

# Main Non-Financial Data (Environment, Society, Governance)

**Environmental Data** The environmental reporting scope covers 250 companies: Mitsubishi Electric Corporation, 148 affiliated companies in Japan, and 101 affiliated companies outside Japan.

## Material Balance

### Manufacturing (Input)

	FY2022	FY2023	FY2024
Materials*1	2,570 kt	2,920 kt	2,600 kt
Total energy input**2,3	21,150,000 GJ	20,920,000 GJ	17,910,000 GJ
Electricity*3	1,912 GWh	1,894 GWh	1,807 GWh
	Traditional electric power	1,870 GWh	1,624 GWh
	Electric power from renewable energy sources	42 GWh	270 GWh
City gas	37,960,000 m <sup>3</sup>	35,780,000 m <sup>3</sup>	33,820,000 m <sup>3</sup>
LPG	3,989 t	3,780 t	2,949 t
Oil (crude oil equivalent)*3	19,811 kl	18,659 kl	15,460 kl
Other greenhouse gases	8,217 t	9,271 t	7,360 t
Water usage	15,206,000 m <sup>3</sup>	14,980,000 m <sup>3</sup>	13,151,000 m <sup>3</sup>
	Intake*4	10,744,000 m <sup>3</sup>	10,878,000 m <sup>3</sup>
	Reuse*5	4,463,000 m <sup>3</sup>	4,102,000 m <sup>3</sup>
Chemical substances	Controlled chemical substances*6	3,153 t	4,236 t
	Volatile organic compounds	2,123 t	2,440 t

\*1 Total value for shipping weight of products, plus amount of product packaging materials used, plus total amount of waste

\*2 Includes electricity, city gas, LPG, oil, etc.

\*3 Figures include commercial vehicles and other company-owned vehicles

\*4 For sites where water intake by building tenants cannot be determined, figures are calculated by multiplying the number of employees by a fixed value

\*5 Volume of water that has been recovered, purified, and reused after being used in processes

\*6 Japan: Substances subject to Japan's PRTR law. Overseas: Controlled chemical substances designated by Mitsubishi Electric and used in amounts of 18 kg or more per year.

### Manufacturing (Output)

#### ■ Products

	FY2022	FY2023	FY2024
Weight of all products sold*7	2,249 kt	2,495 kt	2,176 kt
Weight of packaging materials*8	137 kt	130 kt	126 kt
	Japan	59 kt	55 kt
	Overseas	78 kt	76 kt

\*7 Shipping weight of products.

\*8 Total of disposable and returnable packaging materials.

#### ■ Emissions (from manufacturing)

		FY2022	FY2023	FY2024	
Emissions into the atmosphere	Emissions into the atmosphere Greenhouse gas emissions (CO <sub>2</sub> -equivalent)	1,095 kt-CO <sub>2</sub>	951 kt-CO <sub>2</sub>	910 kt-CO <sub>2</sub>	
	CO <sub>2</sub> *9	968 kt-CO <sub>2</sub>	815 kt-CO <sub>2</sub>	803 kt-CO <sub>2</sub>	
	HFCs*10	35 kt-CO <sub>2</sub>	19 kt-CO <sub>2</sub>	16 kt-CO <sub>2</sub>	
	PFCs *10	24 kt-CO <sub>2</sub>	22 kt-CO <sub>2</sub>	14 kt-CO <sub>2</sub>	
	SF <sub>6</sub> *10	68 kt-CO <sub>2</sub>	95 kt-CO <sub>2</sub>	78 kt-CO <sub>2</sub>	
	Chemical substances	Controlled chemical substances*6	389 t	515 t	515 t
Volatile organic compounds		645 t	882 t	776 t	
NOx		28 t	40 t	80 t	
SOx		0.6 t	0.3 t	2.0 t	
Wastewater	Water*11	8,386,000 m <sup>3</sup>	8,467,000 m <sup>3</sup>	7,784,000 m <sup>3</sup>	
	Chemical substances	Controlled chemical substances*6	7.2 t	5.7 t	23.9 t
		BOD	65 t	81 t	85 t
	COD	57 t	73 t	156 t	

#### ■ Waste

		FY2022	FY2023	FY2024
Emissions		269,306 t	292,814 t	294,590 t
	Non-hazardous waste	263,197 t	286,177 t	287,847 t
	Hazardous waste	6,109 t	6,637 t	6,743 t
Waste treatment subcontracted out		84,639 t	134,100 t	156,843 t
In-house weight reduction		824 t	835 t	27 t
Amount recycled		69,984 t	223,258 t	233,873 t
Final disposal		1,562 t	1,561 t	2,268 t
	Japan	445 t	117 t	20 t
	Overseas	1,117 t	1,445 t	2,248 t
Final waste disposal ratio (Japan)		0.24%	0.06%	0.01%
Final waste disposal ratio (Overseas)		1.30%	1.40%	2.06%

\*9 For CO<sub>2</sub> emission coefficients for electricity, we use published values based on: for Japan, emission factors by electric utility companies published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry; for overseas, values published by the International Energy Agency. Market based emissions.

