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Mitsubishi Electric Announces Factory Automation Systems Business Strategy for “IR Day 2026”

TOKYO, May 29, 2026 – [Mitsubishi Electric Corporation](https://www.mitsubishielectric.com) (TOKYO: 6503) announced today its strategy for the Factory Automation Business, as part of its presentation for “IR Day 2026” to be held for investors and the press later in the day.

The English translation of the presentation is available from the next page.

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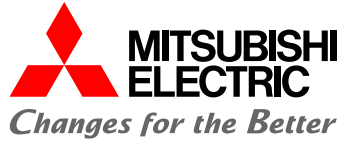
About Mitsubishi Electric Corporation

Guided by its [corporate philosophy](#), Mitsubishi Electric Corporation (TOKYO: 6503) places sustainability at the core of its operations and values stakeholder trust—encompassing society, customers, shareholders and employees. In pursuing profitability, capital efficiency and growth, Mitsubishi Electric works closely alongside customers to develop value-added solutions that address today’s complex challenges while enhancing the company’s sustainable corporate value.

Founded in 1921, Mitsubishi Electric has over a century of experience in delivering reliable, high-quality products and solutions. With over 200 group companies and approximately 150,000 employees worldwide, the company is a recognized global leader in manufacturing, marketing and selling electrical and electronic equipment and systems across a broad range of sectors, including public utility systems, energy systems, defense and space systems, factory automation systems, automotive equipment, building systems, air conditioning systems & home products, digital innovations, and semiconductor & devices.

Mitsubishi Electric recorded consolidated revenue of 5,894.7 billion yen (U.S.\$ 36.8 billion*) in the fiscal year that ended on March 31, 2026. For more information, please visit www.MitsubishiElectric.com

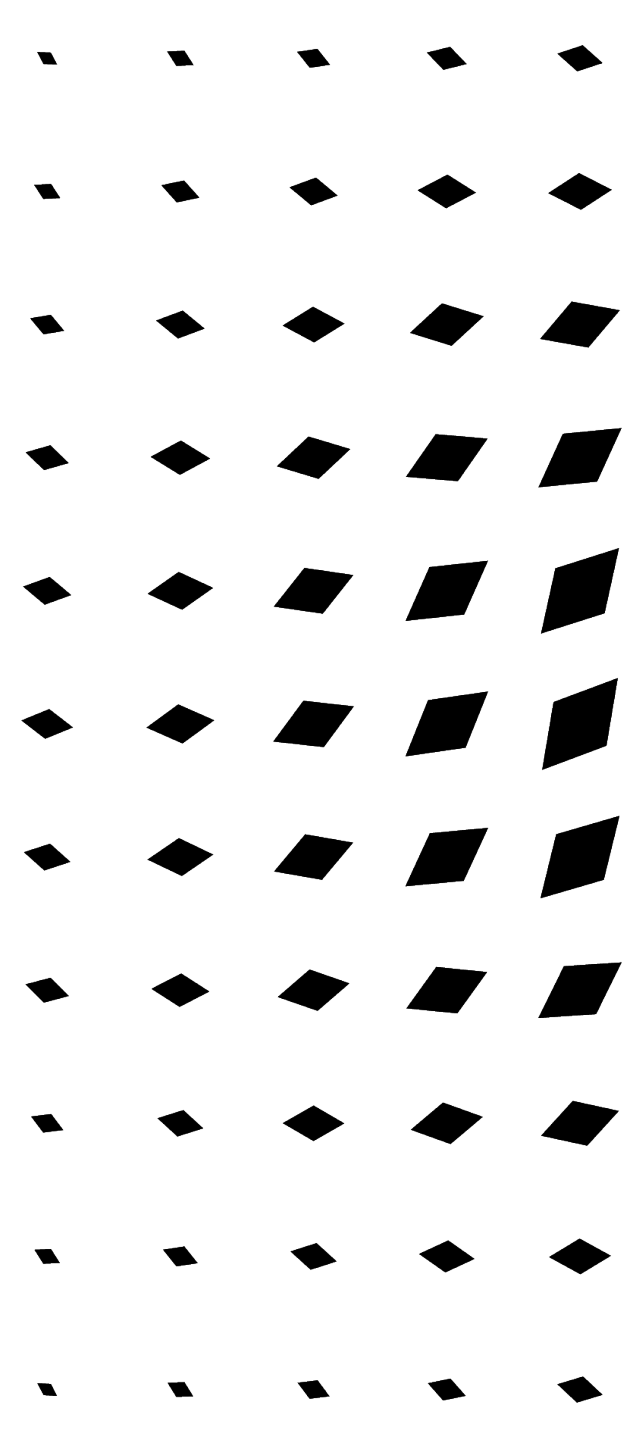
*JPY 160=USD 1, the approximate rate on the Tokyo Foreign Exchange Market on March 31, 2026



