

# CONSOLIDATED FINANCIAL RESULTS

## Consolidated Financial Results Briefing for the First Quarter of Fiscal 2025

MITSUBISHI ELECTRIC CORPORATION

July 31, 2024



# Contents

---

1. Key Points	.....	P2
2. Q1 FY25 Financial Results	.....	P4
3. FY25 Forecast	.....	P16
4. Supplementary Materials	.....	P18
4-1. Revenue and Operating Profit by Segment	.....	P19
4-2. Revenue and Operating Profit by Segment (Forecast)	.....	P20
4-3. Order Trends of Mass Production Businesses	.....	P21

# 1 Key Points

## Key Points

---

- **Q1 FY25: Revenue ¥1,286.4 bn (+¥66.1 bn YoY), Operating Profit ¥58.6 bn (-¥2.3 bn YoY)**
  - Revenue achieved a new record high due primarily to an increase in the infrastructure segment and the impact of the weaker yen.
  - Operating profit remained at the same level YoY due to the impact of a decrease in volume in the factory automation systems business and the impact of rising material and other procurement costs.
- **FY25 forecast: Revenue ¥5,390.0 bn (+¥90.0 bn compared to the previous forecast), Operating Profit ¥400.0 bn (unchanged from the previous announcement)**
  - The revenue forecast has been revised upward partly due to a reconsideration of foreign exchange rates, while incorporating the impact of the delay in market recovery for factory automation systems.
  - We will steadily implement initiatives to achieve earnings targets, including improvements in product prices to reflect the impact of rising procurement costs.