\*10 Global Warming Potential (GWP) for greenhouse gases other than CO<sub>2</sub> is calculated in reference to figures published in the IPCC 5th Evaluation Report.

\*11 Data collected using one of the following methods depending on the site: measurement by instruments, a calculation based on sewage charges, or discharge volume = water intake volume

## Transport (Input)

### ■ Sales and Logistics\*12

	FY2022			FY2023			FY2024		
	Total	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas
Fuel for trucks (gasoline) (kl)	5,725	5,725	0	6,091	6,091	0	6,178	6,178	0
Fuel for trucks (diesel) (kl)	58,778	48,183	10,595	57,535	41,185	16,350	60,701	39,230	21,471
Fuel for rail (electricity) (GWh)	1.3	1.3	0.0	1.5	1.5	0.0	1.4	1.4	0.0
Fuel for marine transport (bunker oil) (kl)	81,514	397	81,117	91,941	333	91,608	81,797	359	81,438
Fuel for air transport (jet fuel) (kl)	44,838	602	44,236	69,255	558	68,697	31,210	582	30,628

## Transport (Output)

	FY2022			FY2023			FY2024		
	Total	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas
CO <sub>2</sub> emissions*13 *14 (kt-CO <sub>2</sub> )	515	141	375	607	126	481	491	121	370

## Use (Input)

	FY2022	FY2023	FY2024
Energy consumed during product use*15 (GWh)	304,427	336,341	355,014

## Use (Output)

	FY2022	FY2023	FY2024
Greenhouse gas emissions during product usage (CO <sub>2</sub> -equivalent)*16 (kt-CO <sub>2</sub> )	151,769	168,568	167,527

\*12 Figures for overseas affiliated companies include transport between countries.

\*13 Figures for overseas affiliated companies include transport between countries.

\*14 The sum of these figures and CO<sub>2</sub> emissions from procurement/logistics (1 kt-CO<sub>2</sub>) make up [Scope 3 Category 4 emissions](#).

\*15 The total amount of power consumed (estimated value) over the operating periods of final products when using products targeted for CO<sub>2</sub> reduction. The operating period, which is determined for each product, is set using the product's statutory useful life (years), its number of operating years based on its design, statistical values, and other values.

\*16 CO<sub>2</sub> emission during product usage (CO<sub>2</sub> equivalent): Total CO<sub>2</sub> emitted during the operation of final products. CO<sub>2</sub> emission coefficient for electricity calculated in reference to: for Japan, latest figures published by the Federation of Electric Power Companies; for overseas latest figures published by International Energy Agency.

## Verification Statement

In order to ensure reliability of our reports, Mitsubishi Electric gets third party verification by SGS Japan Inc. for our greenhouse gas emissions and water intake and drainage.

[Third Party Verification Report \(Environmental Disclosure of 5 Items\)](#)

## Amount of Water Intake/Discharge/Reuse

Item	Group	Japan*1	Overseas	China	Southeast Asia	Europe	US	Latin America	Others
<b>■ FY2024 results</b>									
Water usage (water intake plus reuse) (thousand m <sup>3</sup> )	13,151	11,234	1,916	736	896	131	31	49	73
Intake (thousand m <sup>3</sup> )	9,776	7,983	1,792	669	853	127	31	48	64
Surface water	31	31	0	0	0	0	0	0	0
Groundwater	4,391	4,367	24	0	6	2	0	0	16
Seawater	0	0	0	0	0	0	0	0	0
Water discharged during development/mining processes	0	0	0	0	0	0	0	0	0
Water purchased from third parties	5,353	3,585	1,768	669	847	125	31	48	48
Discharge (thousand m <sup>3</sup> )	7,784	6,311	1,473	542	718	108	31	32	42
Surface water	2,584	2,578	6	0	4	2	0	0	0
Groundwater	1	1	0	0	0	0	0	0	0
Seawater	54	54	0	0	0	0	0	0	0
Water discharged into third-party drainage facilities	5,145	3,678	1,467	542	714	106	31	32	42
Water reused (thousand m <sup>3</sup> )	3,375	3,251	124	67	43	4	0	1	9
Water consumption (water intake minus discharge volume) (thousand m <sup>3</sup> )	1,992	1,672	319	127	135	19	0	16	22
Reuse ratio (reused/used) (%)	26	29	6	9	5	3	0	2	12
Water usage per unit of sales (Water usage/sales) (m <sup>3</sup> /million yen)	2.5	—	—	—	—	—	—	—	—

