, feedback of the outcomes will be given to the data science education program in Waseda University for its enhancement, with the aim to establish an industry-academia co-creation scheme for joint value enhancement.

\* The Group's systematic development program for its employees, aiming for strengthening the DX human capital development  
<<https://www.mitsubishielectric.co.jp/news/2024/1216-b.html>> (available only in Japanese)

## 5. Research and Development

### (1) Research and Development Strategies

We will drive sustainable business development by advancing fundamental technologies through the development of component technologies and digital technologies, which are our main strengths. We will also promote research and development activities utilizing “Serendie,” our digital platform, with the aim of providing solutions that create new value based on the obtained data.

In addition, we will focus on the development of foresight technology\*, which makes a significant impact on society and business, and challenge ourselves to create new value aimed at fundamentally solving social issues. Furthermore, through co-creation with our partners, we will seek to rapidly implement our ideas in society, and promote research and development which involve developing our business while enriching society and the environment, thus contributing to the realization of sustainability.

During fiscal 2025, the total R&D expenses for the entire Group have amounted to 228.8 billion yen (3% increase compared to the previous fiscal year).

\* Technologies developed with foresight, aiming to make a significant impact on society and business

### (2) Major R&D Achievements in Fiscal 2025

#### **Development of Rapid Formal Verification Technology for AI, Contributing to the Enhancement of AI Reliability**

The Company has developed a new algorithm aimed at efficiently conducting formal verification of AI performance. This technology uses the algorithm to efficiently conduct formal verification on decision tree ensembles\* to rapidly verify AI malfunctions. Verification can be performed tens to hundreds of times faster compared with traditional formal verification methods, making it possible to efficiently perform a formal verification which was difficult in the past. The Company has also developed a browser-based verification tool, which is interactive and intuitive, helping AI developers detect malfunction risks and appropriately address them.

The Company plans to apply this technology for AI developed both internally and externally, and seek to help realize a society where AI can be used with greater confidence by contributing these technologies to the wider society through AI standardization activities.

\* A method that improves prediction accuracy by combining multiple decision trees, which are models that make predictions based on data partitioned according to specific conditions

Contributing to the realization of a society where AI can be used with greater confidence by reducing the risk of AI malfunctions
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#### **Development of “Smart Electrostatic Separation” Technology for Plastic Recycling and Launch of Verification Testing**

The Company has developed the world’s first<sup>\*1</sup> “smart electrostatic separation” technology that automatically sorts mixed plastic pieces by kind in accordance with the composition ratio changes, and has started its verification testing. This technology utilizes various sensors<sup>\*2</sup> developed through the digitalization of operational know-how cultivated in our home appliance recycling business as well as AI to automatically sort mixed plastic pieces by kind in accordance with the composition changes with high accuracy. No expertise nor operational know-how is required to perform sorting automatically and with high purity.

We will further proceed with development and verification aiming for practical application of the technology and market launch to contribute to a higher plastic recycling rate through the introduction and expansion of advanced separation technologies.

\*1 As of February 19, 2025 (according to Mitsubishi Electric research)

\*2 A specific charge distribution evaluation system and a composition identification sensor used before- and after-sorting

Contributing to higher plastic recycling rate through “smart electrostatic separation” technology utilizing AI

## **Practical Application and Development of AI Solutions Supporting Sustainable Manufacturing**

The Company recognizes AI technologies including data-driven AI (machine learning, deep learning, etc.), mathematical exploration-type AI (for mathematical optimization, statistical model based optimization, etc.), and logic and knowledge-type AI (generative AI and others that perform natural language processing, ontology for data association, etc.) as AI solutions with significant impact on manufacturing. In this field, we have worked on technological development aimed at enhancing the performance of core technologies to be applied on the factory floor and improving accuracy in pre- and post-processing through cleansing of learning data. This promotes utilization at manufacturing sites and in DCM<sup>\*1</sup>/ECM<sup>\*2</sup>/SCM<sup>\*3</sup> operations, leading to their improvement.

We will continue to leverage advanced technologies for manufacturing, seek to provide applicable solutions such as the automation of high-level judgement through the combination of digital twin and generative AI, and contribute to building manufacturing infrastructure that meets the needs of the times.

\*1 Demand chain management

\*2 Engineering chain management

\*3 Supply chain management

Seeking applicable solutions and contributing to building manufacturing infrastructure meeting with the needs of the times

## 6. Trends in Operating Results and Financial Condition

(Billions of yen, except per share data)

### (1) The Mitsubishi Electric Group (Consolidated)

	151st Period Fiscal 2022	152nd Period Fiscal 2023	153rd Period Fiscal 2024	154th Period Fiscal 2025
Revenue	4,476.7	5,003.6	5,257.9	5,521.7
Operating profit	252.0	262.3	328.5	391.8
Profit before income taxes	279.6	292.1	365.8	437.2
Net profit attributable to Mitsubishi Electric Corp. stockholders	203.4	213.9	284.9	324.0
Basic earnings per share attributable to Mitsubishi Electric Corp. stockholders	¥95.41	¥101.30	¥135.74	¥155.70
Total assets	5,107.9	5,582.5	6,167.3	6,375.6

Note: Figures presented in the table above are based on the Consolidated Financial Statements prepared in accordance with International Financial Reporting Standards (IFRS).

### (2) Mitsubishi Electric Corporation (Non-Consolidated)

	151st Period Fiscal 2022	152nd Period Fiscal 2023	153rd Period Fiscal 2024	154th Period Fiscal 2025
Net sales	2,557.4	2,712.1	2,682.6	2,070.0
Ordinary income	172.9	163.3	225.1	279.4
Net income	179.3	146.2	292.2	288.9
Net income per share	¥84.11	¥69.28	¥139.20	¥138.84
Total assets	3,065.5	3,161.7	3,277.0	3,383.4

## 7. Principal Offices (As of March 31, 2025)

### (1) Mitsubishi Electric Corporation

#### 1. Head Office: Tokyo

#### 2. Marketing Bases:

Branch Name	Location (Prefecture)	Branch Name	Location (Prefecture)
Hokkaido Branch Office	Hokkaido	Chubu Branch Office	Aichi
Tohoku Branch Office	Miyagi	Kansai Branch Office	Osaka
Kanetsu Branch Office	Saitama	Chugoku Branch Office	Hiroshima
Kanagawa Branch Office	Kanagawa	Shikoku Branch Office	Kagawa
Hokuriku Branch Office	Ishikawa	Kyushu Branch Office	Fukuoka

#### 3. Research Laboratories

Laboratory Name	Location (Prefecture)	Laboratory Name	Location (Prefecture)
Information Technology R&D Center	Kanagawa	Manufacturing Engineering Center	Hyogo
Integrated Design Center	Kanagawa	Component Production Engineering Center	Hyogo
Living Environment Systems Laboratory	Kanagawa	Advanced Technology R&D Center	Hyogo
Design Systems Engineering Center	Hyogo		

#### 4. Manufacturing Facilities

Segment	Facility Name	Location (Prefecture)
Infrastructure	Kamakura Works	Kanagawa
	Itami Works	Hyogo
	Transmission & Distribution Systems Center	Hyogo
	Communication Networks Center	Hyogo
	Electronics and Communication Systems Center	Hyogo
	Kobe Works	Hyogo
	Energy Systems Center	Hyogo
	Power Distribution Systems Center	Kagawa
Industry & Mobility	Nagoya Works	Aichi
	Industrial Mechatronics Systems Works	Aichi
	Fukuyama Works	Hiroshima
Life	Nakatsugawa Works	Gifu
	Shizuoka Works	Shizuoka
	Air-Conditioning & Refrigeration Systems Works	Wakayama
Business Platform	Information Systems & Network Service Division	Kanagawa
Semiconductor & Device	High Frequency & Optical Device Works	Hyogo
	Power Device Works	Fukuoka

(Note) As regards “4. Manufacturing Facilities,” the following change was made as of April 1, 2025:

- Business Platform: Public Utility Systems business in Information Systems & Network Service Division was transferred to Kobe Works, and Integrated Solutions business in the same Division was transferred to Mitsubishi Electric Digital Innovation Corporation.

## (2) Subsidiaries

Please refer to Section 11. Principal Subsidiaries.

## 8. Employees (As of March 31, 2025)

Segment	Number of employees	Year-on-Year increase (decrease)
Infrastructure	22,272	239
Industry & Mobility	31,023	(570)
Life	62,732	1,681
Business Platform	4,935	23
Semiconductor & Device	5,832	(16)
Others	16,422	(619)
Common	6,698	42
Total	149,914	780

Notes: 1. Employees whose job and functions are not directly attributable to any of the aforementioned business segments are included in the line titled as “common.”

2. Breakdown of employees: 93,646 located in Japan; 56,268 located overseas.

## 9. Fund Raising

Mitsubishi Electric Corporation repaid the borrowings reaching their maturities within fiscal 2025, while procuring working capital through loans from financial institutions and other methods.

As a result, the balance of bonds and borrowings as of the end of fiscal 2025 stood at ¥214.1 billion, a decrease of ¥27.1 billion compared with the previous fiscal year.



