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Mitsubishi Electric Türkiye Continues Its Strong Growth in Türkiye with a Focus on Digital Transformation and Sustainability



Mitsubishi Electric Türkiye President Şevket Saraçoğlu stated that Mitsubishi Electric Türkiye, which operates across a wide range of fields from factory automation systems and air conditioning solutions to space technologies and building solutions, aims to lead the transformation of industry through its people-centric corporate culture and sustainable growth strategy.

1. What are the core areas of activity of Mitsubishi Electric Türkiye?

Mitsubishi Electric is a global company operating in more than 120 countries. With approximately 150,000 employees worldwide, we create value across nearly every aspect of life—from space systems and transportation to energy systems, semiconductors and devices, information and communication systems, factory automation, living environmental systems, public systems, automotive equipment, and home appliances.

With this broad expertise and global strength, we do more than develop technology; we take responsibility for building a sustainable, reliable, and human-centered future.

In Türkiye, since 2012, we have been operating primarily in factory automation systems, living environmental systems, building systems including elevators and escalators, as well as space systems.

2. Could you tell us about your corporate culture and working environment?

With a history spanning more than 100 years, Mitsubishi Electric has built a corporate culture grounded in trust, quality, and ethical values. At the core of this culture lies a perspective that uses technology for the benefit of people and society, respects environmental responsibility, and prioritizes long-term value creation.

We carry this approach forward within a sustainable and inclusive structure aligned with our global goals.

We take structured and sustainable steps focusing on diversity, equity, inclusion, digitalization, and change management. We also continue our efforts to increase the ratio of female employees and managers. In recent years, we have achieved a significant increase in female workforce participation. In Türkiye, our female employee ratio has reached 32%, reflecting

approximately 25% growth over the past four years. In critical functions such as finance, human resources, and ERP, female representation exceeds 50%.

3. How did you implement change at Mitsubishi Electric Türkiye, and how would you summarize its impact?

Processes that create differentiation within companies become possible when technological expertise meets practical field applications. In today's world, leadership means being able to set direction despite uncertainties and manage change collaboratively.

At Mitsubishi Electric Türkiye, I have led numerous projects contributing to the development of Türkiye's technological infrastructure, including large-scale initiatives such as the Marmaray project. More recently, as a key player in industrial digital transformation, we have focused on promoting and expanding the e-F@ctory concept. These efforts have strengthened Mitsubishi Electric's position as a trusted solution partner in digital transformation.

At the same time, we have brought Mitsubishi Electric's global expertise in living environmental systems to Türkiye—delivering comfort, energy efficiency, and AI-supported smart climate solutions across public buildings, luxury residential projects, and individual living spaces.

4. What activities do you believe contribute most to leadership and management?

I view leadership not only as decision-making, but as an approach centered on building trust-based relationships with teams. Strategic thinking and transparent communication form the foundation of this approach. Clearly defining a vision and effectively communicating it to all stakeholders is one of the most critical elements of leadership.

I believe leaders who listen to their teams, remain flexible, and adapt quickly to changing conditions achieve sustainable success in today's dynamic business environment.

Personally, challenges motivate me. Managing Mitsubishi Electric Türkiye is both a responsibility and a journey that constantly pushes boundaries. I see innovation and sustainability as the fundamental success criteria of the future. Maintaining curiosity, being open to change, and embracing diverse perspectives are inseparable from leadership. I also consider mentorship a powerful tool that fosters mutual learning. My advice to leadership candidates is to strive to create lasting value not only for their organizations, but also for society.

5. How would you summarize the transformation in the industrial and manufacturing world?

The industrial and manufacturing landscape is undergoing a multi-layered transformation. The sector is being repositioned around technology, quality, and sustainability.

In an increasingly competitive environment, an upward shift in the price/value balance has become inevitable, and we believe this is necessary for healthy sector growth.

Looking ahead, we aim for this transformation—supported by advanced technologies—to evolve into a permanent and inclusive structure through Industry 5.0, placing human focus, sustainability, and flexible production models at its center. As Mitsubishi Electric Türkiye, we seek to create long-term value by guiding businesses on their digitalization journeys.

6. How do you evaluate the size of the factory automation market and Türkiye's competitiveness?

Türkiye possesses a strong industrial production infrastructure, a strategically advantageous geographical position, and a highly capable workforce. Our country demonstrates strong technology adoption and innovation capabilities and serves as a production hub for many strategic sectors—key strengths of our factory automation ecosystem.

According to Market Research Future, the factory automation market was valued at USD 140.5 billion at the end of 2023 and is projected to reach USD 281.9 billion by 2030.

For Türkiye's competitiveness, our AI and automation solutions provide businesses with quality, speed, and cost advantages. Through our e-F@ctory concept, we enable end-to-end digitalization in manufacturing—enhancing efficiency, reducing error rates, and increasing predictability in maintenance processes.

At the same time, through close collaboration with our European R&D centers for living environmental systems, we continuously update our product portfolio and deliver solutions equipped with new technologies. By adapting to the technical requirements and usage habits of different geographies, we remain one of the leading brands offering high-efficiency solutions that create long-term value.

7. What will be the key determining factors in this technology-driven transformation of manufacturing models?

Production processes are evolving around digitalization, data-driven decision-making, and sustainability. Critical determining factors include flexible and scalable production infrastructures, fully integrated digital systems, and qualified human capital. Energy efficiency and carbon footprint reduction have also become inseparable components of competitiveness.

As Mitsubishi Electric Türkiye, we provide automation, living environmental systems, and digital factory solutions supported by AI and advanced data analytics to help businesses prepare for the future of manufacturing.

Through expanding engineering expertise and operational capacity, we continue to strengthen our presence in both domestic and export markets. Following our “one-stop solutions” approach—from technical consultancy and design to system integration, commissioning, maintenance, and operational support—we integrate living environmental systems, automation, elevator & escalator, energy, and building technologies, managing projects holistically throughout their entire lifecycle.

8. What are your growth plans for 2026 in the Turkish market?

In 2026, we will focus on sustainable and balanced growth. Our strategic objectives are built on systematically analyzing market data, prioritizing customer needs, and maintaining a strong price-performance balance to ensure long-term profitability.

We consider quality and excellence integral to our way of doing business and prioritize preserving this approach at every step.

Across all sectors in which we operate, we aim to contribute to sustainable transformation through environmentally friendly products and advanced technology solutions. Employee rights, inclusivity, and ethical supply chain management are also integral parts of our sustainability approach.

Contributing to society is among Mitsubishi Electric's core values. In this context, we aim to further strengthen our collaborations with non-governmental organizations in the field of



social responsibility. We will continue our university partnerships to deepen academia-industry collaboration and support the development of young talent. Meanwhile, the second factory of our group company in Manisa, Mitsubishi Electric Turkey Air Conditioning Systems Manufacturing Inc. (MACT), has been completed and is now operational reflecting our headquarters' strong confidence in Türkiye's economy and production capabilities.