### ■ FY2023 results

Water usage (water intake plus reuse) (thousand m <sup>3</sup> )	14,980	13,036	1,943	727	937	115	41	47	76
Intake (thousand m <sup>3</sup> )	10,878	9,068	1,810	668	880	113	41	46	62
Surface water	86	85	1	0	0	0	0	0	0
Groundwater	5,422	5,395	27	0	8	3	0	0	16
Seawater	0	0	0	0	0	0	0	0	0
Water discharged during development/mining processes	2	2	0	0	0	0	0	0	0
Water purchased from third parties	5,369	3,586	1,783	667	872	110	41	46	46
Discharge (thousand m <sup>3</sup> )	8,467	7,122	1,345	580	556	101	40	35	34
Surface water	2,489	2,487	2	0	0	2	0	1	0
Groundwater	1,159	1,159	0	0	0	0	0	0	0
Seawater	54	54	0	0	0	0	0	0	0
Water discharged into third-party drainage facilities	4,765	3,422	1,343	580	556	99	40	34	34
Water reused (thousand m <sup>3</sup> )	4,102	3,968	133	59	57	3	0	1	14
Water consumption (water intake minus discharge volume) (thousand m <sup>3</sup> )	2,411	1,947	464	87	325	11	1	11	29
Reuse ratio (reused/used) (%)	27	30	7	8	6	2	0	1	18
Water usage per unit of sales (Water usage/sales) (m <sup>3</sup> /million yen)	3.0	—	—	—	—	—	—	—	—

### ■ FY2022 results

Water usage (water intake plus reuse) (thousand m <sup>3</sup> )	15,206	13,302	1,904	752	899	124	48	47	34
Intake (thousand m <sup>3</sup> )	10,744	8,948	1,796	670	881	121	48	47	29
Surface water	3,067	2,057	1,010	209	757	16	0	28	0
Groundwater	5,336	5,310	26	0	7	5	0	0	14
Seawater	0	0	0	0	0	0	0	0	0
Water discharged during development/mining processes	0	0	0	0	0	0	0	0	0
Water purchased from third parties	2,341	1,582	759	461	117	100	48	19	15
Discharge (thousand m <sup>3</sup> )	8,386	7,221	1,164	524	489	68	43	34	7
Surface water	3,930	3,928	1	0	0	1	0	0	0
Groundwater	43	29	13	3	0	5	1	4	0
Seawater	0	0	0	0	0	0	0	0	0
Water discharged into third-party drainage facilities	4,412	3,263	1,149	521	488	61	42	30	7
Water reused (thousand m <sup>3</sup> )	4,463	4,354	109	83	18	3	0	1	4
Water consumption (water intake minus discharge volume) (thousand m <sup>3</sup> )	2,359	1,727	632	146	392	53	6	13	22
Reuse ratio (reused/used) (%)	29	33	6	11	2	2	0	1	13
Water usage per unit of sales (Water usage/sales) (m <sup>3</sup> /million yen)	3.0	—	—	—	—	—	—	—	—

\*1 Sum of Mitsubishi Electric Corporation (non-consolidated) and affiliated companies in Japan.

## Reducing Greenhouse Gases Emitted in the Value Chain

The "★" symbol denotes Mitsubishi Electric Group greenhouse gas emissions for which third-party verification has been carried out by SGS Japan Inc.

Scope	Accounting (kt-CO <sub>2</sub> ) (Total emission ratio indicated in parenthesis)			Accounting Summary*1
	FY2022	FY2023	FY2024	
Scope 1 : Direct emissions from fuel use and industrial processes at our company**2 *3				
★	276 (0.2%)	272 (0.1%)	234 (0.1%)	
Scope 2 : Indirect emissions associated with use of electricity and heat purchased by our company**4				
Market based	★ 819 (0.5%)	679 (0.4%)	676 (0.4%)	Calculated using the power emission coefficient based on the contract
Location based**3	★ 885	774	837	Calculated using the average emission coefficient of power generated in the area
Scope 1 + Scope 2 (Market based)	★ 1,095 (0.7%)	951 (0.5%)	910 (0.5%)	Coverage: 99% (energy usage based)
Scope 3 : Indirect emissions outside the scope of our company's operational activities**4				
Category 1 : Purchased goods and services**5	★ 10,099 (6.3%)	11,947 (6.5%)	11,282 (6.2%)	Emissions associated with activities up to the manufacturing of materials, etc., relating to raw materials, parts, purchased products, and sales**6
Category 2 : Capital goods	549 (0.3%)	1,048 (0.6%)	775 (0.4%)	Emissions generated by the construction and manufacturing of own capital goods
Category 3 : Fuel- and energy-related activities**5	166 (0.1%)	148 (0.1%)	128 (0.1%)	Emissions associated with procurement of fuel necessary for power generation, heat supply, etc., and power such as electricity supplied by other parties
Category 4 : Upstream transport and distribution	513 (0.3%)	607 (0.3%)	492 (0.3%)	Emissions associated with logistic processes up to the delivery to our company of materials, etc., relating to raw materials, parts, purchased products, and sales**7
Category 5 : Waste generated in operations	0.4 (0.0%)	0.6 (0.0%)	0.4 (0.0%)	Emissions associated with transporting and processing waste produced by our company**8
Category 6 : Business travel**5	6.1 (0.0%)	15.7 (0.0%)	24.3 (0.0%)	Emissions associated with employee business travel**9
Category 7 : Employee commuting**5	36 (0.0%)	41 (0.0%)	41 (0.0%)	Emissions associated with employees commuting to and from their respective workplaces**10
Category 8 : Upstream leased assets	—	—	—	Emissions associated with operation of leased assets hired by our company (Calculated by Mitsubishi Electric under Scope 1 and Scope 2)
Category 9 : Downstream transport and distribution**5	5.2 (0.0%)	5.9 (0.0%)	5.0 (0.0%)	Emissions associated with the transport, storage, cargo handling and retailing of products
Category 10 : Processing of sold products**5	2.4 (0.0%)	2.2 (0.0%)	2.2 (0.0%)	Emissions associated with the processing of interim products by business operators
Category 11 : Use of sold products**3	★ 148,292 (92.2%)	168,568 (91.9%)	167,527 (91.4%)	Emissions associated with the use of products by users (consumers/business operators)
Category 12 : End-of-life treatment of sold products**5	5.3 (0.0%)	5.4 (0.0%)	4.9 (0.0%)	Emissions associated with the transport and processing of products for disposal by users (consumers/business operators)**6
Category 13 : Downstream leased assets	12 (0.0%)	14 (0.0%)	11 (0.0%)	Emissions associated with operation of leased assets
Category 14 : Franchises	—	—	—	
Category 15 : Investments	26 (0.0%)	26 (0.0%)	23 (0.0%)	Emissions associated with operation of investments
Scope3 total	159,711 (99.3%)	182,427 (99.5%)	180,316 (99.5%)	
Total (Scope 2 is Market based.)	160,806(100.0%)	183,379 (100.0%)	181,226 (100.0%)	