#### 10. Principal Lenders (As of March 31, 2025)

The Mitsubishi Electric Group has introduced a Group financing system, and is striving to improve the efficiency of funding operations through aggregation and financing of funds between Group companies.

The main financial institutions providing loans to the Group as of the end of the fiscal year were as follows.

(Billions of yen)

Name of Lender	Outstanding Borrowings
MUFG Bank, Ltd.	44.1
The Norinchukin Bank	14.2
Mizuho Bank, Ltd.	11.1
THE HACHIJUNI BANK, LTD.	10.2

The borrowings on the Company's non-consolidated balance sheet include loans from financial institutions and loans from associated companies received through the Group financing system.

## 11. Principal Subsidiaries (As of March 31, 2025)

Segment	Subsidiary Name	Principal Business Activities	Location	Ratio of Voting Rights Held (%)
Infrastructure	Mitsubishi Electric Plant Engineering Corporation	Maintenance services for energy and electric plants and equipment	Tokyo	100.0
	Mitsubishi Electric Defense and Space Technologies Corporation	Manufacturing and sales of radar application equipment, electronic application equipment, and optical equipment	Tokyo	100.0
	Mitsubishi Electric Power Products, Inc.	Manufacturing and sales of various transmission and distribution equipment and electrical equipment for railway vehicles	United States	100.0
Industry & Mobility	Mitsubishi Electric Mobility Corporation	Development, manufacturing and sales of and services for automotive equipment	Tokyo	100.0
	SETSUYO ASTEC CORPORATION	Sales of factory automation equipment	Osaka	100.0
	Mitsubishi Electric Automation (CHINA) Ltd.	Sales of factory automation equipment	China	100.0
	Mitsubishi Electric Automotive America, Inc.	Manufacturing and sales of automotive equipment	United States	100.0
Life	Mitsubishi Electric Building Solutions Corporation	Development, manufacturing, sales, installation, maintenance, repair, etc. of elevator equipment, building management systems, and other building equipment	Tokyo	100.0
	Mitsubishi Electric Lighting Corporation	Manufacturing and sales of lighting equipment, lamps, and related components	Kanagawa	100.0
	Mitsubishi Electric Consumer Products (Thailand) Co., Ltd.	Manufacturing and sales of air conditioning equipment	Thailand	90.0
	Mitsubishi Electric Kang Yong Watana Co., Ltd.	Sales of air conditioning equipment and home appliances	Thailand	50.1
Business Platform	Mitsubishi Electric Information Network Corporation	Planning, design, development, and sales of information systems	Tokyo	100.0
Semiconductor & Device	Melco Power Device Corporation	Manufacturing of power devices	Fukuoka	100.0
	Melco Semiconductor Engineering Corporation	Design and development of semiconductors, and development of processing and testing technology	Fukuoka	100.0
	Vincotech Holdings S.à r.l.	Holding company of a power device business company in Europe, etc.	Luxembourg	100.0
Others	The Kodensha Co., Ltd.	Design, execution and contractor undertaking of electrical equipment construction, sales of the Company's products	Tokyo	51.5
	Mitsubishi Electric Trading Corporation	Procurement and sales of materials	Tokyo	100.0
	Mitsubishi Electric Engineering Co., Ltd.	Design of electrical and electronic equipment and related technology, construction and installment-related technology, information processing, and production of various contents	Tokyo	100.0
	Mitsubishi Electric Europe B.V.	Sales and distribution of Group products	The Netherlands	100.0
	Mitsubishi Electric US, Inc.	Sales and distribution of Group products	United States	100.0

Note: Mitsubishi Electric Information Network Corporation absorbed Mitsubishi Electric Information Systems Corporation and Mitsubishi Electric IT Solutions Corporation, with the business responsible for functions for planning and promotion of DX, IT, and security transferred from the Company, and changed its trade name to Mitsubishi Electric Digital Innovation Corporation on April 1, 2025.

### Number of Consolidated Subsidiaries

Infrastructure	Industry & Mobility	Life	Business Platform	Semiconductor & Device	Others	Total
26	51	82	4	12	49	224

## II. Matters Related to Mitsubishi Electric Corporation

### 1. Matters Related to Shares (As of March 31, 2025)

- (1) Authorized shares: 8,000,000,000 shares
- (2) Shares issued and outstanding 2,113,201,551 shares
- (3) Number of shareholders 136,954
- (4) Outstanding share information by shareholder category

Category	Number of Shareholders	Number of Shares Held (Thousand shares)	Percentage of Ownership
Government and municipal public organizations	0	0	0.0%
Financial institutions	129	739,077	35.0%
Traders of financial instruments	102	41,017	1.9%
Other corporations	1,333	50,707	2.4%
Foreign corporations <i>et al.</i>	1,274	996,329	47.2%
Individual <i>et al.</i>	134,116	286,070	13.5%

### (5) Principal shareholders (Top 10)

Shareholder	Holdings of the Company's Shares	
	Number of Shares Held (Thousand shares)	Percentage of Ownership
The Master Trust Bank of Japan, Ltd. (Trust Account)	321,806	15.5%
Custody Bank of Japan, Ltd. (Trust Account)	110,704	5.3%
STATE STREET BANK AND TRUST COMPANY 505001	92,925	4.5%
Meiji Yasuda Life Insurance Company	81,863	3.9%
STATE STREET BANK AND TRUST COMPANY 505223	48,676	2.3%
JP MORGAN CHASE BANK 385632	46,285	2.2%
Mitsubishi Electric Group Employees Shareholding Union	44,058	2.1%
STATE STREET BANK WEST CLIENT – TREATY 505234	39,891	1.9%
JP MORGAN CHASE BANK 380055	36,617	1.8%
Nippon Life Insurance Company	36,339	1.7%

Note: Shareholder ratio calculations deduct 35,902,128 company-owned shares (figures are rounded to the first decimal place).

### (6) Status of the Company's shares granted to the Company's officers as consideration for execution of duties during the fiscal year

As stated in “2. (3) 2) ii. Total Number of Shares Granted as Compensation for Directors and Executive Officers” below.

## 2. Directors and Executive Officers

(1) Directors (As of March 31, 2025)

1) Title, positions held and important concurrent posts of Directors

Title	Name	Positions Held	Important Concurrent Positions
Outside Director	Tatsuro Kosaka	Chairperson of the Compensation Committee, Chairperson of the Nomination Committee	Senior Advisor, Chugai Pharmaceutical Co., Ltd. Outside Audit & Supervisory Board Member, Komatsu Ltd.
Outside Director	Hiroyuki Yanagi	Chairperson of the Board of Directors, Member of the Nomination Committee, Member of the Compensation Committee	Adviser, Yamaha Motor Co., Ltd. Outside Director, AGC Inc. Non-executive Director of the Board, Kirin Holdings Company, Limited Outside Director, Japan Airlines Co., Ltd.
Outside Director	Masako Egawa	Member of the Nomination Committee, Member of the Compensation Committee	Chancellor, School Juridical Person Seikei Gakuen External Director, Mitsui & Co., Ltd.
Outside Director	Haruka Matsuyama	Chairperson of the Audit Committee	Attorney-at-law Outside Audit & Supervisory Board Member, AGC Inc. Outside Director, Tokio Marine Holdings, Inc.
Outside Director	Kunihito Minakawa	Member of the Audit Committee	Financial Services Agency Certified Public Accountants and Auditing Oversight Board Commissioner External Director, Nippon Sheet Glass Co., Ltd.
Outside Director	Peter D. Pedersen	Member of the Audit Committee	Executive Director, NELIS, non-profit organization Professor (full-time), Graduate School of Leadership and Innovation, Shizenkan University External Director, MARUI GROUP CO., LTD. Independent Outside Member of the Board, Meiji Holdings Co., Ltd.
Director	Kei Uruma	Member of the Nomination Committee	—
Director	Kuniaki Masuda	Member of the Compensation Committee	—
Director	Satoshi Takeda	—	—
Director	Atsuhiko Yabu	Member of the Audit Committee	—

- Notes: 1. Directors Kei Uruma, Kuniaki Masuda and Satoshi Takeda all concurrently serve as Executive Officers. Director Kuniaki Masuda retired from the position of Executive Officer on March 31, 2025 upon the expiration of his term of office, and his concurrent position as Executive Officer was terminated on April 1, 2025 onward.
2. Outside Directors Kunihito Minakawa and Peter D. Pedersen and Director Atsuhiko Yabu were newly elected and took office at the 153rd Ordinary General Meeting of Shareholders held on June 25, 2024.
3. Outside Director Tatsuro Kosaka retired from the position of Outside Director, Olympus Corporation as of June 26, 2024. Outside Director Masako Egawa retired from the position of Vice-Chairperson,

The Japan Securities Dealers Association as of June 30, 2024. Outside Director Hiroyuki Yanagi retired from the position of Adviser, Yamaha Motor Co., Ltd. as of March 31, 2025. Outside Director Kunihiro Minakawa retired from the position of Financial Services Agency Certified Public Accountants and Auditing Oversight Board Commissioner as of March 31, 2025.