# 2

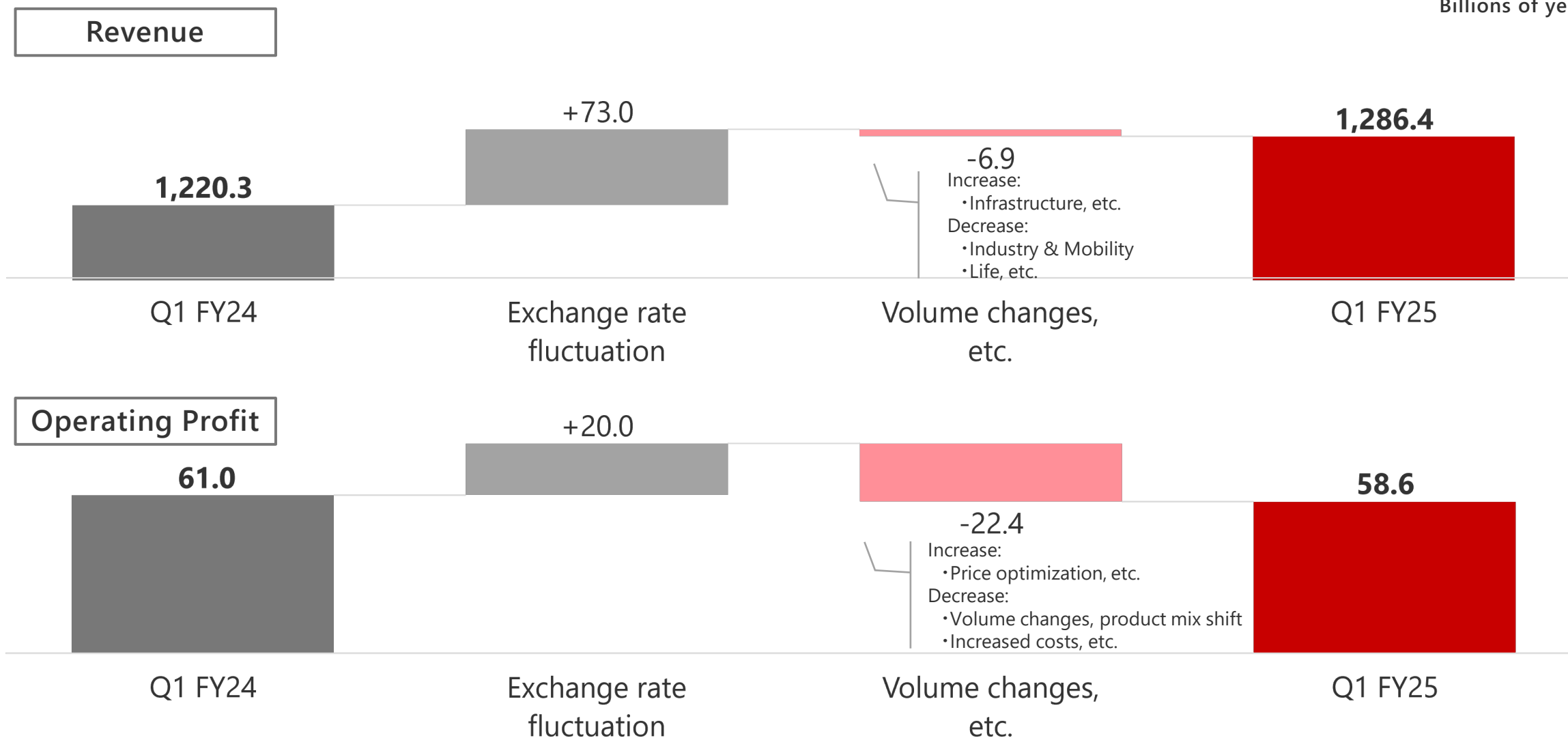
## Q1 FY25 Financial Results

## Consolidated Financial Results (Q1)

Billions of yen	Q1 FY24	Q1 FY25	YoY	
Revenue	1,220.3	1,286.4	+66.1	105%
Operating profit	61.0	58.6	-2.3	96%
%	5.0%	4.6%	-0.4pt	-
Profit before income taxes	76.8	76.1	-0.7	99%
Net profit attributable to Mitsubishi Electric Corp. stockholders	57.8	49.1	-8.6	85%
	USD	¥140	¥158	
	EUR	¥152	¥170	
	CNY	¥19.7	¥21.8	

# Factors Leading to Changes in Revenue and Operating Profit (Q1)

Billions of yen



## Consolidated Statement of Profit or Loss (Q1)

Billions of yen	Q1 FY24		Q1 FY25		YoY
Revenue	1,220.3	100.0%	<b>1,286.4</b>	<b>100.0%</b>	+66.1
Cost of sales	867.2	71.1%	<b>913.5</b>	<b>71.0%</b>	+46.3
Selling, general and administrative expenses	290.4	23.8%	<b>316.0</b>	<b>24.6%</b>	+25.5
Other profit (loss)	-1.5	-0.1%	<b>1.8</b>	<b>0.2%</b>	+3.3
Operating profit	61.0	5.0%	<b>58.6</b>	<b>4.6%</b>	-2.3
Financial income/expenses	8.5	0.7%	<b>11.8</b>	<b>0.9%</b>	+3.2
Share of profit of investments accounted for using the equity method	7.2	0.6%	<b>5.6</b>	<b>0.4%</b>	-1.6
Profit before income taxes	76.8	6.3%	<b>76.1</b>	<b>5.9%</b>	-0.7
Income taxes	15.3	1.3%	<b>21.7</b>	<b>1.7%</b>	+6.4
Net profit	61.5	5.0%	<b>54.3</b>	<b>4.2%</b>	-7.1
Net profit attributable to Mitsubishi Electric Corp. Stockholders	57.8	4.7%	<b>49.1</b>	<b>3.8%</b>	-8.6



## Consolidated Statement of Financial Position

Billions of yen	As of March 31, 2024	As of June 30, 2024	Change from March 31, 2024
<b>Total assets</b>	<b>6,167.3</b>	<b>6,205.0</b>	<b>+37.7</b>
Cash and cash equivalents	765.3	816.2	+50.8
Trade receivables and contract assets	1,408.5	1,230.3	-178.1
Inventories	1,253.4	1,308.5	+55.1
Property, plant and equipment	962.6	962.9	+0.3
<b>Total liabilities</b>	<b>2,300.9</b>	<b>2,263.2</b>	<b>-37.6</b>
Bonds and borrowings	241.2	236.2	-5.0
%	3.9%	3.8%	-0.1pt
<b>Total equity</b>	<b>3,866.4</b>	<b>3,941.8</b>	<b>+75.4</b>
Mitsubishi Electric Corp. stockholders' equity	3,739.3	3,807.2	+67.9
%	60.6%	61.4%	+0.8pt

- Assets increased by ¥37.7 bn compared to the end of the previous fiscal year. Inventories increased by ¥55.1 bn compared to the end of the previous fiscal year (including +¥38.6 bn attributable to exchange rate fluctuations), due mainly to progress in job orders under pertinent contracts in made-to-order businesses, despite a decrease in inventories due to reduced stock in the air conditioning systems & home products business.
- Equity increased by ¥75.4 bn compared to the end of the previous fiscal year. Mitsubishi Electric Corporation stockholders' equity increased by ¥67.9 bn compared to the end of the previous fiscal year, due primarily to increases in net profit (+¥49.1 bn) and attributable to currency exchange rates on the net assets of overseas subsidiaries and others (+¥82.3 bn), despite a decrease due to dividends paid to shareholders (-¥62.7 bn).