\*1 Excerpt from Basic Guidelines published by the Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry.

\*2 CO<sub>2</sub>, SF<sub>6</sub>, HFCs, and PFCs emissions associated with the use of city gas, heavy oil, etc., and with product manufacturing.

\*3 CO<sub>2</sub> emission coefficient for electricity calculated in reference to: for Japan, latest figures published by the Federation of Electric Power Companies; for overseas, latest figures published by International Energy Agency.

\*4 CO<sub>2</sub> emissions associated with the use of electricity, etc.

\*5 Figures have been calculated using the CO<sub>2</sub> emission coefficient for each fiscal year specified in the "emission in tensity database for calculating greenhouse gas emissions of the organization throughout the supply chain."

\*6 Excludes some regions.

\*7 CO<sub>2</sub> emissions associated with product distribution/circulation (sales distribution). Subject to accounting: 53 companies (manufacturing companies).

\*8 CO<sub>2</sub> emissions associated with transport of waste (waste distribution). Subject to accounting: Mitsubishi Electric.

\*9 Results for Japan. Excludes CO<sub>2</sub> emissions associated with actual use of taxis and accommodation.

\*10 Assuming that all employees use passenger rail services.

## Social Data

### Human Capital

#### Employment situation

Mitsubishi Electric

		FY2020	FY2021	FY2022	FY2023	FY2024	
Full-time employee	Total	35,649 persons	36,162 persons	36,700 persons	35,136 persons	36,520 persons	
	Men	31,997 persons	32,346 persons	32,701 persons	31,141 persons	32,109 persons	
	Women	3,652 persons	3,816 persons	3,999 persons	3,995 persons	4,411 persons	
Temporary staff	Total	7,105 persons	6,838 persons	6,682 persons	6,505 persons	6,636 persons	
	Men	—	4,179 persons	4,092 persons	4,130 persons	4,283 persons	
	Women	—	2,659 persons	2,590 persons	2,375 persons	2,353 persons	
Average age	Total	40.5 years of age	40.7 years of age	41.1 years of age	41.3 years of age	41.4 years of age	
	Men	—	40.6 years of age	41.0 years of age	41.3 years of age	41.4 years of age	
	Women	—	41.2 years of age	41.3 years of age	41.3 years of age	41.2 years of age	
Average number of years worked	Total	16.4 years	16.6 years	16.9 years	16.9 years	16.7 years	
	Men	—	16.5 years	16.8 years	16.9 years	16.8 years	
	Women	—	17.2 years	17.1 years	16.9 years	16.3 years	
Turnover rate	Total	2.7%	2.3%	2.7%	2.8%	3.3%	
	Men	—	2.2%	2.7%	2.8%	3.3%	
	Women	—	2.4%	3.1%	3.5%	3.4%	
Average annual wage	Full-time employee	Total	8,069,144 yen	7,963,544 yen	8,067,252 yen	8,273,671 yen	8,298,631 yen
		Gender difference*1	70.8%	71.6%	71.4%	71.3%	71.7%
	All workers	Gender difference*1	58.5%	60.7%	61.0%	61.5%	62.4%
		Full-time employees*2	Gender difference*1	62.3%	63.5%	63.6%	63.6%
Non-regular employees	Gender difference*1	66.5%	63.5%	62.4%	63.2%	61.8%	
Diversity & inclusion	Managerial position	Held by women (%)**3	2.0%	1.9%	2.3%	2.6%	3.1%
	Manager equivalent position*4	Held by women (%)	3.9%	4.1%	4.3%	4.5%	4.9%
	Regular position	Total	25,138 persons	25,308 persons	25,391 persons	24,559 persons	25,403 persons
		Held by women (%)	7.0%	7.3%	7.6%	8.2%	8.8%