4. Outside Directors Mitoji Yabunaka, Kazunori Watanabe and Hiroko Koide and Directors Tadashi Kawagoishi and Jun Nagasawa retired upon the expiration of their terms of office at the end of the 153rd Ordinary General Meeting of Shareholders held on June 25, 2024.
5. Mr. Kunihiro Minakawa, a member of the Audit Committee, has experience serving as Corporate Senior Vice President, General Manager of Finance and Accounting Division and Audit & Supervisory Board Member (full-time) at Ricoh Company, Ltd. and possesses considerable knowledge and experience in the fields of finance and accounting.
6. Mitsubishi Electric Corporation appointed Mr. Atsuhiko Yabu, Director, as the Standing Member of the Audit Committee to attend important meetings such as Executive Officer meetings, collect information including from Internal Auditors, conduct investigations such as interview with the execution divisions and other sections in a continuous and effective manner, while sufficiently cooperating with the divisions in charge of internal control.
7. Mitsubishi Electric Corporation has filed a notification on the nomination of its six Outside Directors, namely, Messrs. Tatsuro Kosaka, Hiroyuki Yanagi, Kunihiro Minakawa and Peter D. Pedersen and Meses. Masako Egawa and Haruka Matsuyama, as Independent Directors to the Tokyo Stock Exchange in accordance with its directives and on the grounds that these individuals' nomination is in conformity with the requirement of independency.  
Six Outside Directors, namely, Messrs. Tatsuro Kosaka, Hiroyuki Yanagi, Kunihiro Minakawa and Peter D. Pedersen and Meses. Masako Egawa and Haruka Matsuyama, satisfy the requirement of independency guidelines of Outside Directors of the Company.
8. Among the important concurrent positions of outside directors, the Company maintains business relationships with Komatsu Ltd., Yamaha Motor Co., Ltd., Mitsui & Co., Ltd., AGC Inc., and Nippon Sheet Glass Co., Ltd. It does not maintain special relationships with any of these that would conflict with the interest of its shareholders.

## 2) Overview of the limited liability agreements

Mitsubishi Electric Corporation made and entered into agreements with six Outside Directors, namely, Messrs. Tatsuro Kosaka, Hiroyuki Yanagi, Kunihiro Minakawa and Peter D. Pedersen and Meses. Masako Egawa and Haruka Matsuyama and Mr. Atsuhiko Yabu, Director, to limit their liability as stipulated in Article 423, Paragraph 1 of the Companies Act. Based on these agreements, the limit of liability is either ¥10 million or the minimum statutory amount, whichever is higher.

## 3) Principal activities of Outside Directors

Name	Principal Activities and Overview of Duties Performed in Their Expected Roles
Tatsuro Kosaka	<p>He sufficiently fulfills the role expected of an Outside Director while also serving as the Chairperson of the Nomination Committee as well as the Compensation Committee, by attending Board of Directors' meetings, Nomination Committee meetings, and Compensation Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of corporate management, corporate strategies and globalization, sustainability, human resources and human resources development, engineering, DX and R&amp;D, and business development and investment, and oversees the management of the Company.</p> <p>100% (thirteen out of thirteen) attendance at Board of Directors' meetings.</p>
Hiroyuki Yanagi	<p>He sufficiently fulfills the role expected of an Outside Director while also serving as the Chairperson of the Board of Director and having served as the Chairperson of the Audit Committee until June 2024, by attending Board of Directors' meetings, Nomination Committee meetings, Audit Committee meetings, and Compensation Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of corporate management, corporate strategies and globalization, sustainability, human resources and human resources development, engineering, DX and R&amp;D, and business development and investment, and oversees the management of the Company.</p> <p>100% (thirteen out of thirteen) attendance at Board of Directors' meetings and 100% (three out of three) attendance at Audit Committee meetings.</p>
Masako Egawa	<p>She sufficiently fulfills the role expected of an Outside Director by attending Board of Directors' meetings, Nomination Committee meetings, and Compensation Committee meetings, where she proactively expresses opinions based on her wide range of experience and deep insight into the fields of corporate management, corporate strategies and globalization, sustainability, finance and accounting, legal affairs, compliance and governance, and business development and investment, and oversees the management of the Company.</p> <p>100% (thirteen out of thirteen) attendance at Board of Directors' meeting.</p>
Haruka Matsuyama	<p>She sufficiently fulfills the role expected of an Outside Director while also serving as the Chairperson of the Audit Committee since June 2024, by attending Board of Directors' meetings and Audit Committee meetings, where she proactively expresses opinions based on her wide range of experience and deep insight into the fields of sustainability and legal affairs, compliance and governance, and oversees the management of the Company.</p> <p>100% (thirteen out of thirteen) attendance at Board of Directors' meeting and 100% (fourteen out of fourteen) attendance at Audit Committee meetings.</p>
Kunihiro Minakawa	<p>He sufficiently fulfills the role expected of an Outside Director by attending Board of Directors' meetings and Audit Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of corporate management, corporate strategies and globalization and finance and accounting, and oversees the management of the Company.</p> <p>100% (ten out of ten) attendance at Board of Directors' meeting and 100% (eleven out of</p>

Name	Principal Activities and Overview of Duties Performed in Their Expected Roles
	eleven) attendance at Audit Committee meetings.
Peter D. Pedersen	<p>He sufficiently fulfills the role expected of an Outside Director by attending Board of Directors' meetings and Audit Committee meetings, where he proactively expresses opinions based on his wide range of experience and deep insight into the fields of corporate management, corporate strategies and globalization, sustainability, human resources and human resources development, and business development and investment, and oversees the management of the Company.</p> <p>100% (ten out of ten) attendance at Board of Directors' meeting and 100% (eleven out of eleven) attendance at Audit Committee meetings.</p>

Note: Mitsubishi Electric Corporation held thirteen Board of Directors' meetings and fourteen Audit Committee meetings during the fiscal year.

The status of attendance at the Audit Committee meetings for Outside Director Hiroyuki Yanagi is for the period until his retirement on June 25, 2024, and the status of attendance at the Board of Directors' meetings and Audit Committee meetings for Outside Directors Kunihito Minakawa and Peter D. Pedersen is for the period after they assumed office on June 25, 2024.

(2) Executive Officers (As of March 31, 2025)

Title	Name	Positions Held/Responsibilities
Representative Executive Officer President & CEO	Kei Uruma	CEO
Representative Executive Officer Executive Vice President	Tadashi Matsumoto	Life Business Area Owner (Senior General Manager, Life BA Strategic Planning Office, Representative Director and Chairman, Mitsubishi Electric Building Solutions Corporation), In charge of Export Control
Representative Executive Officer Senior Vice President	Kunihiko Kaga	Industry & Mobility Business Area Owner (Senior General Manager, Industry & Mobility BA Strategic Planning Office, Group President, Automotive Equipment, Representative Director and President, Mitsubishi Electric Mobility Corporation)
Senior Vice President	Noriyuki Takazawa	Infrastructure Business Area Owner (Senior General Manager, Infrastructure BA Strategic Planning Office)
Senior Vice President	Satoshi Kusakabe	CRO (In charge of Legal Affairs & Intellectual Property & External Relations, Risk Management, Economic Security, Export Control and Government & External Relations)
Executive Officer	Yoji Saito	CMO (In charge of Global Marketing and Advertising, Vice President, Corporate Marketing)
Executive Officer	Eiichiro Mitani	CIO & Business Platform Business Area Owner (In charge of Information Security, Group President, IT Solution Business & Business Process Reengineering, Group Senior General Manager, Business Platform BA Strategic Planning Office)
Executive Officer	Kuniaki Masuda	CFO (In charge of Financial Strategy, Accounting and Finance), In charge of IR and SR
Executive Officer	Tomonori Sato	CTO (In charge of Technology Strategies), Group President, Defense & Space Systems
Executive Officer	Yoshikazu Nakai	CPO (In charge of Manufacturing), CQO (Vice President, Corporate Quality Assurance Reengineering)
Executive Officer	Satoshi Takeda	CSO (In charge of Corporate Strategic Planning, Operations of Associated Companies, and Three Key Reforms), CDO (In charge of DX, Vice President, Corporate Business Innovation)
Executive Officer	Yasunari Abe	CHRO (In charge of Global Human Resources Strategy, Human Resources & General Affairs, Vice President, Corporate Human Resources), In charge of Public Relations

- Notes: 1. Representative Executive Officer, President & CEO Kei Uruma, Executive Officers Kuniaki Masuda and Satoshi Takeda all concurrently serve as Directors.
2. The category, Important Concurrent Positions, does not apply to all 12 Executive Officers.
3. Representative Executive Officer, Executive Vice President Tadashi Matsumoto and Executive Officers Yoji Saito, Eiichiro Mitani and Kuniaki Masuda retired upon the expiration of their terms of office on March 31, 2025.