FA Systems Business 2026

MITSUBISHI ELECTRIC CORPORATION

May 29, 2026



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FA Systems Business: New Medium-term Business Strategy

FA Systems Business: New Medium-term Business Strategy

Leading innovation in the manufacturing industry with cutting-edge solutions that integrate automation technologies, on-site data, and AI to promote digital transformation

Accelerating growth and enhancing profitability through portfolio transformation

Key initiatives

Innovating production sites with FA digital transformation

- Building innovative production sites that autonomously solve management challenges using cutting-edge technologies
- Driving higher productivity and operational excellence by accelerating proof-of-concept trials using AI agents and physical AI

Leveraging automation technologies to realize advanced production

- Creating customer value with AI, security, and other competitive technologies integrated with our control and drive products
- Promoting localized autonomous management to accelerate responsiveness and competitiveness in the Chinese market

FY31 Financial targets

	Revenue	Adjusted operating profit margin
FA Systems Business	¥0.9 trillion	16%+
	Revenue CAGR*1	Adjusted operating profit margin
FA Digital Solution Business	25%+	19%+

*1 CAGR calculated from FY26

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Key Initiatives

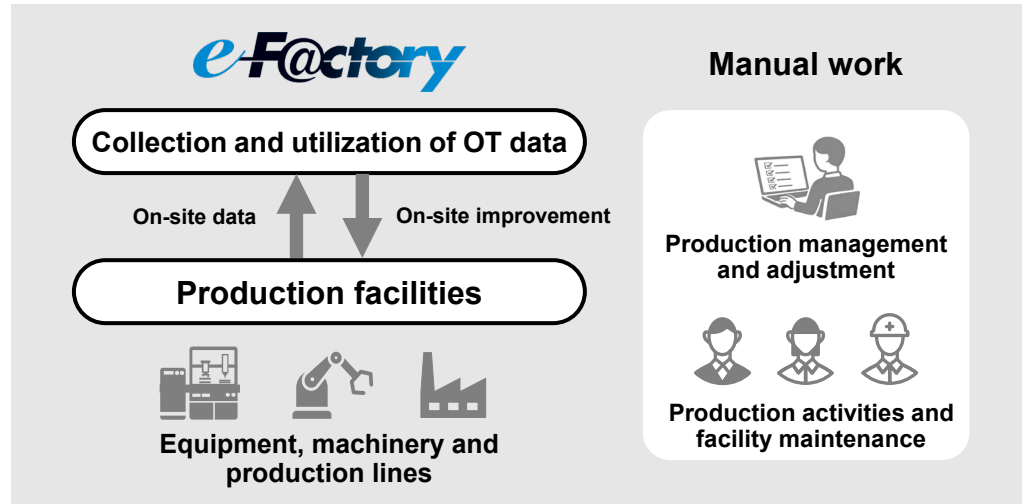
Innovating Production Sites with FA Digital Solutions

Transforming production sites to autonomously address management challenges by leveraging Serendie™ and integrating automation, AI, and digital technologies.