\*1 Women's average annual wage compared to men's average annual wage, expressed as a percentage

\*2 Full-time employees and non-regular employees who are full-time, open-ended

\*3 Percentage of managerial positions held by women

\*4 Persons with work tasks and responsibilities that are equivalent to those of a section manager

#### Employee breakdown per segment and business area

Mitsubishi Electric Group (Unit: No. of people)

Segment	FY2020	FY2021	FY2022	FY2023	FY2024
Energy & Electric Systems	46,852	47,697	47,113	—	—
Industrial Automation Systems	33,544	32,975	32,692	—	—
Information & Communication Systems	15,042	13,900	13,818	—	—
Electronic Devices	5,431	5,323	5,393	—	—
Home Appliances	27,462	27,545	28,710	—	—
Other	12,643	12,603	12,329	—	—
Common	5,544	5,610	5,641	—	—
Total	146,518	145,653	145,696	—	—

Mitsubishi Electric Group (Unit: No. of people)

Business Area (BA)	FY2020	FY2021	FY2022	FY2023	FY2024
Infrastructure BA	—	—	—	21,840	22,033
Industry & Mobility BA	—	—	—	31,897	31,593
Life BA	—	—	—	61,833	61,051
Business Platform BA	—	—	—	11,557	4,912
Other	—	—	—	16,575	17,041
Common	—	—	—	5,953	6,656
Total	—	—	—	149,655	149,134

## New graduates

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

		October 2020 and April 2021 (result)	October 2021 and April 2022 (result)	October 2022 and April 2023 (result)	October 2023 and April 2024 (projection)	October 2024 and April 2025 (plan)
Mitsubishi Electric	Engineering positions	560	500	600	650	650
	Sales & administrative positions	170	200	200	200	200
	Technical positions	210	200	300	250	250
	Total	940	900	1,100	1,100	1,100
Group companies in Japan		1,370	1,200	1,300	1,500	1,700
Total		2,310	2,100	2,400	2,600	2,800

## Mid-career hires

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

	FY2021	FY2022	FY2023	FY2024	FY2025 (plan)
Mitsubishi Electric	420	400	900	1,000	1,000
Group companies in Japan	660	700	1,000	1,400	1,400
Total	1,080	1,100	1,900	2,400	2,400

## Percentage of women among all new hires

Mitsubishi Electric (Unit: %)

	FY2021 (result)	FY2022 (result)	FY2023 (result)	FY2024 (result)	FY2025 (projection)
Overall	18.8	20.0	23.3	18.4	18.9
Sales & administrative positions	37.0	38.0	44.3	36.1	43.9
Engineering positions	13.4	14.4	15.0	11.3	10.7

## Employment rate of people with disabilities

Consolidated across three companies\* (Unit: %)

FY2020	FY2021	FY2022	FY2023	FY2024
2.28	2.34	2.39	2.47	2.49

\* Actual average employment rate (consolidated across three companies) Figures are fiscal year averages.

## Starting salary

Mitsubishi Electric

	Monthly wage	Compared to the minimum wage*
High school graduate	189,000 yen	110%
Technical high school graduate	217,000 yen	126%
College graduate	250,000 yen	145%
Graduate school graduate	277,000 yen	161%

\* Minimum wage is calculated based on the minimum wage for Tokyo Prefecture as of March 2024 (1,113 yen per hour), working 20 8-hour days per month.

## Annual human capital development and training expenses per employee

Mitsubishi Electric

	FY2020	FY2021	FY2022	FY2023	FY2024
Training hours/year	—	—	—	25.7 hours	28.1 hours
Training expenses/year	—	—	86,000 yen	124,000 yen	147,000 yen

\* Results solely for training organized by corporate divisions in FY2024; does not include training conducted by divisions and production sites. (Note that trainee training is included in the results.)

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

Mitsubishi Electric Group (Unit: No. of people)

	FY2020	FY2021	FY2022	FY2023	FY2024	Cumulative total
MGEP*1	7	Canceled due to the impact of COVID-19	18	15	Not implemented	53
GMW**2	30	Canceled	Canceled	30	27	265

\*1 Mitsubishi Electric Global Executive Program

\*\*2 Global Management Workshop

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

## Employees dispatched under the overseas OJT system

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

	FY2020	FY2021	FY2022	FY2023	FY2024
North America	23	Canceled due to the impact of COVID-19	22	21	23
Central/South America	5		3	5	4
Europe	32		18	21	26
Middle East	0		0	3	1
Southeast/South Asia, Oceania	19		14	24	18
East Asia	21		16	10	12
Total	100		73	84	84