(Reference) Executive Officers as of April 1, 2025 are as follows:

Title	Name	Positions Held/Responsibilities
Representative Executive Officer President & CEO	Kei Uruma	CEO
Representative Executive Officer Senior Vice President	Kunihiko Kaga	Industry & Mobility Business Area Owner, Senior General Manager, Industry & Mobility BA Strategic Planning Office, In charge of Export Control
Representative Executive Officer Senior Vice President	Noriyuki Takazawa	CSO (In charge of Corporate Strategic Planning and Operations of Associated Companies)
Senior Vice President	Satoshi Kusakabe	CRO (In charge of Risk Management & Economic Security, Legal Affairs & Intellectual Property & External Relations, and Security Trade Control), In charge of External Relations
Senior Vice President	Satoshi Takeda	CDO (In charge of DX and Business Innovation), CIO (In charge of Information Security and IT), Group President, Digital Innovation, Representative Director and President, Mitsubishi Electric Digital Innovation Corporation
Executive Officer	Tomonori Sato	CTO (In charge of Technology Strategies), Group President, Defense & Space Systems
Executive Officer	Yoshikazu Nakai	CPO (In charge of Manufacturing), CQO (Vice President, Corporate Quality Assurance Reengineering)
Executive Officer	Yasunari Abe	CHRO (In charge of Global Human Resources Strategy, Human Resources & General Affairs, Vice President, Corporate Human Resources), In charge of Public Relations
Executive Officer	Yasumichi Tazunoki	Life Business Area Owner, Senior General Manager, Life BA Strategic Planning Office, Representative Director and Chairman, Mitsubishi Electric Building Solutions Corporation
Executive Officer	Hideto Negoro	Infrastructure Business Area Owner, Senior General Manager, Infrastructure BA Strategic Planning Office
Executive Officer	Shigeki Kawaji	In charge of Procurement, Vice President, Corporate Procurement
Executive Officer	Kenichiro Fujimoto	CFO (In charge of Financial Strategy, Accounting, and Finance), In charge of IR and SR

Note: Details of Executive Officers (Associate)

Based on the company-wide management policy, the Company has appointed Executive Officers (Associate) who make decisions on overall management and execute business in relation to sections within their purview. Executive Officers (Associate) as of April 1, 2025 are as follows.

Title	Name	Positions Held/Responsibilities
Executive Officer (Associate)	Masayoshi Takemi	Group President, Semiconductor & Device
Executive Officer (Associate)	Masahiro Oya	In charge of Global Strategic Planning & Marketing, Vice President, Global Strategic Planning & Marketing
Executive Officer (Associate)	Iwao Oda	Group President, Building Systems, Representative Director and President, Mitsubishi Electric Building Solutions Corporation
Executive Officer (Associate)	Hiroshi Tsuchimoto	In charge of Auditing, Vice President, Corporate Strategic Planning
Executive Officer (Associate)	Toshie Takeuchi	In charge of Brand Communication, Vice President, Corporate Marketing
Executive Officer (Associate)	Soichi Hamamoto	Group President, Energy & Industrial Systems
Executive Officer (Associate)	Toru Oka	In charge of Intellectual Property, Vice President, Corporate Research and Development
Executive Officer (Associate)	Michael Corbo	Representative of Americas, Global Strategic Planning & Marketing, President, Mitsubishi Electric US Holdings, Inc. President & CEO, Mitsubishi Electric US, Inc.
Executive Officer (Associate)	Yusuke Shijiki	Vice President, Corporate Manufacturing and Engineering
Executive Officer (Associate)	Norikazu Yamaguchi	Vice President, Corporate Legal & Risk Management
Executive Officer (Associate)	Seiji Oguro	In charge of Sustainability, Vice President, Sustainability Innovation
Executive Officer (Associate)	Masafumi Ando	Group President, Living Environment & Digital Media Equipment
Executive Officer (Associate)	Yoshihide Asakura	Vice President, Corporate Finance & Accounting
Executive Officer (Associate)	Naoto Masuda	Group President, Public Utility Systems
Executive Officer (Associate)	Takayuki Tsuzuki	Group President, Factory Automation Systems
Executive Officer (Associate)	Kazunori Tanaka	Group President, Automotive Equipment, Representative Director and President, Mitsubishi Electric Mobility Corporation
Executive Officer (Associate)	Komi Matsubara	Vice President, Business Innovation

### (3) Directors' and Executive Officers' Compensation for Fiscal 2025

#### 1) The Policy for Determining Compensation for Directors and Executive Officers

The policy for determining compensation for Directors and Executive Officers are deliberated upon and decided by the Compensation Committee, a majority of which is comprised of outside directors, including the chairperson. The policy is as follows. If a Director concurrently serves as an Executive Officer, the policy for determining compensation, etc. for Executive Officers is applied.

##### i. Basic Policies

As a Company with a Three-committee System, the Company segregates the supervisory function and the execution function of management. The supervisory function of management is assigned to the Directors and the Board of Directors and the execution function of management is assigned to the Executive Officers. The compensation scheme for Directors and the compensation scheme for the Executive Officers will be set differently, corresponding to the contents and responsibilities of each duty and position. The compensation will be determined by the Compensation Committee based on the following basic policies:

##### (a) Directors

- a. The compensation scheme should encourage the Directors to demonstrate their supervisory function of management.
- b. The compensation should be the amount necessary to secure suitable talent to fulfill the responsibilities of the Company's Directors.

##### (b) Executive Officers

- a. The compensation scheme should observe the corporate philosophy of the Mitsubishi Electric Group, and be fully accountable to all stakeholders including society, customers, shareholders, and employees.
- b. The compensation scheme should encourage the execution of duties in line with management strategies and provide strong incentives to achieve management goals.
- c. The compensation scheme should function as an incentive for sustained performance growth and the improvement of corporate value.
- d. The compensation scheme should reflect a fair and impartial evaluation of the achievements and contributions toward their respective roles and responsibilities.

##### ii. The system for determining compensation

##### (a) Directors

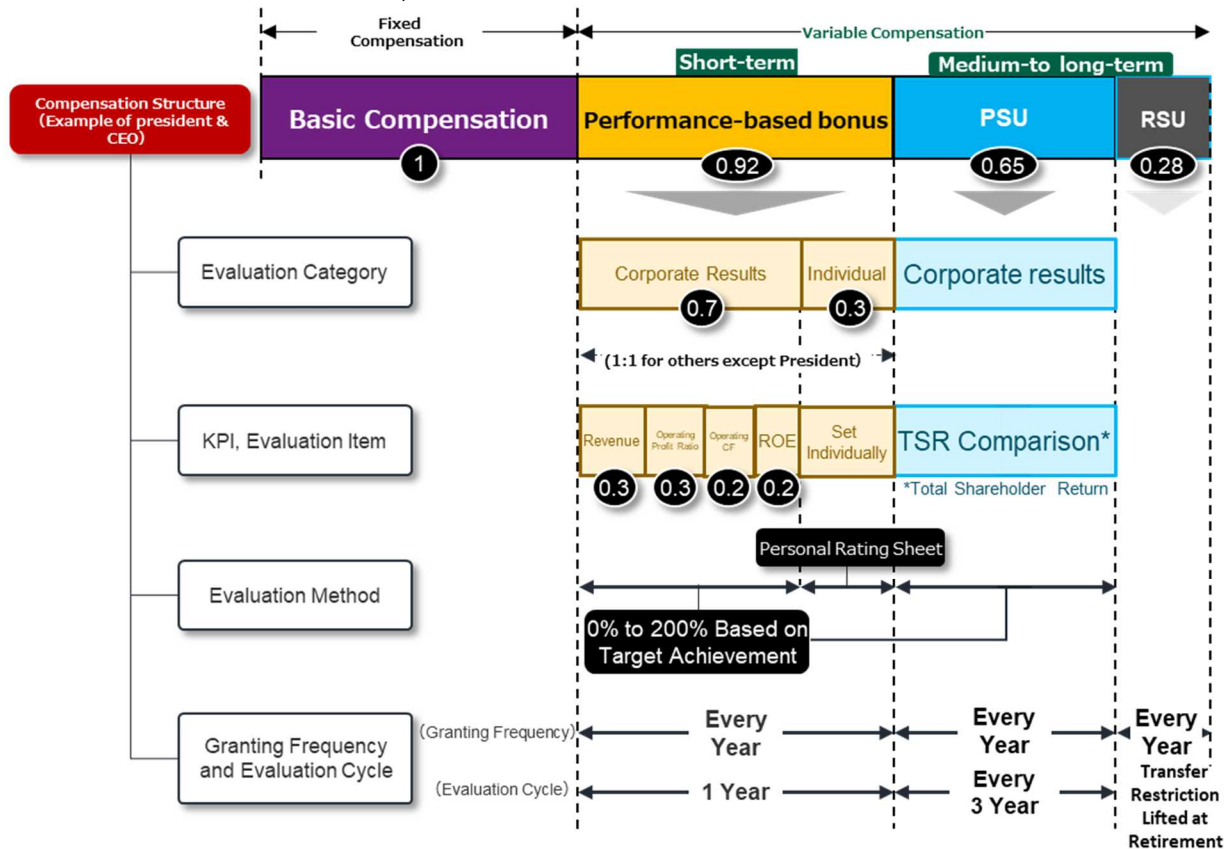
The compensation scheme for Directors shall consist exclusively of basic compensation (fixed compensation), in light of the Directors' role to provide advice and supervise management from an objective and independent

perspective.

(b) Executive Officers

The compensation scheme for Executive Officers shall be as follows, with an emphasis on the improvement of medium-term corporate value and shareholder value.