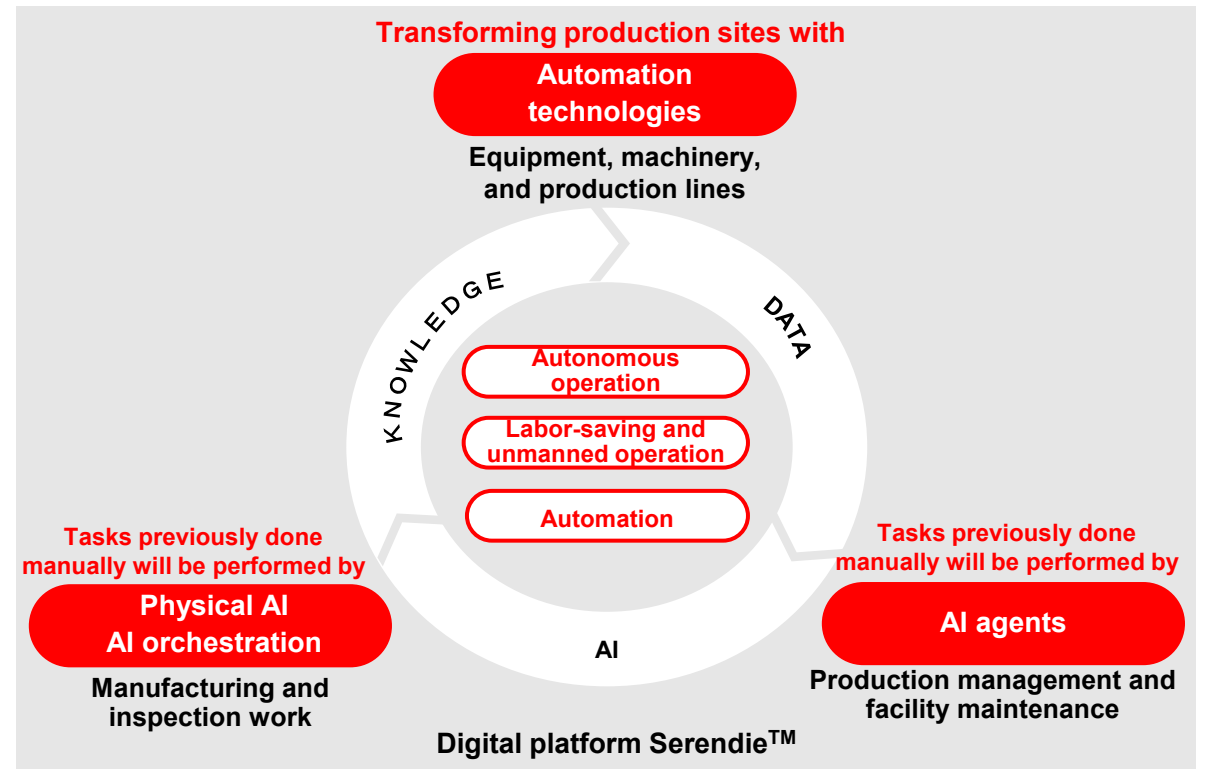
Customers' management challenges

- Shortage of skilled and experienced production personnel
- Rising material and operational costs, including labor costs
- Need to improve productivity amid fluctuating demand and high-mix, low-volume production

