

Purpose

We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity.

Business Foundation

Human capital

- Consolidated number of employees: **149,655** (as of March 31, 2023)
- Investments in human capital development and workplace environment: **approx. 20 billion yen** (Target for FY2024–FY2026 (Mitsubishi Electric))

Financial capital

- Mitsubishi Electric Corp. stockholders' equity: **3,239.0 billion yen** (FY2023 actual)
- Ratio of Mitsubishi Electric Corp. stockholders' equity: **58.0%** (FY2023 actual)
- Cash flow from operating activities: **166.7 billion yen** (FY2023 actual)

Manufacturing capital

- Manufacturing companies: **79** (consolidated subsidiaries, as of March 31, 2023)
- Capital investment: **365.3 billion yen** (FY2023 actual**)

Intellectual capital

- R&D expenditures: **212.3 billion yen** (FY2023 actual)
- Number of patents held: **62,102** (31,833 in Japan and 30,269 overseas) (as of March 31, 2023, Mitsubishi Electric)

Natural capital

- Total energy input: **20.92 million GJ** (FY2023 actual)
- Water consumption (intake + reuse): **14.98 million m³** (FY2023 actual)
- Effective utilization rate of waste plastic (Japan): **92.5%** (FY2023 actual)

Social capital

- Group locations (number of countries/regions): **44 countries/regions** (as of March 31, 2023)
- Investment in startup companies via the ME Innovation Fund^{*2}: **Cumulative total of 5 companies** (as of July 19, 2023)
- Funds invested in social contribution activities (Japan, overseas): **Approx. 1.77 billion yen** (FY2023 actual)^{*3}

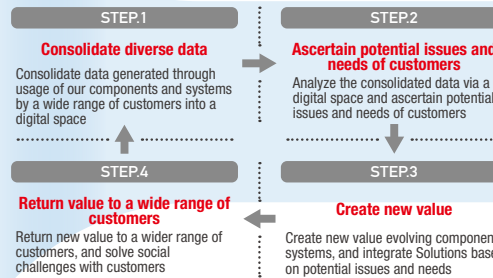
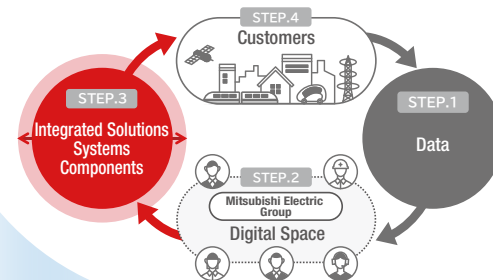
*1 Total investment amount determined in FY2023

*2 Corporate venture capital fund established by Global Brain, an independent venture capital firm, and Mitsubishi Electric

*3 Including philanthropic-related expenses such as internal programs and product donations

Business Model

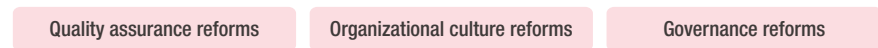
Circular Digital-Engineering



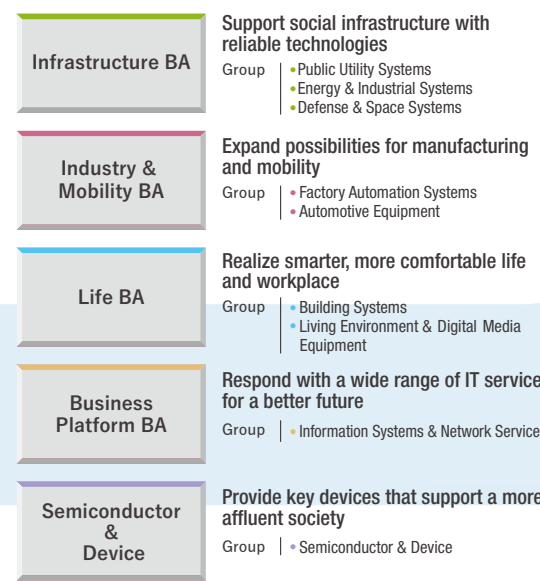
Materiality (important challenges)



Three key reforms

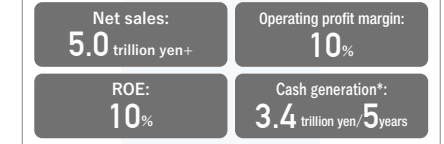


Business Area (BA), Segment



Value Creation

Economic value (FY2026 financial target)



* Adjusted operating cash flow

Social value