## Evaluation indicators related to workplace culture improvement initiatives

Mitsubishi Electric (Unit: %)

	Result for 2H FY2022	Result for 1H FY2023	Result for 2H FY2023	Result for 1H FY2024	Result for 2H FY2024	FY2026 Goal
Employee Engagement Score (Percentage of employees who are proud and motivated to work for the Company)*	54	54	54	54	55	70 or more
Percentage of employees who responded that they had a good work-life balance	65	65	66	68	68	70 or more

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

## Monthly overtime hours per employee

Mitsubishi Electric (Unit: hours)

FY2020	FY2021	FY2022	FY2023	FY2024
27.4	24.9	26.2	25.1	23.7

## Utilization of childcare and family care programs

Mitsubishi Electric (Unit: No. of people)

		FY2020	FY2021	FY2022	FY2023	FY2024
Childcare leave	Total	414	513	634	747	804
	Men	66	144	240	362	435
	Women	348	369	394	385	369
Spousal childbirth leave	Men	861	920	923	991	1,034
Prematernal/postnatal absence	Women	198	204	209	204	196
	Total	—	—	—	—	—
Rate of taking leave from work (%)	Men*1	59.1%	64.9%	67.8%	76.1%	85.1%
	Women*2	100%	99%	99%	100%	100%
	Total	406	406	413	413	435
Shorter working hours during childcare	Men	14	13	16	13	17
	Women	392	393	397	400	418
	Women	14	3	11	11	12
Shorter working hours during pregnancy	Total	16	12	15	25	15
	Men	7	6	8	16	11
	Women	9	6	7	9	4
Nursing leave	Total	21	16	27	27	42
	Men	1	4	1	2	4
	Women	20	12	26	25	38
Shorter working hours for nursing care	Total	48	26	31	40	49
	Men	29	6	19	26	35
	Women	19	20	12	14	14

\*1 Includes spousal childbirth leave

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

## Human Rights

### Human rights and harassment prevention education

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

Format	Scope	FY2020	FY2021	FY2022	FY2023	FY2024
Group training session	New employees	927	833	941	912	1,060
	Newly appointed managers	584	478	436	534	554
	Employees in charge of new employee training	—	—	713	696	828
e-learning	Mitsubishi Electric	—	—	—	39,001	40,213
	Group Companies in Japan	—	—	—	35,085	52,596

### Main agenda items of the Human Rights Subcommittee

	Agenda item
First meeting	<ul style="list-style-type: none"> <li>Confirmation of the purpose of establishing the Human Rights Subcommittee</li> <li>Background on the need for human rights initiatives and the current status of the Mitsubishi Electric Group</li> <li>Future action items for the Human Rights Subcommittee to promote</li> <li>Report on the results of the fiscal 2022 Human Rights Impact Assessment and discussion of improvement activities, etc.</li> </ul>
Second meeting	<ul style="list-style-type: none"> <li>Approval of proposed improvement activities based on the results of the fiscal 2022 Human Rights Impact Assessment</li> <li>Approval of mid- to long-term human rights goals and the roadmap</li> <li>Outline of sustainability procurement activities and use of the RBA management process</li> <li>Complaint handling mechanism (membership in JaCER)</li> <li>Japanese government guidelines, etc.</li> </ul>
Third meeting	<ul style="list-style-type: none"> <li>Report on activities in fiscal 2023</li> <li>Approval of the activity plan for fiscal 2024</li> </ul>

## Occupational Safety & Health Management

### Frequency of fatal accidents

Mitsubishi Electric Group

		FY2020	FY2021	FY2022	FY2023	FY2024
Fatal accidents	Domestic	0	0	0	0	0
	Overseas	3	0	0	0	2
Number of accidents causing lost worktime	Mitsubishi Electric	0	3	3	10	9
Frequency rate of industrial accidents (%)	Mitsubishi Electric	0.07	0.04	0.04	0.12	0.07

## Targets and results of "MHP Lively and Exciting Action" activities

### Health satisfaction

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

Target		Target value (by FY2027)	FY2024 result
Good appetite	Percentage of people who have an appetite and enjoy their meals	90.0 or more	88.2
Good sleep	Percentage of people who sleep comfortably and soundly	80.0 or more	55.9
Good bowel movements	Percentage of people with good bowel movements that leave them feeling comfortable	80.0 or more	65.5

### Lifestyle habits

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

Target		Target value (by FY2027)	FY2024 result
Food	People who can control the quantity and quality of the food they eat	50 or more	16.1
Exercise	People who engage in weekly exercise that gets them breathing more and working a sweat	50 or more	32.3
	People who walk an average of 8,000 steps or more in a day	50 or more	31.5
Sleep	People who get enough sleep and are well rested	60 or more	42.1
Oral hygiene	People who brush their teeth three times a day or more	40 or more	25.8
	People who regularly undergo professional tartar removal or prophylaxis dental cleaning	65 or more	52.4
Smoking	People who do not smoke	90 or more	79.3
Alcohol	People who can drink alcohol in a moderated and controlled manner	90 or more	67.9