Up to now

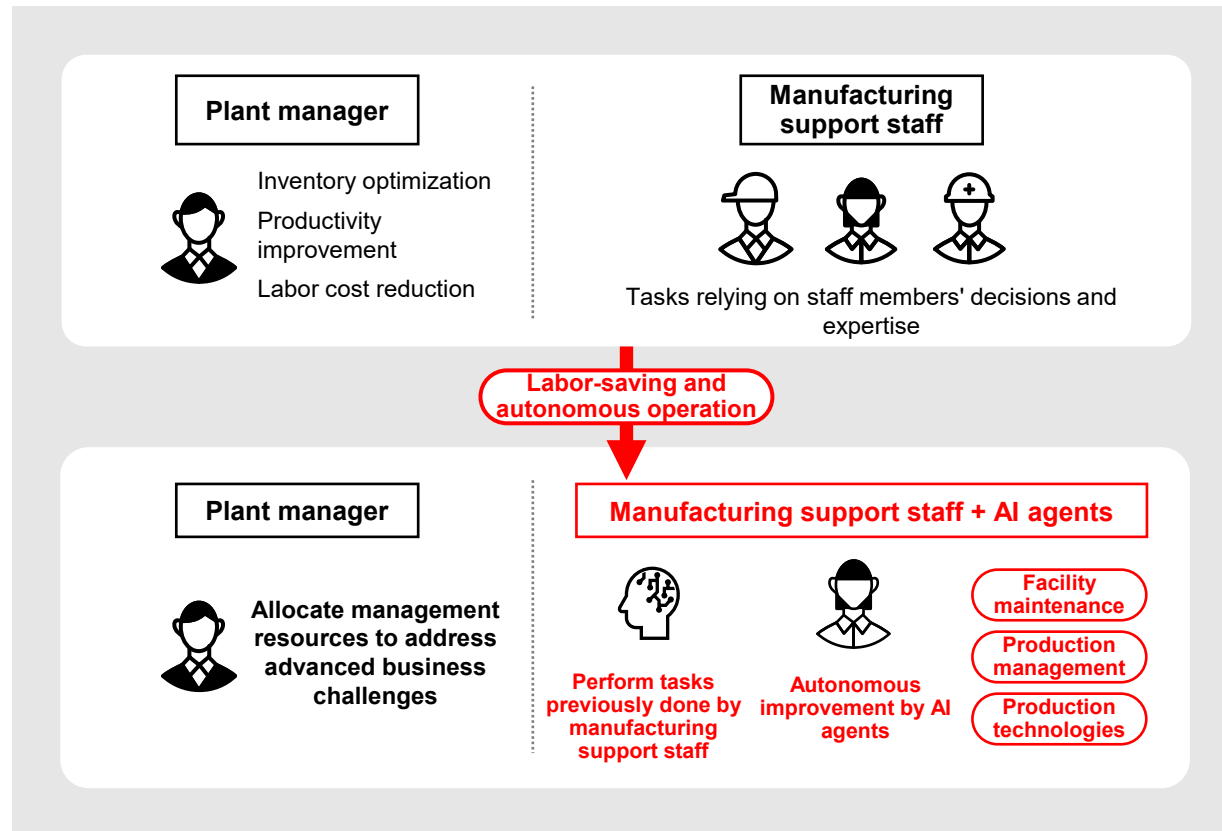


Future



Key Initiatives | FA Digital Solutions (1/2)

Accelerating the development of new solutions that automate previously manual tasks, powered by AI technologies enriched with our production insights



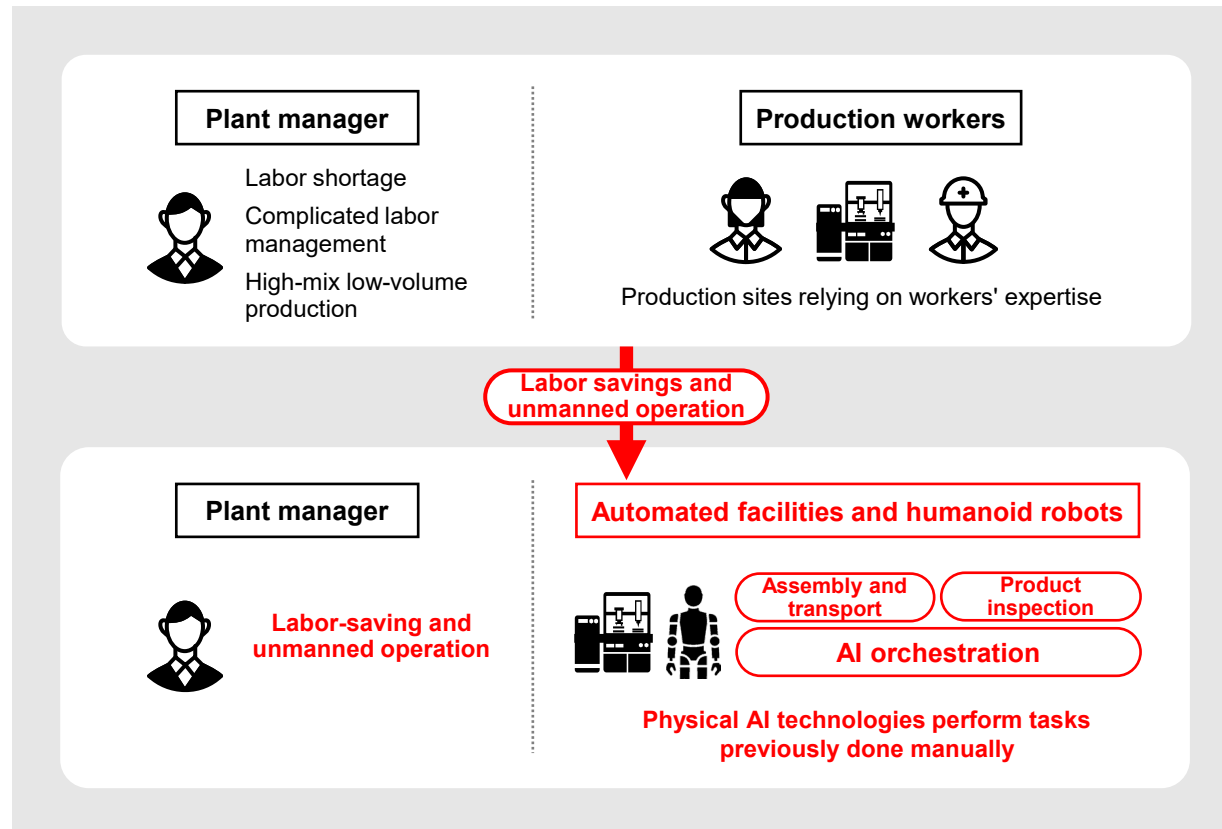
Reducing operational workload through task automation and autonomous resolution of management & operational issues