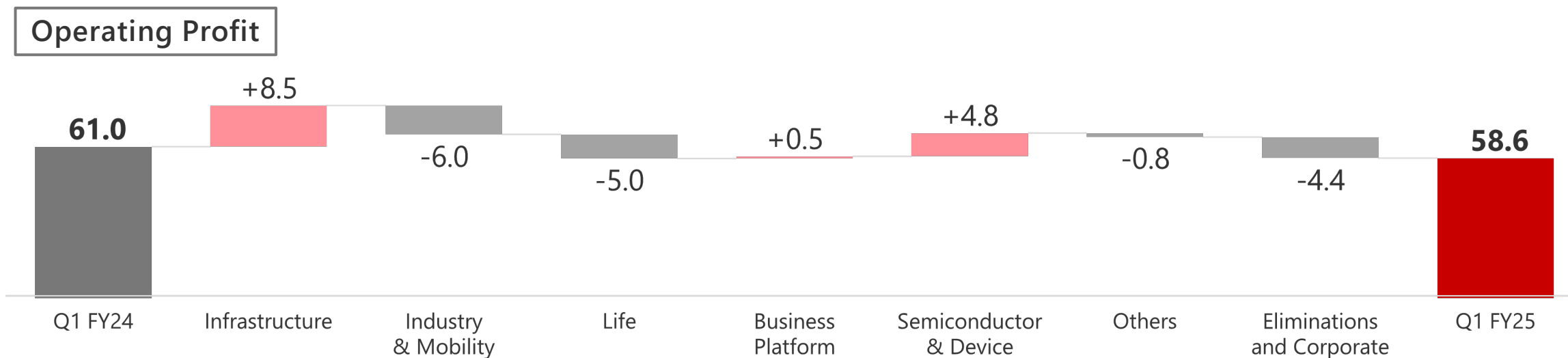
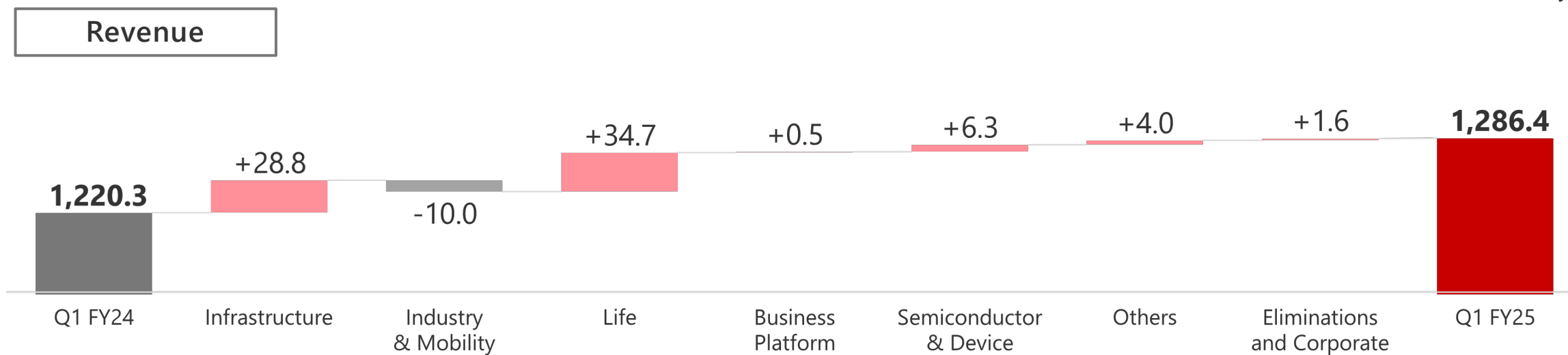
## Consolidated Statement of Cash Flows (Q1)