## Employees who took safety and health education programs

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

		FY2020	FY2021	FY2022	FY2023	FY2024
Training for newly appointed safety and health section managers	Mitsubishi Electric	14	6	7	12	11
Training for newly appointed safety and health members	Group Companies in Japan	43	43	42	45	89
Training for newly appointed safety and health promotion members	Mitsubishi Electric	24	46	33	40	29
Training for newly appointed occupational health physicians and public health nurses	Mitsubishi Electric	16	13	8	9	14
Liaison meetings for safety and health members	Mitsubishi Electric	39	54	58	79	39
Company-wide safety and health education (for general employees)	Mitsubishi Electric	37,557	33,639	33,916	34,161	35,247
Company-wide safety and health education (for managers and supervisors)	Mitsubishi Electric	—	4,814	4,864	4,849	4,983

## Supply Chain Management (Procurement)

### Number of smelting companies identified in a survey of conflict minerals

Mitsubishi Electric (Unit: No. of companies)

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of smelting companies identified	337	364	486	350	349
Tin	91	108	165	83	83
Tantalum	42	43	50	37	36
Tungsten	48	50	69	52	53
Gold	156	163	202	178	177

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

Mitsubishi Electric Group (Unit: No. of companies)

		FY2020	FY2021	FY2022	FY2023	FY2024
All Mitsubishi Electric Group companies	Surveyed suppliers	1,721	1,660	1,549	499	No survey was conducted in FY2024 due to a transition period as we shift to surveys aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.
	Survey carried out by Mitsubishi Electric (scope: Mitsubishi Electric)	Surveyed suppliers	552	580	934	
Existing suppliers		455	511	809	252	
New suppliers		97	69	125	86	
Survey carried out by domestic and overseas affiliated companies (scope: domestic and overseas affiliated companies)	Response rate (%)	82	88	82	83	
	Rate of green accreditation certification	94	91	92	89	
	Surveyed suppliers	1,169	1,080	615	161	
Survey carried out by domestic and overseas affiliated companies (scope: domestic and overseas affiliated companies)	Response rate (%)	74	71	84	82	

#### Note

- The survey on existing suppliers is carried out every three years in principle with principal suppliers who fall within the top 80% in terms of purchase amounts.
- The above figures include cases where the companies resubmitted their survey response after receiving improvement instructions.

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

Mitsubishi Electric (Unit: No. of companies)

		FY2020	FY2021	FY2022	FY2023	FY2024
Environment	Companies given guidance	52	64	52	27	No survey was conducted in FY2024 due to a transition period as we shift to surveys aligned with the Mitsubishi Electric Group Supply Chain Code of Conduct.
	Content of guidance	Strengthening management of chemical substances contained in products (creating management rules and understanding the chemical substances contained in products)		Clarifying the person in charge of environment management (participating in environment management conducted by management at business partners)		
Human rights, labor practices, safety and health	Companies given guidance	188	114	96	114	
	Content of guidance	Encouraging secondary suppliers to take up sustainability practices				

## Survey on foreign technical intern trainees - Items to be improved and the number of companies

Mitsubishi Electric

Matters to be improved	No. of companies (may be duplicated)
A procedure or mechanism for "accepting requests" and "considering taking measures" for cases where special facilities must be provided for religious reasons (worship, meals, etc.) is absent	9
Important indications for safety and health, such as dangerous goods labels and the display of evacuation routes, are not displayed in languages understood by technical intern trainees	17
Matters supervised by the supervising organization are not recorded or saved	5
A mechanism for internal or external whistleblowing has not been built	2

## Philanthropic Activities

		FY2020	FY2021	FY2022	FY2023	FY2024
Mitsubishi Electric Group (Japan)**1	Social contribution expenditure**2	1.11 billion yen	0.70 billion yen	2.19 billion yen	1.77 billion yen	2.26 billion yen
Mitsubishi Electric	Satoyama woodland preservation activities	81 times	39 times	38 times	Conducted at 38 business sites	Conducted at 37 business sites
	Mitsubishi Electric Outdoor Classroom	25 times	26 times	36 times		
	Mitsubishi Electric Science Workshop	76 times	4 times	21 times	28 times	46 times
	Donations through matching gift program	34 million yen	41 million yen	24.67 million yen	47.20 million yen	50.85 million yen

\*1 Until 2020: Mitsubishi Electric only; Starting in 2021: Mitsubishi Electric and major affiliated companies in and outside Japan

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



## Governance Data

### Corporate Governance

#### Directors

Mitsubishi Electric

		March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
No. of directors	Total	12 persons	12 persons	10 persons	12 persons	12 persons
	Internal directors / Outside directors					
	Internal directors	7 persons	7 persons	5 persons	5 persons	5 persons
	Outside directors	5 persons	5 persons	5 persons	7 persons	7 persons
Gender	Male	11 persons	11 persons	9 persons	11 persons	9 persons
	Female	1 person	1 person	1 person	1 person	3 persons
Percentage of outside directors		42%	42%	50%	58%	58%
Percentage of female directors		8%	8%	10%	8%	25%
No. of Board meetings held		7 times	8 times	20 times	13 times	14 times
Chairperson		Internal	Internal	Outside	Outside	Outside