AI Agent Initiatives

- Providing SaaS applications and AI agents for equipment maintenance and production management
 - SaaS applications to streamline maintenance operations (from May 2026)
 - Optimizing production planning based on workforce availability and demand
 - Visualizing material and information flows to identify process bottlenecks
- Enhancing efficiency and productivity in system integration
 - Developing AI agent suites incorporating production engineering expertise
 - Autonomous issue identification and improvement driven by AI
 - Rapid production line setup and optimization through digital twins

Key Initiatives | FA Digital Solutions (2/2)

Accelerating the development of new solutions that automate previously manual tasks, powered by AI technologies enriched with our production insights



Realizing fully autonomous production systems that execute tasks previously performed manually

Physical AI Initiatives

- Developing AI with craftsman-level precision to enable automated facilities to replicate the skills and judgment of experienced operators
- Developing physical AI models for humanoid robots in collaboration with technology partners
 - Proof-of-concept trials with technology partners are underway on the assembly and transport lines at our manufacturing plant.
- Developing an AI vision inspection solution that combines ViSCO's technologies with our AI




AI Orchestration Platform

- Developing assistive AI for real-time detection and feedback of errors in manual work
- Developing troubleshooting AI that enables automated facilities to reduce downtime

Key Initiatives | Leveraging automation technologies to realize advanced production

Creating new value with our competitive technologies to meet advanced and complicated on-site automation needs
 Promoting localized autonomous management to accelerate responsiveness and competitiveness in the Chinese market

Innovating automation with our competitive technologies

Delivered value	High-speed and ultra-precise control	Optimized maintenance and operations	Accelerated development cycle	Secure data management	Sustainability
Competitive technologies	Innovating equipment and optimizing resources with advanced technologies <ul style="list-style-type: none"> Refining equipment with ultra high-speed synchronization realized by control, vision, and communication The Industry-first Stabilizing quality and improving productivity through real-time correction of machining errors Saving resources used in PC board manufacturing processes with our unique circuit printing technology <ul style="list-style-type: none"> Reduced environmental impact Copper usage: -70%; Water usage: -95% (based on our estimate) Innovating engineering with AI and digital technologies <ul style="list-style-type: none"> Time required for programming: -30%; Time required for analysis: -70% (based on our estimate) 		Securing production environment with OT security technologies and promoting data-based optimizations and efficiencies <ul style="list-style-type: none"> Providing a wide range of products necessary to build systems that are compliant and compatible with security standards and functions*1 <ul style="list-style-type: none"> Compliant with IEC62443-4-2 standards Compliant with China's cyber security law Nozomi's security technologies implemented in FA equipment and network surveillance 		
			 <p>Programmable logic controllers (PLCs)</p>	 <p>HMI*2</p>	 <p>Servo systems</p>

Strengthening competitiveness of FA business in China through autonomous management

Component development and enhancement

- Development and enhancement of local brand models led by the Chinese FA management company⁴
 - Launching servomotors and inverters in the Chinese market

Enhancing local development capabilities

- Developing core technologies that meet the needs of Chinese customers through industry-academia joint research
- Accelerating development and proof-of-concept trials of physical AI models for humanoid robots

*1 Products will gradually become compliant and compatible with security standards and functions from FY27; *2 HMI: Human Machine Interface; *3 CNC: Computerized Numerical Controller;

*4 Chinese FA management company: Mitsubishi Electric Intelligent Manufacturing Technology (China) Group Co., Ltd.

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Financial Targets and Related Indicators

Financial Targets and Related Indicators

Financial targets

	FY26 Actual				FY27 Forecast			FY31 Target		
	Revenue (¥ billion)	Adjusted operating profit (¥ billion)	Adjusted operating profit margin	ROIC	Revenue (¥ billion)	Adjusted operating profit (¥ billion)	Adjusted operating profit margin	Revenue	Adjusted operating profit margin	ROIC
FA Systems Business	798.2	75.2	9.4%	7.4%	865.0	102.0	11.8%	¥0.9 trillion	16%+	14%+
	¥151/US\$ ¥176/Euro ¥21.4/CNY				¥150/US\$ ¥175/Euro ¥21.5/CNY			¥140/US\$ ¥160/Euro ¥19.5/CNY		

Related indicators

	FY26 Actual	FY27 Forecast	FY31 Target
FA digital solution revenue CAGR*1	—	10.0%+	25.0%+
FA digital solution adjusted operating profit margin	(Business launch phase)	4.0%+	19.0%+

*1 CAGR calculated from FY26

Cautionary Statement

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

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