Billions of yen	Q1 FY24	Q1 FY25	YoY
Cash flows from operating activities	91.2	183.8	+92.6
Cash flows from investing activities	-40.8	-63.7	-22.8
Free cash flow	50.3	120.1	+69.8
Cash flows from financing activities	-76.8	-93.5	-16.7
Cash and cash equivalents at end of period	642.6	816.2	+173.6

- Cash flows from operating activities saw an inflow YoY (+¥92.6 bn), due mainly to a decrease in expenditures for inventories (+¥61.5 bn) and a decrease in trade receivables (+¥43.3 bn).
- Cash flows from investing activities saw an outflow YoY (-¥22.8 bn), due mainly to an increase in the purchase of investment securities and others due to the acquisition of shares of affiliated companies (-¥11.3 bn) and an increase in the purchase of property, plant and equipment (-¥8.8 bn).

# Consolidated Financial Results by Business Segment (Q1)

Billions of yen



Note: Beginning in FY25, the company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. Segment information for FY24 has also been restated to reflect the reclassification.

# Consolidated Financial Results (Q1): Infrastructure

				Billions of yen			
Infrastructure	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Revenue		Operating profit	
	<b>217.3(+28.8)</b>	<b>3.7(+8.5)</b>	<b>1.7%(+4.3pt)</b>				
Public Utility Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	78.2	79.4	-2.1	-0.0
	79.4(+1.2)	-0.0(+2.0)	-0.0%(+2.7pt)				
	<ul style="list-style-type: none"> <li>The market continued to see a recovery in the global demand for transportation systems and robust capital expenditures in public utility systems outside Japan.</li> <li>Orders increased YoY due primarily to increases in the transportation systems business worldwide and the uninterruptible power supply (UPS) business outside Japan. Revenue also increased YoY due primarily to increases in the UPS and transportation systems businesses outside Japan.</li> <li>Operating profit improved YoY due mainly to increased revenue and a shift in project portfolio.</li> </ul>			Q1	Q1	Q1	Q1
	FY24	FY25		FY24	FY25	FY24	FY25
Energy Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	69.3	83.7	0.9	3.7
	83.7(+14.4)	3.7(+2.8)	4.5%(+3.2pt)				
	<ul style="list-style-type: none"> <li>The market continued to see capital expenditures by power companies in Japan and robust demand mainly for power supply stabilization worldwide due to the expanded use of renewable energy.</li> <li>Orders increased YoY due primarily to an increase in the power generation business in Japan. Revenue also increased YoY due mainly to an increase in the power distribution business worldwide.</li> <li>Operating profit increased YoY due primarily to increased revenue.</li> </ul>			Q1	Q1	Q1	Q1
	FY24	FY25		FY24	FY25	FY24	FY25
Defense & Space Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	40.9	54.1	-3.6	0.0
	54.1(+13.1)	0.0(+3.6)	0.0%(+9.0pt)				
	<ul style="list-style-type: none"> <li>The market saw robust demand in defense and space systems due mainly to increases in the budgets of government-related organizations.</li> <li>Revenue increased YoY due to an increase in large-scale projects for the defense systems business, while orders decreased YoY due primarily to a decrease in large-scale projects for the defense systems business.</li> <li>Operating profit improved YoY due primarily to increased revenue.</li> </ul>			Q1	Q1	Q1	Q1
	FY24	FY25		FY24	FY25	FY24	FY25

Note: Beginning in FY25, the company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. Segment information for FY24 has also been restated to reflect the reclassification.

# Consolidated Financial Results (Q1): Industry & Mobility

				Billions of yen			
Industry & Mobility	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Revenue		Operating profit	
		400.4(-10.0)	15.4(-6.0)	3.9%(-1.3pt)			
Factory Automation Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	166.8(-30.6)	5.1(-23.4)	3.1%(-11.4pt)	197.4	166.8	28.5	5.1
	<ul style="list-style-type: none"> <li>The market saw increases in demand related to smartphones and industrial machinery in China, despite continued stagnation in demand for decarbonization purposes such as lithium-ion batteries.</li> <li>Orders increased YoY due primarily to increases in smartphone-related capital expenditures and industrial machinery-related demand. However, revenue decreased YoY due mainly to a decrease in demand for decarbonization purposes.</li> <li>Operating profit decreased YoY due primarily to decreased revenue.</li> </ul>			Q1	Q1	Q1	Q1
				FY24	FY25	FY24	FY25
Automotive Equipment	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	233.6(+20.5)	10.3(+17.4)	4.4%(+7.7pt)	213.0	233.6	-7.1	10.3
	<ul style="list-style-type: none"> <li>The market remained substantially unchanged YoY in terms of sales of new cars in almost all regions excluding Japan and saw robust demand mainly for electric vehicle-related equipment.</li> <li>Revenue increased YoY due primarily to increases in electric vehicle-related equipment, such as motors and inverters, and advanced driver assistance system (ADAS)-related products in addition to the impact of the weaker yen and improvements in product prices.</li> <li>Operating profit improved YoY due mainly to increased revenue and improvements in product prices.</li> </ul>			Q1	Q1	Q1	Q1
				FY24	FY25	FY24	FY25