■ Compensation Structure (Percentage of compensation is that of the President & CEO)



a. Basic compensation

Fixed compensation is set in accordance with the roles and responsibilities of each Executive Officer and is paid monthly in cash by dividing the position-based annual standard amount by 12.

b. Performance-based bonus

The performance-based bonus consists of “Corporate Performance Evaluation” and “Individual Evaluation.” Toward the implementation and achievement of targets of important indicators, priority measures, etc. in the Medium-Term Management Plan, consolidated revenue, the consolidated operating profit ratio, operating cash flow, and ROE are used as evaluation indicators for “Corporate Performance Evaluation.” For “Individual Evaluation,” as an evaluation indicator, non-financial targets and business areas are determined for each Executive Officer. For Executive Officers who control a Business Area or Business Group, actual

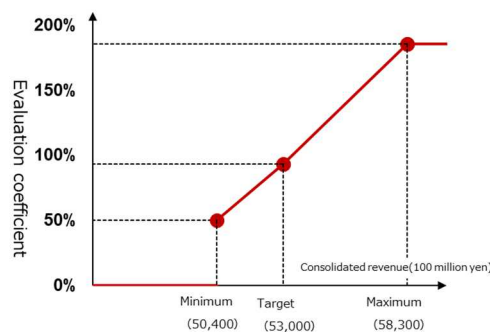
results of their Business Area or Business Group as well as non-financial targets are used as evaluation indicators. The amount to be paid is determined in accordance with the status of achievements of these indicators.

The payment amount for each individual will fluctuate in the range of 0% to 200% and shall be calculated as below and paid in a lump sum in cash after the end of each fiscal year.

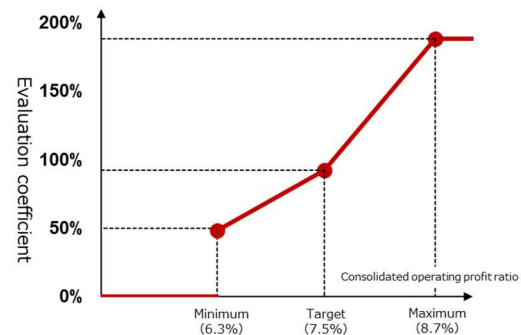
Individual payment amount =	Position-based standard amount × (Corporate performance evaluation coefficient + Individual evaluation coefficient) (in the range of 0-200%)
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## ■Determination of corporate performance evaluation coefficients

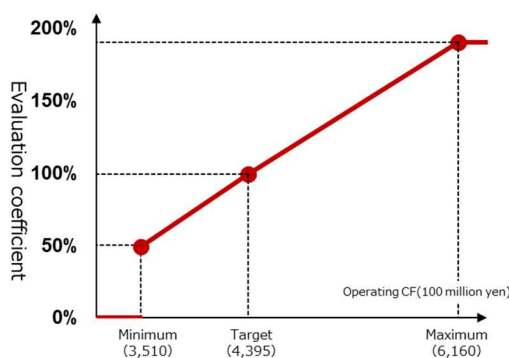
〔Consolidated revenue〕



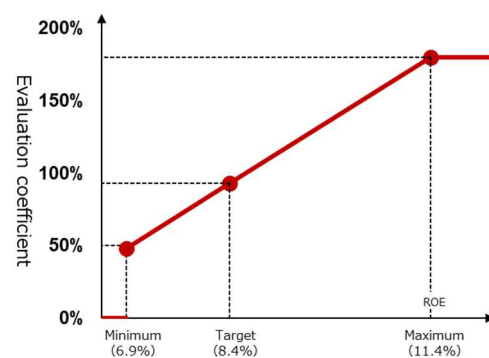
〔Consolidated operating profit ratio〕



〔Operating cash flow〕



〔ROE〕



\*The target, minimum and maximum are those for the fiscal 2025.

## ■Determination of individual evaluation coefficients

The targets for the President and CEO shall be determined through the deliberation of the Compensation Committee at the beginning of the fiscal year. Evaluations shall be made after the end of the fiscal year, by deliberation and decision by the Compensation Committee following a self-evaluation by the President and CEO.

Targets and evaluations of other Executive Officers are discussed and approved by the Compensation Committee after a meeting between the President and CEO and each Executive Officer.

## ■Evaluation indicators, ratios, targets, performance results and evaluation coefficient for fiscal 2025

Evaluation indicators		Evaluation ratios		Targets, etc.		Performance results	Evaluation coefficient
		President & CEO	Other Executive Officers				
Corporate performance evaluation	Consolidated revenue	21%	15%	Maximum	5,830.0 billion yen	5,521.7 billion yen	141.8%
				Target	5,300.0 billion yen		
				Minimum (Threshold)	5,040.0 billion yen		
	Consolidated operating profit ratio	21%	15%	Maximum	8.7%	7.1%	83.3%
				Target	7.5%		
				Minimum (Threshold)	6.3%		
	Operating CF	14%	10%	Maximum	616.0 billion yen	455.9 billion yen	109.3%
				Target	439.5 billion yen		
				Minimum (Threshold)	351.0 billion yen		
	ROE	14%	10%	Maximum	11.4%	8.4%	100.0%
				Target	8.4%		
				Minimum (Threshold)	6.9%		
Individual evaluation		30%	50%	Set specific targets for each Executive Officer regarding the following items: • Priority measures in the Medium-Term Management Plan • Measures related to “Three Reforms” • ESG promotion (greenhouse gas emission, ratio of female in management positions, employee engagement) • Performance of the business areas or business group in charge		Based on evaluation against individual targets and business performance in charge, etc.	—

### c. Performance-based stock compensation (PSU)

In principle, the number of shares to be issued as performance-based stock compensation (PSU) varies between 0% and 200%, depending on the comparison result (in percentile) between the Company’s TSR (total shareholder return) for the three years and the TSR of a pre-selected group of comparable companies. The comparable companies are selected from domestic and overseas companies in the business areas in which the Company operates. The number of shares to be delivered to each

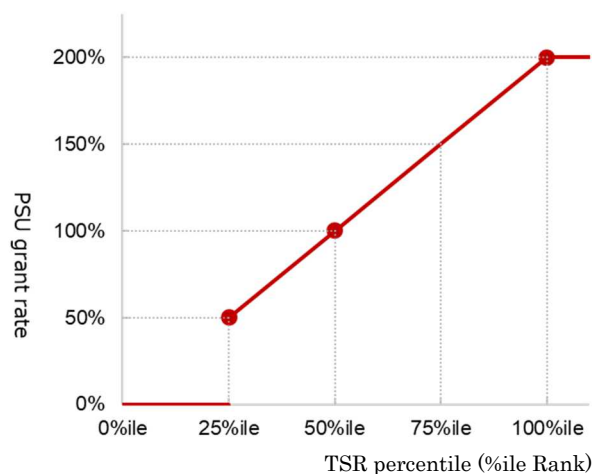
individual is calculated as follows:

\*PSU: Performance Share Units

Number of shares delivered to each individual =	Standard PSU points for the position × PSU grant rate (in the range of 0-200%)
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#### ■ Determination of PSU grant rate

[TSR percentile vs comparable companies]



#### ■ PSU of which evaluation period ended in fiscal 2025

This performance-based stock compensation (PSU) was introduced in fiscal 2023. The first TSR evaluation period was three years from fiscal 2023 to fiscal 2025, but, at the time of preparing this Business Report, TSR evaluations have not yet been finalized. (TSR evaluations will be disclosed upon finalization.)

#### d. Restricted Stock Units (RSU)

In order to promote continuous shareholding and shareholder value during the term of office, the Restricted Stock Unit (RSU) program shall, in principle, deliver shares, with transfer restrictions, equivalent to the standard amount for the position at the end of each fiscal year. The transfer restrictions shall be lifted at retirement (when the Company's Director or Executive Officer retires from his/her position).

\*RSU: Restricted Stock Unit

■Image of cycle for granting points and delivering shares of performance share units (PSU) and restricted stock units (RSU)

	Fiscal 2025	Fiscal 2026	Fiscal 2027	Fiscal 2028	Fiscal 2029	Fiscal 2030
PSU		TSR evaluation period (3 years)				
			TSR evaluation period (3 years)			
			TSR evaluation period (3 years)			
Deliver shares after 3 years of start of evaluation period (overlap type)						
RSU	Vesting period (1 year)	(Same as the left)	(Same as the left)	(Same as the left)	(Same as the left)	(Same as the left)
Deliver shares at every fiscal year-end (transfer restriction lifted at retirement)						

■ : Grant basic points

■ : Deliver shares (transfer restriction for RSU)

### iii. Method of setting compensation levels and compensation composition ratios

The compensation levels and compensation composition ratios of Directors and Executive Officers are set each year according to their roles and responsibilities based on a comparison with market compensation levels using compensation survey data of external professional organizations. When comparing with market compensation levels, major domestic manufacturers similar to the Company in terms of scale, type of business, global expansion, etc., are selected as the compensation benchmark group.

