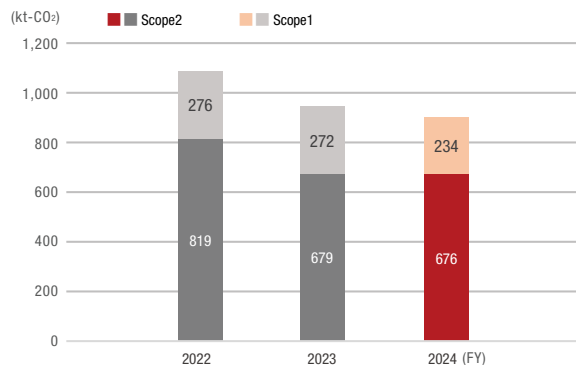


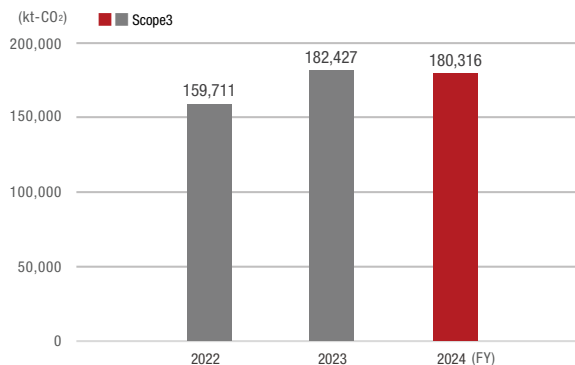
Non-Financial Highlights

Greenhouse gas emission (Scope 1 and 2)



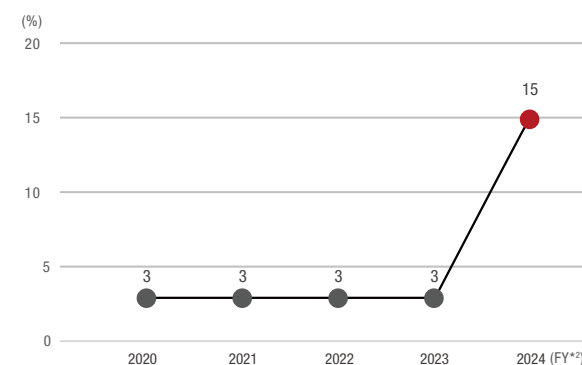
Group-wide greenhouse gas emissions decreased by 4.3% compared to the previous fiscal year. This reduction was due to accelerated procurement of renewable energy and the introduction of on-site power purchase agreements, as well as the effects of equipment and vehicle electrification and the impact of site closures due to business restructuring.

Greenhouse gas emission (Scope 3)



Emissions in Category 11 (Use of Sold Products) and Category 1 (Purchased Goods and Services), which account for most of the Group's Scope 3 emissions, remained almost unchanged from the previous fiscal year. Overall, Scope 3 emissions decreased by 1.2% from the previous fiscal year.

Ratio of women and non-Japanese in senior management**1

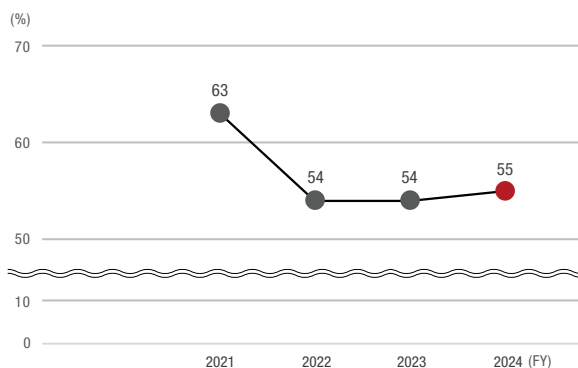


**2 As of the end of each fiscal year

With the addition of three women and one non-Japanese person, the senior management team now has 34 members, including a total of five women and non-Japanese individuals. As a result of efforts to promote diversity in management, the percentage significantly increased to 15%, surpassing previous years' figures.

*1 Directors, Executive Officers, and Executive Officers (Associate)

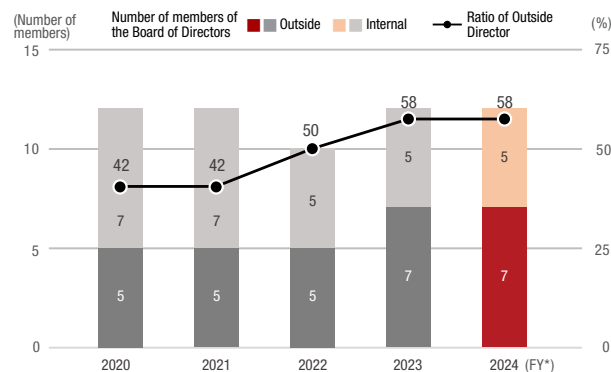
Employee Engagement Score



The employee engagement score* for fiscal 2024 was 55%, a 1-percentage-point increase from the previous fiscal year. While the overall score trend remains stable, the positive response rates for "Willingness to contribute" and "Desire to change jobs" are high, indicating steady progress on improving the score.

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

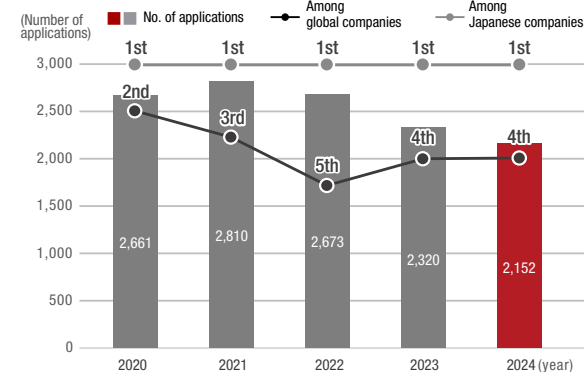
Number of members of the Board of Directors/ ratio of Outside Directors



* As of the end of each fiscal year

The Board of Directors consists of 12 members, including seven outside directors, maintaining an outside director percentage of 58%, the same as the previous fiscal year. Efforts are being made to establish a more transparent management supervision system by incorporating objective perspectives.

Annual international patent applications and rankings of Mitsubishi Electric



In 2023, Mitsubishi Electric ranked 4th globally and 1st among Japanese companies in the number of international patent applications by company.* By promoting business globalization and international patent applications, the Company has maintained a position within the top 5 globally for ten consecutive years and has been 1st among Japanese companies for nine straight years.

* Announced by World Intellectual Property Organization (WIPO)