Note: Beginning in FY25, the company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. Segment information for FY24 has also been restated to reflect the reclassification.

# Consolidated Financial Results (Q1): Life

Billions of yen

Life	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Revenue	Operating profit		
	555.2(+34.7)	35.6(-5.0)	6.4%(-1.4pt)				
Building Systems	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	152.4(+11.6)	9.1(+3.4)	6.0%(+2.0pt)				
	<ul style="list-style-type: none"> <li>The market continued to see recovery in global demand.</li> <li>Orders increased YoY due primarily to an increase in the renewal business in Japan. Revenue increased YoY due mainly to the impact of the weaker yen and increases in Japan and North America.</li> <li>Operating profit increased YoY due primarily to increased revenue.</li> </ul>			140.7	152.4	5.6	9.1
				Q1	Q1	Q1	Q1
				FY24	FY25	FY24	FY25
Air Conditioning Systems & Home Products	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)				
	402.8(+23.1)	26.5(-8.5)	6.6%(-2.6pt)				
	<ul style="list-style-type: none"> <li>The market saw robust demand for air conditioning systems mainly in Japan and Asia (excluding China), despite continued stagnation in demand for air conditioning systems in Europe.</li> <li>Revenue increased YoY due primarily to the impact of the weaker yen and increases in air conditioning systems in Japan and Asia (excluding China).</li> <li>Operating profit decreased YoY due mainly to a shift in the product mix and the impact of the rise in material prices.</li> </ul>			379.7	402.8	35.0	26.5
				Q1	Q1	Q1	Q1
				FY24	FY25	FY24	FY25

Note: Beginning in FY25, the company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. Segment information for FY24 has also been restated to reflect the reclassification.

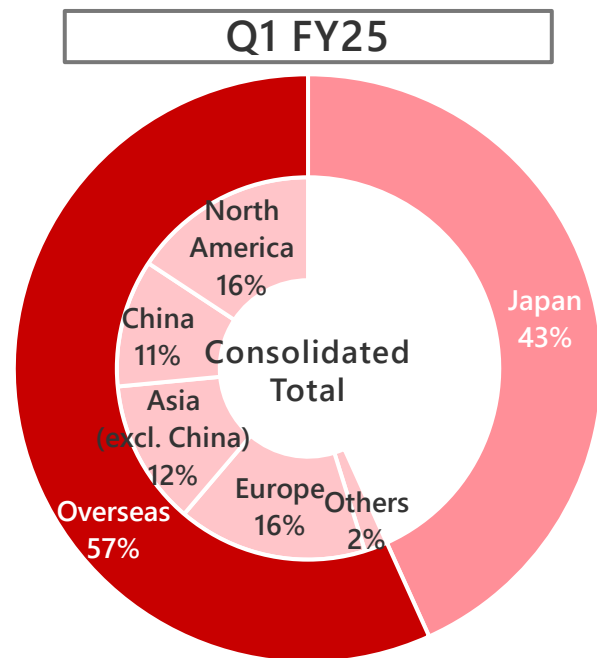
# Consolidated Financial Results (Q1): Business Platform and Semiconductor & Device