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

Mitsubishi Electric

		March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
No. of directors and officers	Total	29 persons	29 persons	29 persons	33 persons	34 persons
	Internal directors and officers / Outside directors and officers					
	Internal directors and officers	24 persons	24 persons	24 persons	26 persons	27 persons
	Outside directors and officers	5 persons	5 persons	5 persons	7 persons	7 persons
Gender	Male	28 persons	28 persons	28 persons	32 persons	30 persons
	Female	1 person	1 person	1 person	1 person	4 person
No. of non-Japanese directors and officers		0 person	0 person	0 person	0 person	1 person
Percentage of female and non-Japanese directors and officers		3%	3%	3%	3%	15%

#### Nomination Committee

Mitsubishi Electric

		March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
No. of directors	Total	5 persons	5 persons	5 persons	7 persons	6 persons
	Internal directors / Outside directors					
	Internal directors	1 person	1 person	1 person	1 person	1 person
	Outside directors	4 persons	4 persons	4 persons	6 persons	5 persons
Gender	Male	4 persons	4 persons	4 persons	6 persons	4 persons
	Female	1 person	1 person	1 person	1 person	2 persons
Percentage of outside directors		80%	80%	80%	86%	83%
Percentage of female directors		20%	20%	20%	14%	33%
No. of Nomination Committee meetings held		3 times	3 times	16 times	9 times	9 times
Chairperson		Outside	Outside	Outside	Outside	Outside

#### Audit Committee

Mitsubishi Electric

		March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
No. of directors	Total	5 persons	5 persons	5 persons	5 persons	5 persons
	Internal directors / Outside directors					
	Internal directors	2 persons	2 persons	2 persons	2 persons	2 persons
	Outside directors	3 persons	3 persons	3 persons	3 persons	3 persons
Gender	Male	5 persons	5 persons	5 persons	5 persons	4 persons
	Female	0 person	0 person	0 person	0 person	1 person
Percentage of outside directors		60%	60%	60%	60%	60%
Percentage of female directors		0%	0%	0%	0%	20%
No. of Audit Committee meetings held		13 times	14 times	13 times	15 times	14 times
Chairperson		Internal	Outside	Outside	Outside	Outside

#### Compensation Committee

Mitsubishi Electric

		March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
No. of directors	Total	5 persons	5 persons	5 persons	6 persons	6 persons
	Internal directors / Outside directors					
	Internal directors	2 persons	2 persons	2 persons	1 person	1 person
	Outside directors	3 persons	3 persons	3 persons	5 persons	5 persons
Gender	Male	4 persons	4 persons	4 persons	5 persons	4 persons
	Female	1 person	1 person	1 person	1 person	2 persons
Percentage of outside directors		60%	60%	60%	83%	83%
Percentage of female directors		20%	20%	20%	17%	33%
No. of Compensation Committee meetings held		4 times	4 times	13 times	11 times	7 times
Chairperson		Internal	Outside	Outside	Outside	Outside

## Compliance

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

Mitsubishi Electric Group (Unit: No. of people)

Target	FY2020	FY2021	FY2022	FY2023	FY2024
Officers and employees in Japan (including contract employees, temporary employees, part-time employees, short-term workers, etc.)	125,614	126,049	131,306	Approx. 131,700	Approx. 133,200
	100%	100%	100%	100%	100%
Employees in Southeast Asia, Oceania, and other regions	6,644	Approx. 7,000	Approx. 7,000	Approx. 7,300	Approx. 8,400

### Workshops related to compliance

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

Target	FY2020	FY2021	FY2022	FY2023	FY2024
Officers and employees in Japan (including contract employees, temporary employees, part-time employees, short-term workers, etc.)*	180 times	113 times	111 times	—	—
	6,531	8,134	10,018	Approx. 3,300	Approx. 4,800

\* Since fiscal 2023, only workshops organized by the Corporate Legal & Licensing Division have been counted due to the shift to online formats and enhanced educational activities by individual business divisions

### Compliance e-learning programs

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

	Target	FY2020	FY2021	FY2022	FY2023	FY2024
Fair competition	Mitsubishi Electric Group Companies in Japan	15,310	14,824	51,901	58,207	59,024
	Of which, those in Mitsubishi Electric	—	—	—	15,502	16,426
	Of which, those in Group companies in Japan	—	—	—	42,705	42,598
Corruption prevention	Mitsubishi Electric Group Companies in Japan	24,365	25,371	39,951	41,544	49,479
	Of which, those in Mitsubishi Electric	—	—	—	25,562	27,374
	Of which, those in Group companies in Japan	—	—	—	15,982	22,105
Security export control	Mitsubishi Electric	37,520	38,415	38,726	39,432	40,744
	Group companies in Japan	33,880	34,364	27,341	52,791	50,263