#### (a) Directors

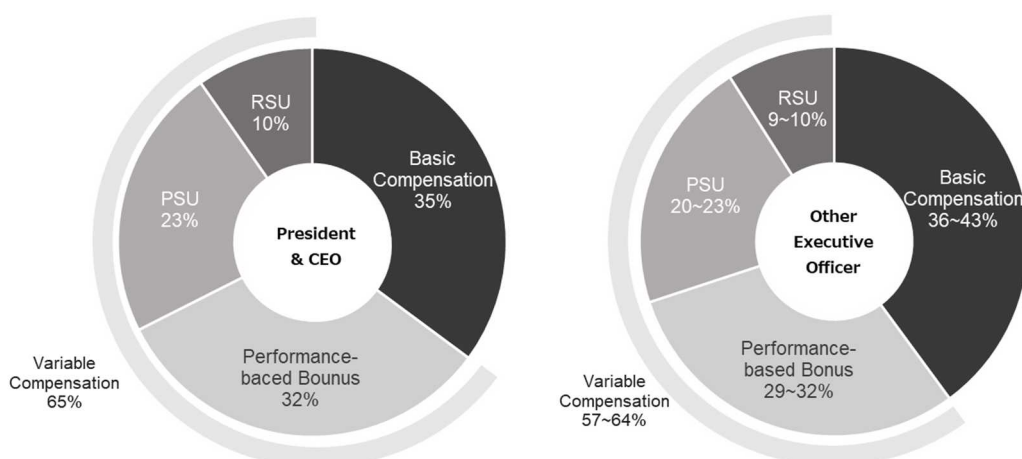
The basic compensation levels of Directors are set in consideration of the compensation levels of non-executive internal directors and outside directors of the compensation benchmark companies, their roles and responsibilities, and other factors.

#### (b) Executive Officers

The compensation, etc. of Executive Directors is set in consideration of the trends in compensation levels of executive officers at the compensation benchmark companies, the management strategy and business environment of the Company, the objectives of incentive compensation and the degree of difficulty in achieving the targets, the roles and responsibilities of the Executive Officer concerned and other relevant factors. Additionally, from the perspective of pay-for-performance, the compensation composition has been set with a higher ratio of incentive compensation to place greater emphasis on the link between performance and the medium- and long-term improvement of corporate value and shareholder value. The composition of standard compensation for fiscal 2025 is as follows.



## ■Composition of standard compensation for fiscal 2025



\*PSU: Performance Share Unit

\*RSU: Restricted Stock Unit

\*The ratio of “Basic compensation: Performance-based bonus: Stock compensation (PSU + RSU)” is “1: 0.92: 0.92” for the President & CEO, and within the range of “1: (0.67 to 0.9): (0.67 to 0.9)” for the other Executive Officers. The ratio has been set so that the higher the position of the Executive Officer, the greater the ratio of variable compensation. The weight of short-term and medium- to long-term are considered to be the same, and the ratios of performance-based bonus and stock compensation have been equally set.

### iv. Compensation governance

As a Company with a Three-committee System, the Company has set forth the following.

#### ■ The major roles and authority of the Compensation Committee

The Company’s Compensation Committee has the authority to determine the details of compensation, etc. for individual Directors and Executive Officers of the Company. It mainly determines the policies for determining executive compensation etc., the details of compensation, etc. for individual Directors and Executive Officers, company-wide performance evaluations related to the incentive compensation of Executive Officers, and the individual evaluations of Executive Officers. The composition of the Compensation Committee for fiscal 2025 is as follows. The Compensation Committee is chaired by an Outside Director.

[The composition of the Compensation Committee for fiscal 2025]

Chairperson [Outside Director]: Tatsuro Kosaka  
 Member [Outside Director]: Hiroyuki Yanagi and Masako Egawa  
 Member [Internal Director]: Kuniaki Masuda

■ Decision-making process and annual schedule

In the deliberation and determination of the policy for determining executive compensation, etc., the Company's Compensation Committee gathers information and receives advice from compensation consultants from an external professional organization with abundant global experience and knowledge, from the standpoint of ensuring the independence of its judgement and enhancing the effectiveness of the roles and authority of the Compensation Committee. The Compensation Committee conducts deliberation and determination based on such information as well as due consideration of the environment and general trends surrounding the compensation for management.

v. Stock ownership guidelines

We believe it is important to ensure that our Executive Officers share the same value with our shareholders on a long-term and sustainable basis. To this end, we have established the following stock ownership guidelines and require Executive Officers to continuously hold the Company's stock during their term of office in an amount equal to or higher than a target amount, even after the target amount has been reached.

[Stock Ownership Guidelines]

Targeted holdings to be achieved within four years of assuming the position

Position	Target amount	
President & CEO	The multiple to be applied to the annual basic compensation	1.3 times
Executive Vice President		1.1 times
Senior Vice President		1.0 times
Executive Officer		0.8 times

vi. Malus and clawback provisions

The Company shall introduce “malus and clawback provisions” so that, in the event of any material misconduct or violation by an Executive Officer, or in the event of any material revision to the financial results of prior fiscal years, the Compensation Committee may, by resolution, demand that such Executive Officer forfeit his/her right to receive incentive compensation (malus) or return his/her paid compensation (clawback). The compensation that may be subject to these provisions shall be performance-based bonuses to be paid or already paid, points granted before the delivery of shares and shares before the lifting of transfer restrictions, and some or all of the shares already delivered.

2) Total amount of compensation for Directors and Executive Officers (for fiscal 2025)

i. Total Amount of Compensation for Directors and Executive Officers

Category	Number Receiving Payment	Total Compensation Amount (Millions of yen)	Total Compensation Amount by Type				
			Basic Compensation (Millions of yen)	Performance-based bonus (Millions of yen)	Performance Share Unit (Millions of yen)	Restricted Stock Unit (Millions of yen)	Retirement Benefit (Millions of yen)
Directors	3	60	60	—	—	—	—
Outside Directors	9	147	136	—	—	—	11
Executive Officers	12	1,563	590	460	359	153	—

Notes: 1. The number of Directors receiving compensation does not include Outside Directors or Directors who concurrently hold posts as Executive Officers.

2. The amount of performance-based bonus is a reserve amount for a bonus as of the end of March 2025 to be paid to applicable Executive Officers in June 2025 for the target period from April 2024 to March 2025.

Regarding the performance-based bonus, there was a difference amounting to 11 million yen with the total compensation disclosed in the previous fiscal years' Business Reports. Said difference was not included in the amount disclosed above.

3. The amount of the Performance Share Unit is a standard amount for stock compensation to be granted to applicable Executive Officers after the TSR evaluation period (three years) for the target period from April 2024 to March 2025.

Regarding the Performance Share Unit for the period from fiscal 2023 to fiscal 2025, there was a difference amounting to 551 million yen with the total compensation disclosed in the previous fiscal years' Business Reports. Said difference was not included in the amount disclosed above.

4. The amount of the Restricted Stock Unit is the total amount of compensation for shares with transfer restrictions granted to applicable Executive Officers in March 2025 for the target period from April 2024 to March 2025.

5. The Company has adopted the BIP (Board Incentive Plan) Trust for the Performance Share Unit and Restricted Stock Unit whereby shares will be granted to Executive Officers after the TSR evaluation period (three years) for the Performance Share Unit and after the vesting period (one year) for the Restricted Stock Unit.

6. With regard to the retirement benefits for Directors and Executive Officers, the retirement benefits were terminated for Directors after the conclusion of the Ordinary General Meeting of Shareholders held in June 2021, and for Executive Officers from April 1, 2021. Directors and Executive Officers who assumed office prior to the termination date of retirement benefits shall be paid retirement benefits at the time of retirement for the term of office until the termination date of the retirement benefits, in accordance with the Regulations on the Retirement Benefits of Directors and Executive Officers determined by the Compensation Committee.

Regarding the retirement benefits for Executive Officers, there was a difference amounting to 6 million yen with the total compensation disclosed in the previous fiscal years' Business Reports. Said difference was not included in the amount disclosed above.

ii. Total Number of Shares Granted as Compensation for Directors and Executive Officers

	Number of Shares Granted	Number of Recipients
Executive Officers and Directors (excluding Outside Directors)	207,077	28
Outside Directors	—	—

Notes: 1. The above includes former Directors and Executive Officers.

2. The above number of shares granted is the number of shares that were actually granted to Directors and Executive Officers. Of the shares that Directors and Executive Officers are entitled to be granted, 152,049 shares have been converted in the trust and delivered as cash equivalent to the disposal price, based on the regulations for granting shares.

### 3) The Grounds for Determination by the Compensation Committee that the Details of Compensation Given to Individuals Observe the Determination Policy for Fiscal 2025

With regard to the determination of the amount of compensation given to individual Directors and Executive Officers, the Compensation Committee met eight times during the period from April 2024 to March 2025. In the deliberations by the Compensation Committee, compensation consultants from an external professional organization with global experience and knowledge were employed with the aim to introduce outside objective points of view and specialized knowledge and information on the executive compensation scheme.