Billions of yen

	Revenue (YoY)	Operating profit (YoY)	Operating profit margin (YoY)	Revenue		Operating profit	
<b>Business Platform</b>	<b>29.1(+0.5)</b>	<b>1.5(+0.5)</b>	<b>5.3%(+1.8pt)</b>				
	<ul style="list-style-type: none"> <li>The market saw robust demand due to updates to legacy systems and digital transformation-related efforts.</li> <li>The business saw increases in both orders and revenue YoY due primarily to an increase in the IT infrastructure service business.</li> <li>Operating profit increased YoY due mainly to increased revenue.</li> </ul>			28.5	29.1	0.9	1.5
				Q1	Q1	Q1	Q1
				FY24	FY25	FY24	FY25
<b>Semiconductor &amp; Device</b>	<b>74.5(+6.3)</b>	<b>11.5(+4.8)</b>	<b>15.5%(+5.7pt)</b>				
	<ul style="list-style-type: none"> <li>The market saw robust demand for power modules used in railway &amp; power transmission applications.</li> <li>Orders decreased YoY due primarily to a decrease in power modules. Revenue increased YoY due mainly to the impact of the weaker yen as well as an increase in power modules used in automotive applications and other factors.</li> <li>Operating profit increased YoY due mainly to increased revenue.</li> </ul>			68.2	74.5	6.6	11.5
				Q1	Q1	Q1	Q1
				FY24	FY25	FY24	FY25

Note: Beginning in FY25, the company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. Segment information for FY24 has also been restated to reflect the reclassification.

# Revenue by Location of Customers (Q1)



Billions of yen	Q1 FY24	Q1 FY25	YoY	
Japan	535.4	556.3	+20.9	104%
Overseas	684.8	730.1	+45.2	107%
North America	169.5	202.2	+32.7	119%
China	136.9	138.7	+1.8	101%
Asia (excl. China)	161.6	157.8	-3.7	98%
Europe	197.0	206.3	+9.2	105%
Others	19.6	24.9	+5.2	127%
<b>Consolidated Total</b>	<b>1,220.3</b>	<b>1,286.4</b>	<b>+66.1</b>	<b>105%</b>

## Factory Automation Systems

	North America	China	Asia (excl. China)	Europe	Japan
Q1 FY24	6%	21%	22%	7%	44%
Q1 FY25	7%	25%	19%	7%	42%

## Air Conditioning Systems & Home Products

	North America	China	Asia (excl. China)	Europe	Others	Japan
Q1 FY24	16%	8%	12%	32%	3%	30%
Q1 FY25	16%	7%	14%	31%	4%	29%



3

## FY25 Forecast

## FY25 Forecast

Billions of yen		FY24	Previous <sup>(*)</sup> FY25 forecast	FY25 forecast	YoY	Changes from previous forecast	Breakdown of changes from the previous forecast
Revenue		5,257.9	5,300.0	5,390.0	103%	+90.0	<ul style="list-style-type: none"> <li>• Exchange rate fluctuation +194.0</li> <li>• Volume changes, etc. -104.0</li> </ul>
Operating profit		328.5	400.0	400.0	122%	-	<ul style="list-style-type: none"> <li>• Exchange rate fluctuation +55.0</li> <li>• Volume changes, product mix shift, etc. -55.0</li> </ul>
%		6.2%	7.5%	7.4%	+1.2pt	-0.1pt	
Profit before income taxes		365.8	430.0	430.0	118%	-	
Net profit attributable to Mitsubishi Electric Corp. stockholders		284.9	315.0	315.0	111%	-	
		FY24	Previous <sup>(*)</sup> FY25 forecast	Q2 FY25 and later	Annual foreign exchange sensitivity <sup>(*)</sup>		
					Revenue	Operating Profit	
Foreign exchange rates	USD	¥145	¥140	¥150	about ¥5.0 bn	about 1/4 of revenue	
	EUR	¥158	¥150	¥160	about ¥4.0 bn	about 1/3 of revenue	
	CNY	¥20.2	¥19.5	¥20.5	about ¥2.5 bn	about 1/3 of revenue	

(\*) Announced on April 26, 2024

(\*) Impact of 1 yen move. CNY impact of 0.1 yen move.

