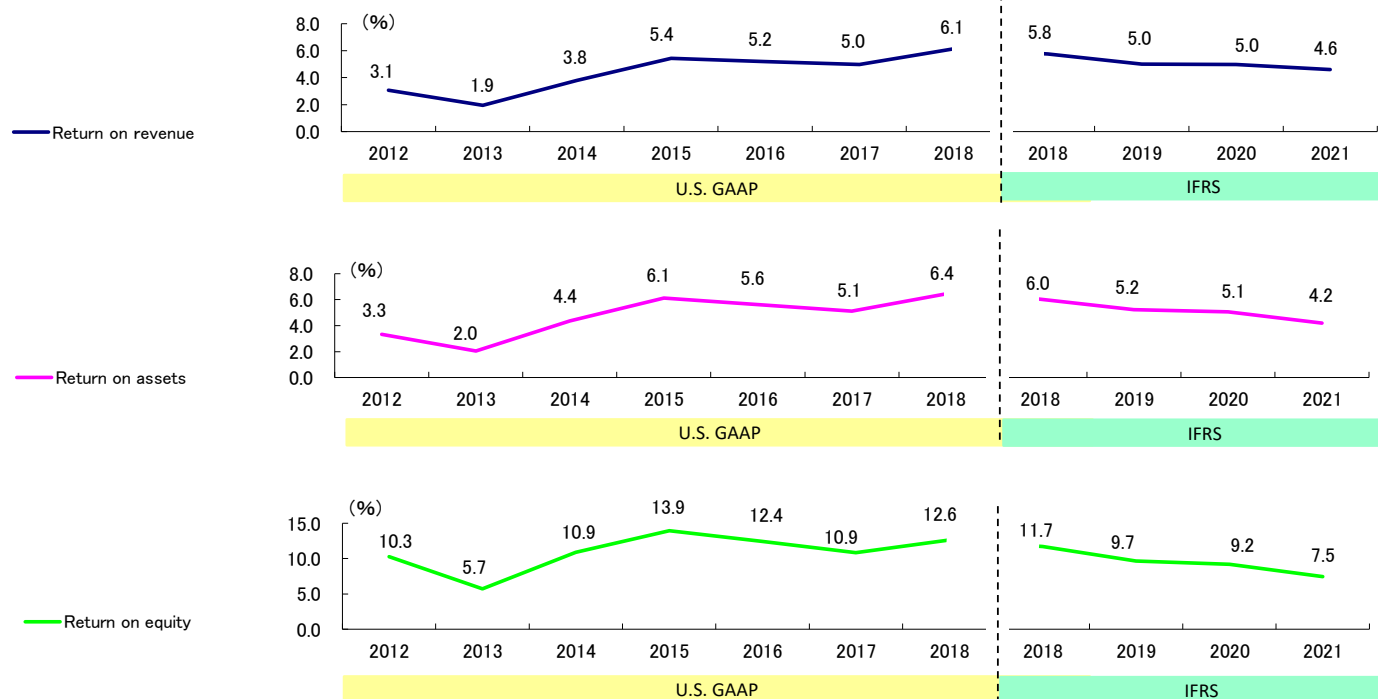
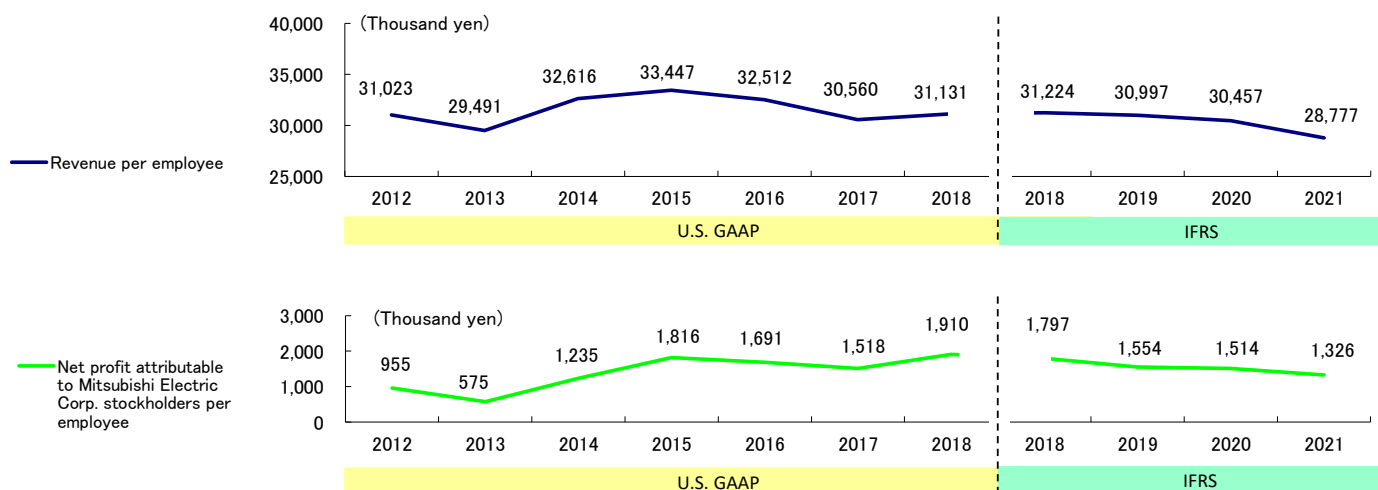


## PROFITABILITY AND PER EMPLOYEE DATA

Return on Revenue, Return on Assets and Return on Equity  
(売上高親会社株主に帰属する当期純利益率、総資産親会社株主に帰属する当期純利益率及び親会社株主帰属持分当期純利益率)



Revenue per Employee and Net Profit Attributable to Mitsubishi Electric Corp. Stockholders per Employee  
(従業員一人当たり売上高及び従業員一人当たり親会社株主に帰属する当期純利益)



Years ended March 31	U.S. GAAP							IFRS			
	2012	2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
Return on revenue	3.1	1.9	3.8	5.4	5.2	5.0	6.1	5.8	5.0	5.0	4.6
Return on assets	3.3	2.0	4.4	6.1	5.6	5.1	6.4	6.0	5.2	5.1	4.2
Return on equity	10.3	5.7	10.9	13.9	12.4	10.9	12.6	11.7	9.7	9.2	7.5

Years ended March 31	U.S. GAAP							IFRS			
	2012	2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
Number of employees (persons)	117,314	120,958	124,305	129,249	135,160	138,700	142,340	142,340	145,817	146,518	145,653
Revenue per employee	31,023	29,491	32,616	33,447	32,512	30,560	31,131	31,224	30,997	30,457	28,777
Net profit attributable to Mitsubishi Electric Corp. stockholders per employee	955	575	1,235	1,816	1,691	1,518	1,910	1,797	1,554	1,514	1,326