Key items deliberated and determined by the Compensation Committee in fiscal 2025 are as follows:

- Performance evaluations, individual payment amount and other matters in relation to the performance-based bonus for Executive Officers for fiscal 2024
- Delivery of shares in relation to the performance-based compensation for Executive Officers for fiscal 2021
- The individual payment amount of retirement benefits for Directors and Executive Officers retired during fiscal 2024 or 2025
- Basic compensation for Directors for fiscal 2025
- Details of target setting of Executive Officers for fiscal 2025
- Basic policies, compensation level and principles for target setting in relation to the operation of the compensation scheme for Executive Officers for fiscal 2026
- Basic compensation for Executive Officers for fiscal 2026

Following the deliberations, etc., of the above items, the basic compensation to individual Directors and Executive Officers has been deliberated and determined by the Compensation Committee by utilizing external data on the compensation of major companies in Japan operating globally and taking into account the contents of the duties of the Directors and Executive Officers. Furthermore, as for the retirement benefits paid to Directors and Executive Officers who retired during fiscal 2024 or 2025, their individual payments were determined by the Compensation Committee, based on the Regulations on the Retirement Benefits of Directors and Executive Officers formulated under the policy prior to the revision. Based on the above, the Compensation Committee has determined that the details of compensation given to individuals observe the determination policy.

### 3. Matters Related to the Directors and Officers Liability Insurance (D&O Insurance)

The Company has concluded a directors and officers liability insurance (D&O Insurance) agreement provided in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The scope of the insured under this insurance policy includes the Company, the Company's executives, important employees, dispatched Outside Directors, and their heirs. This insurance policy shall compensate for damages and legal expenses to be borne by the insured, in the event of a claim for damages submitted by a shareholder or third party, etc. However, claims for damages arising from criminal acts by the executives, etc. shall be exempt from compensation. All insurance premiums shall be borne by the Company.

### 4. Matters Related to the Independent Auditor

#### (1) Name of the Independent Auditor

KPMG AZSA LLC

#### (2) Compensation Paid to the Independent Auditor in Fiscal 2025

(Millions of yen)

	Payment
1) Compensation and other payments to the Independent Auditor by Mitsubishi Electric Corporation	333
2) A total of financial returns payable on monetary and other assets by Mitsubishi Electric Corporation and its subsidiaries	673

Notes: 1. In its auditing agreements with independent auditors, the Company makes no distinction between compensation for audits as defined by the Companies Act or for audits as defined under the Financial Instruments and Exchange Law. The total of compensation for such audits is included in 1) in the above table.

2. Aside from audit work defined in Article 2, Paragraph 1 of the Certified Public Accountant Law, Mitsubishi Electric Corporation has paid the Independent Auditor a fee for conducting agreed procedures regarding tax filing.
3. Eight of the Company's principal overseas subsidiaries have been audited by audit corporations in alliance with the Independent Auditor retained by Mitsubishi Electric Corporation.
4. Audit Committee determined that the compensation for Independent Auditor was legitimate and agreed to the amount, as it was based on the estimated audit hours taking into account the audit policies and plans for fiscal 2025, which were confirmed with the Independent Auditor, and as the compensation unit price was a reasonable amount.

#### (3) Policy on Dismissal or Non-Reappointment of the Independent Auditor

##### 1) The Independent Auditor may be dismissed in the event that it:

- a. Commits any breach or omission of due fulfillment of the responsibilities of its work;
- b. Acts in a manner that is inappropriate for an independent auditor; or,
- c. Is involved in any sort of incident or activity that is deemed to fall within the scope of (a) and (b) above.

##### 2) In addition to the event as contemplated in 1) above, for such reasons as (but not limited to) amelioration of the audit quality, the Company may opt, as necessary, not to renew the retention or appointment of the Independent Auditor.

## **5. Summary of Systems Necessary to Ensure the Properness of Operations of the Company and the Status of the Management**

(1) For the execution of the duties of the Audit Committee, its independence is secured by assigning employees whose job is exclusively to assist the Audit Committee members. In addition, internal regulations regarding the processing of expenses and debts incurred in the execution of the duties of the Audit Committee members are established and such expenses and debts are properly processed.

A system for reporting to the Audit Committee is developed to report information about the Company and its subsidiaries to the Audit Committee via the divisions in charge of internal control, and an internal whistle-blower system is developed and its details are reported to the Audit Committee members.

Furthermore, the Audit Committee members attend important meetings including Executive Officer meetings, hold discussions with Executive Officer, etc., and conduct investigations such as interviews with the executives of the Company's offices and subsidiaries, and undertake deliberations to determine audit policies, methods, implementation status, and results of the audit by regularly receiving reports from the Independent Auditor and Executive Officers and Executive Officers (Associate) in charge of audits.

(2) Internal regulations and systems to ensure the properness of operations within the Mitsubishi Electric Group are established. Executive Officers take responsibility for constructing such systems within the areas over which they are appointed. Important matters are deliberated by convening Executive Officer meetings.

Executive Officers regularly monitor the status of management of the systems. The divisions in charge of internal control monitor the status of design and management of internal control system and regulations. Also, an internal whistle-blower system is established and the matters reported thereto are informed to the Audit Committee members.

Furthermore, the status of management of the system is audited by internal auditors, and the audit results are reported regularly to the Audit Committee via Executive Officers and Executive Officers (Associate) in charge of audit.

Details of this section are posted on the Company's Website <<https://www.MitsubishiElectric.com/en/investors/meeting/>>.

## 6. Basic Policy Regarding Control over the Company

At present, Mitsubishi Electric Corporation has not formulated basic policies or takeover response policies.

The Company aims to further enhance corporate value in incessant pursuit of growth and *better-than-ever* business results. Through proactive IR activities, the Company endeavors to convey timely information to investors and financial markets, regarding its management policies, strategies and business results.

However, due to the possibility that large volumes of shares may be purchased, the Company believes it is necessary to take appropriate steps in response to any action not in conformity with the objective of enhancing the Company's corporate value, or in contrary to the common interest of shareholders. Looking forward, the Company will maintain a careful watch over social trends and examine avenues of action.

## 7. Policy on the Determination of Dividends from Surplus

### (1) Medium- to long-term policy

Mitsubishi Electric Corporation plans approximately 3% in adjusted DOE\* from the perspective of providing appropriate returns to stockholders in line with the level of stockholders' equity and maintaining financial soundness to make continuous investments for growth.

\*Adjusted dividend on equity ratio:

$$\text{Dividend paid} \div \text{The stockholders' equity (excluding accumulated other comprehensive income (loss))}$$

### (2) Dividends for the fiscal year ended March 31, 2025

In the fiscal year ended March 31, 2025, Mitsubishi Electric Corporation decided to pay a fiscal year-end dividend of ¥30 per share in line with its performance and financial standing during the fiscal period.

As a result, the annual dividend for the fiscal year ended March 31, 2025, amounted to ¥50 per share, which includes an interim dividend of ¥20 per share paid on December 3, 2024.

Note: Fiscal year-end dividends will be paid on Tuesday, June 3, 2025.

# Consolidated Financial Statements

## Consolidated Statement of Financial Position

(March 31, 2025)

(Millions of yen)

Assets		Liabilities	
Current assets	3,747,535	Current liabilities	1,847,029
Cash and cash equivalents	757,331	Bonds, borrowings and lease liabilities	120,889
Trade receivables	1,147,037	Trade payables	601,978
Contract assets	343,228	Contract liabilities	330,616
Other financial assets	65,710	Other financial liabilities	203,630
Inventories	1,244,959	Accrued expenses	356,453
Other current assets	189,270	Accrued income taxes	42,698
Non-current assets	2,628,145	Provisions	123,243
Investments accounted for using the equity method	324,766	Other current liabilities	67,522
Other financial assets	312,836	Non-current liabilities	452,285
Property, plant and equipment	958,458	Bonds, borrowings and lease liabilities	239,772
Goodwill and intangible assets	221,406	Other financial liabilities	56
Deferred tax assets	113,146	Net defined benefit liabilities	143,676
Net defined benefit assets	669,575	Provisions	3,059
Other non-current assets	27,958	Deferred tax liabilities	25,155
		Other non-current liabilities	40,567
		Total liabilities	2,299,314
		Equity	
		Mitsubishi Electric Corp. stockholders' equity	3,949,678
		Common stock	175,820
		Capital surplus	186,741
		Retained earnings	3,304,481
		Accumulated other comprehensive income (loss)	354,459
		Treasury stock, at cost	(71,823)
		Non-controlling interests	126,688
		Total equity	4,076,366
Total assets	6,375,680	Total liabilities and equity	6,375,680



# Consolidated Statement of Profit or Loss

(April 1, 2024 to March 31, 2025)

(Millions of yen)

Revenue	5,521,711
Cost of sales	3,829,496
Selling, general and administrative expenses	1,315,797
Other profit (loss)	15,432
Operating profit	391,850
Financial income	20,834
Financial expenses	14,398
Share of profit of investments accounted for using the equity method	38,979
Profit before income taxes	437,265
Income taxes	90,349
Net profit	346,916
Net profit attributable to:	
Mitsubishi Electric Corp. stockholders	324,084
Non-controlling interests	22,832

[Reference]

## Consolidated Statement of Cash Flows

(April 1, 2024 to March 31, 2025)

(Millions of yen)