# 4

## Supplementary Materials

## Revenue and Operating Profit by Segment (Q1)

Billions of yen	Q1 FY24			Q1 FY25			YoY		
	Revenue	Operating profit (loss)	Operating profit margin	Revenue	Operating profit (loss)	Operating profit margin	Revenue	Operating profit	Operating profit margin
Infrastructure	188.5	-4.8	-2.6%	217.3	3.7	1.7%	+28.8	+8.5	+4.3pt
Public Utility Systems	78.2	-2.1	-2.7%	79.4	-0.0	-0.0%	+1.2	+2.0	+2.7pt
Energy Systems	69.3	0.9	1.3%	83.7	3.7	4.5%	+14.4	+2.8	+3.2pt
Defense & Space Systems	40.9	-3.6	-9.0%	54.1	0.0	0.0%	+13.1	+3.6	+9.0pt
Industry & Mobility	410.5	21.4	5.2%	400.4	15.4	3.9%	-10.0	-6.0	-1.3pt
Factory Automation Systems	197.4	28.5	14.5%	166.8	5.1	3.1%	-30.6	-23.4	-11.4pt
Automotive Equipment	213.0	-7.1	-3.3%	233.6	10.3	4.4%	+20.5	+17.4	+7.7pt
Life	520.4	40.7	7.8%	555.2	35.6	6.4%	+34.7	-5.0	-1.4pt
Building Systems	140.7	5.6	4.0%	152.4	9.1	6.0%	+11.6	+3.4	+2.0pt
Air Conditioning Systems & Home Products	379.7	35.0	9.2%	402.8	26.5	6.6%	+23.1	-8.5	-2.6pt
Business Platform	28.5	0.9	3.5%	29.1	1.5	5.3%	+0.5	+0.5	+1.8pt
Semiconductor & Device	68.2	6.6	9.8%	74.5	11.5	15.5%	+6.3	+4.8	+5.7pt
Others	198.6	3.9	2.0%	202.7	3.0	1.5%	+4.0	-0.8	-0.5pt
Eliminations and corporate	-194.7	-7.8	-	-193.0	-12.3	-	+1.6	-4.4	-
<b>Consolidated Total</b>	<b>1,220.3</b>	<b>61.0</b>	<b>5.0%</b>	<b>1,286.4</b>	<b>58.6</b>	<b>4.6%</b>	<b>+66.1</b>	<b>-2.3</b>	<b>-0.4pt</b>

Note: Beginning in FY25, the company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. Segment information for FY24 has also been restated to reflect the reclassification.

## Revenue and Operating Profit by Segment (Forecast)

Billions of yen	FY24			Previous <sup>(*)</sup> FY25 forecast			FY25 forecast			YoY			Changes from previous forecast		
	Revenue	Operating profit	Operating profit margin	Revenue	Operating profit	Operating profit margin	Revenue	Operating Profit	Operating profit margin	Revenue	Operating Profit	Operating profit margin	Revenue	Operating Profit	Operating profit margin
Infrastructure	1,036.6	31.1	3.0%	1,110.0	51.0	4.6%	1,120.0	52.0	4.6%	+83.3	+20.8	+1.6pt	+10.0	+1.0	+0.0pt
Public Utility Systems	431.3	11.9	2.8%	450.0	23.0	5.1%	450.0	23.0	5.1%	+18.6	+11.0	+2.3pt	-	-	-
Energy Systems	346.2	18.2	5.3%	330.0	18.0	5.5%	340.0	19.0	5.6%	-6.2	+0.7	+0.3pt	+10.0	+1.0	+0.1pt
Defense & Space Systems	258.9	1.0	0.4%	330.0	10.0	3.0%	330.0	10.0	3.0%	+71.0	+8.9	+2.6pt	-	-	-
Industry & Mobility	1,710.6	118.8	6.9%	1,670.0	136.0	8.1%	1,670.0	119.0	7.1%	-40.6	+0.1	+0.2pt	-	-17.0	-1.0pt
Factory Automation Systems	766.4	87.9	11.5%	770.0	113.0	14.7%	730.0	88.0	12.1%	-36.4	+0.0	+0.6pt	-40.0	-25.0	-2.6pt
Automotive Equipment	944.1	30.9	3.3%	900.0	23.0	2.6%	940.0	31.0	3.3%	-4.1	+0.0	-0.0pt	+40.0	+8.0	+0.7pt
Life	2,052.2	115.7	5.6%	2,080.0	156.0	7.5%	2,160.0	170.0	7.9%	+107.7	+54.2	+2.3pt	+80.0	+14.0	+0.4pt
Building Systems	625.5	32.3	5.2%	630.0	50.0	7.9%	640.0	51.0	8.0%	+14.4	+18.6	+2.8pt	+10.0	+1.0	+0.0pt
Air Conditioning Systems & Home Products	1,426.7	83.3	5.8%	1,450.0	106.0	7.3%	1,520.0	119.0	7.8%	+93.2	+35.6	+2.0pt	+70.0	+13.0	+0.5pt
Business Platform	142.0	7.7	5.4%	150.0	10.0	6.7%	150.0	10.0	6.7%	+7.9	+2.2	+1.3pt	-	-	-
Semiconductor & Device	289.8	29.8	10.3%	290.0	32.0	11.0%	300.0	36.0	12.0%	+10.1	+6.1	+1.7pt	+10.0	+4.0	+1.0pt
Others	843.5	29.9	3.6%	820.0	55.0	6.7%	810.0	53.0	6.5%	-33.5	+23.0	+2.9pt	-10.0	-2.0	-0.2pt
Eliminations and corporate	-817.0	-4.7	-	-820.0	-40.0	-	-820.0	-40.0	-	-2.9	-35.2	-	-	-	-
<b>Consolidated Total</b>	<b>5,257.9</b>	<b>328.5</b>	<b>6.2%</b>	<b>5,300.0</b>	<b>400.0</b>	<b>7.5%</b>	<b>5,390.0</b>	<b>400.0</b>	<b>7.4%</b>	<b>+132.0</b>	<b>+71.4</b>	<b>+1.2pt</b>	<b>+90.0</b>	<b>-</b>	<b>-0.1pt</b>

(\*)Announced on April 26, 2024

Note: Beginning in FY25, the company has changed its method for allocating corporate income and expenses to better assess the performance of its reportable segments. Segment information for FY24 and previous FY25 forecast have also been restated to reflect the reclassification.

## Order Trends of Mass Production Businesses

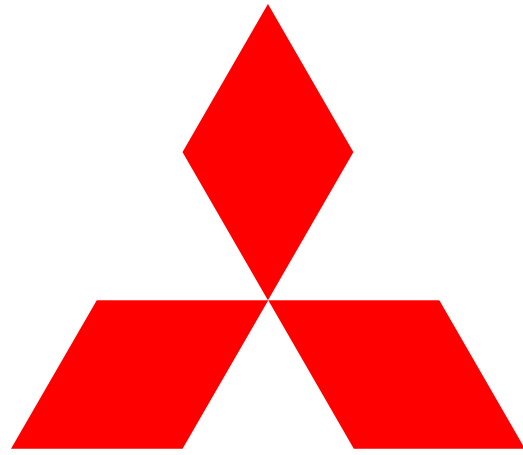
		FY24				FY25
		Q1	Q2	Q3	Q4	Q1
Factory Automation Systems	YoY	-43%	-35%	-28%	-19%	+8%
	QoQ	-21%	-1%	-13%	+18%	+7%
Semiconductor & Device	YoY	-10%	+48%	-3%	+21%	-13%
	QoQ	+17%	+14%	-35%	+39%	-16%

\*Automotive Equipment and Air Conditioning Systems & Home Products business within the mass production businesses have few products made on order, thus not included in the chart above.

While the statements herein, including the forecasts regarding the Mitsubishi Electric Group, are based on assumptions considered to be reasonable under the circumstances on the date of announcement, actual results may differ significantly from forecasts. The main factors materially affecting the expectations expressed herein include but are not limited to the following:

1. Changes in worldwide economic and social conditions, as well as regulations, taxation and other legislation
2. Changes in foreign currency exchange rates
3. Changes in stock markets
4. Changes in the fund-raising environment
5. Changes in the supply and demand of products, as well as the material procurement environment
6. Establishment of important patents, status of significant licenses and disputes related to key patents
7. Litigation and other legal proceedings
8. Issues related to quality and defects in products or services
9. Laws, regulations and issues related to the global environment, especially responses to climate change
10. Laws, regulations and issues related to human rights
11. Radical technological innovation, as well as the development, manufacturing and time-to-market of products using new technology
12. Business restructuring
13. Information security incidents
14. Large-scale disasters, including earthquakes, tsunamis, typhoons, volcanic eruptions and fires
15. Social, economic and political upheaval due to heightened geopolitical risks, war, conflict, terrorism or other factors
16. Social, economic and political upheaval due to pandemics or other factors
17. Important matters related to Mitsubishi Electric Corporation's directors and executive officers, major shareholders, affiliated companies and other stakeholders

**Note:** This document has been translated from the Japanese original for reference purposes only.  
In the event of any discrepancy between this document and the Japanese original, the original shall prevail.



**MITSUBISHI  
ELECTRIC**

*Changes for the Better*