Cash flows from operating activities	455,905
Cash flows from investing activities	(191,750)
Free cash flow	264,155
Cash flows from financing activities	(265,333)
Effect of exchange rate changes on cash and cash equivalents	(6,875)
Net increase (decrease) in cash and cash equivalents	(8,053)

## Financial Statements

## Balance Sheet

(March 31, 2025)

(Millions of yen)

Assets		Liabilities	
Current assets:	1,923,369	Current liabilities:	1,397,437
Cash and cash equivalents	237,350	Electronically recorded obligations – operating	71,259
Notes receivable	4,558	Trade accounts payable	252,916
Trade accounts receivable	583,508	Short-term loans payable	608,900
Contract assets	262,471	Lease obligation	2,283
Finished goods	103,631	Other accounts payable	113,060
Raw materials	81,970	Accrued expenses	99,915
Work in process	205,930	Income taxes payable	3,974
Advance payments	59,489	Advances received	164,105
Short-term loans receivable	240,139	Reserve for product warranties	39,550
Other	144,437	Reserve for loss on construction contracts	16,841
Allowance for doubtful accounts	(119)	Other	24,627
Non-current assets:	1,460,129	Non-current liabilities:	200,265
Property, plant and equipment	399,791	Bonds	50,000
Buildings, net	179,667	Long-term loans payable	140,980
Structures, net	12,062	Lease obligations	4,630
Machinery and equipment, net	76,707	Reserve for loss on investments in foreign subsidiaries and affiliates	87
Vehicles, net	198	Reserve for directors' retirement benefits	143
Tools, furniture and fixtures, net	23,430	Asset retirement obligation	386
Land	36,554	Other	4,038
Lease assets, net	2,727	Total liabilities	1,597,703
Construction in progress	68,443	Net assets	
Intangible fixed assets	49,208	Shareholders' equity:	1,766,841
Software	33,593	Common stock	175,820
Other	15,614	Capital surplus	181,140
Investments and other assets	1,011,129	Legal capital surplus	181,140
Investment in securities	156,296	Retained earnings	1,481,703
Investment in subsidiaries and affiliates	543,706	Legal retained earnings	43,955
Long-term loans receivable	4,965	Other retained earnings	1,437,748
Long-term prepaid expenses	13,187	Reserve for reduction entry	7,311
Prepaid pension costs	202,449	General reserve	300,000
Deferred tax assets	72,592	Retained earnings brought forward	1,130,437
Other	18,620	Treasury stock	(71,823)
Allowance for doubtful accounts	(689)	Valuation and translations adjustments:	18,954
		Unrealized gains (losses) on securities	18,945
		Deferred gains (losses) on hedges	8
		Total net assets	1,785,795
Total assets	3,383,498	Total liabilities and net assets	3,383,498

# Statement of Income

(April 1, 2024 to March 31, 2025)

(Millions of yen)

Net sales		2,070,072
Cost of sales		1,541,145
Gross profit		528,927
Selling, general and administrative expenses		462,347
Operating income		66,579
Non-operating income		
Interest and dividends	214,695	
Other	27,271	241,966
Non-operating expenses		
Interest	5,780	
Other	23,331	29,112
Ordinary income		279,433
Extraordinary income		
Gain on sale of shares of subsidiaries and affiliates	36,662	36,662
Extraordinary loss		
Loss on impairment	2,328	2,328
Income before income taxes		313,766
Income taxes-current		23,259
Income taxes-deferred		1,519
Net income		288,988

## Independent Auditor's Report

May 8, 2025

Kei Uruma  
President & CEO  
Mitsubishi Electric Corporation

KPMG AZSA LLC  
Tokyo Office, Japan

Kensuke Sodekawa  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Yukihiko Ishiguro  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Kazuaki Sasaki  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

### **Opinion**

We have audited the consolidated financial statements, which comprise the consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated statement of changes in equity and the related notes of Mitsubishi Electric Corporation (“the Company”) and its consolidated subsidiaries (collectively referred to as “the Group”), as at March 31, 2025 and for the year from April 1, 2024 to March 31, 2025 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards.

### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the

preparation and presentation of the other information. The audit committee is responsible for overseeing the executive officers and the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Responsibilities of Management and the Audit Committee for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards.

The audit committee is responsible for overseeing the executive officers and the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with the second sentence of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with it all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

#### **Interest required to be disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

#### **Notes to the Reader of Independent Auditor's Report:**

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

## Independent Auditor's Report

May 8, 2025

Kei Uruma  
President & CEO  
Mitsubishi Electric Corporation

KPMG AZSA LLC  
Tokyo Office, Japan

Kensuke Sodekawa  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Yukihiko Ishiguro  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Kazuaki Sasaki  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

### **Opinion**

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets and the related notes, and the supplementary schedules (“the financial statements and others”) of Mitsubishi Electric Corporation (“the Company”) as at March 31, 2025 and for the year from April 1, 2024 to March 31, 2025 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and others referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and others were prepared, in accordance with accounting principles generally accepted in Japan.

### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and Others* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. The audit committee is responsible for overseeing the executive



officers and the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and others does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and others, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and others or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Responsibilities of Management and the Audit Committee for the Financial Statements and Others**

Management is responsible for the preparation and fair presentation of the financial statements and others in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and others, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The audit committee is responsible for overseeing the executive officers and the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements and Others**

Our objectives are to obtain reasonable assurance about whether the financial statements and others as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and others, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and others or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and others are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and others, including the disclosures, and whether the financial statements and others represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with it all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

#### **Interest required to be disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

#### **Notes to the Reader of Independent Auditor's Report:**

This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

## Audit Committee Report

The Audit Committee has conducted audits of the Directors and Executive Officers of the Company with regard to their performance of duties during the 154th fiscal period (April 1, 2024 to March 31, 2025). A report covering the methodology and findings of the audit follows.

### 1. Methodology and Scope of Audit

The Company's Audit Committee monitored and examined the content of resolutions of the Board of Directors related to matters set forth in Article 416, Paragraph 1, Item 1, Sections 2 and 5 of the Companies Act, as well as the structure of the Company's internal control system as set forth in the aforementioned resolutions. To this end, the Audit Committee received periodic reports from Directors, Executive Officers and employees regarding the content of the above resolutions, along with the constitution and operating effectiveness of the above-referred internal control system. The Audit Committee, where necessary, sought explanations and voiced opinions on these matters. At the same time, the Audit Committee conducted audits using the following methods.

(a) In accordance with its established policies and procedures, the Audit Committee attended important meetings, received reports on business activities from Directors and Executive Officers, sought explanations where necessary, and perused documents pertaining to important decisions, and also surveyed properly the condition of operations and assets at the Company's head office and key operational facilities, in collaboration with the divisions in charge of internal control. Where necessary, the Audit Committee sought reports on the operations and assets of subsidiaries.

(b) In addition to monitoring and examining the activities of the independent auditor to ensure that it maintains its independent position and that it conducts its auditing duties properly, the Audit Committee received reports from the Independent Auditor regarding the status of its activities and sought explanations when necessary. Furthermore, the Independent Auditor notified the Committee that it was adhering to "Quality Management Standards Regarding Audits" (Business Accounting Council of the Financial Services Agency) as it worked to improve its system "to ensure that its duties are properly executed," as stipulated in Article 131 of the "Company Accounting Regulations." The Committee sought explanations where necessary.

Based upon the above methods, the Audit Committee carefully examined the Business Report and its supplementary schedules, the consolidated financial statements (consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of changes in equity and notes to consolidated financial statements), the non-consolidated financial statements (balance sheets, statements of income, statements of changes in shareholders' equity and notes to non-consolidated financial statements) and their supplementary schedules for the fiscal year ended March 31, 2024.

### 2. Audit Results

(1) Results of the Audit of the Business Report and Supplementary Schedules

(a) The Business Report and Supplementary Schedules present fairly, in conformity with applicable laws and regulations and the Company's Articles of Incorporation, the conditions of the Company.

(b) In executing their duties, the Directors and Executive Officers have not made any significant transactions or actions deemed to be in contradiction of any laws or the Company's Articles of Incorporation.

(c) The content of the Board of Directors' resolutions related to internal control systems as set forth in Article 416, Paragraph 1, Item 1, Sections 2 and 5, of the Companies Act is adequate. Moreover, we find no issues of concern with regard to contents of the Business Report and the performance of Directors and Executive Officers in their duties related to internal control systems.

(2) Results of the Audit of Consolidated Financial Statements

The procedures and report of the audit by the Independent Auditor, KPMG AZSA LLC, are adequate.

(3) Results of the Audit of Non-Consolidated Financial Statements and Supplementary Schedules

The procedures and report of the audit by the Independent Auditor, KPMG AZSA LLC, are adequate.

May 12, 2025

The Audit Committee  
Mitsubishi Electric Corporation

Haruka Matsuyama, Committee Chairperson  
Kunihito Minakawa, Committee Member  
Peter D. Pedersen, Committee Member  
Atsuhiko Yabu, Committee Member (Standing)

Note: Haruka Matsuyama, Kunihito Minakawa, and Peter D. Pedersen are Outside Directors as prescribed under Article 2, Item 15 and Article 400, Paragraph 3 of the Companies Act.