Financial Summary

Results for 1st Half of FY2021 & Outlook for FY2021

Mitsui Chemicals, Inc.

November 5, 2021

<Remarks>

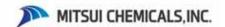
FY2021 indicates the period from April 1, 2021 to March 31, 2022.

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Please note that this document has been translated from the original Japanese into English for the convenience of our stakeholders. The information was originally provided in Japanese. If there is any discrepancy, the Japanese language version is the official document and is available on our Japanese language website.

1. Results for 1st Half of FY2021 (April 1, 2021 – September 30, 2021)



1) Trends of Key Market Indicators

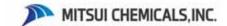
		FY2021						
		1Q→20	Q	1H→2H				
Auton	notive production (G	Global)	-					
	Japan North America China ASEAN Europe	Remained flat due to extended global parts shortage		Recovery expected in 2H from 1H, some impact of parts shortage to continue in 3Q				
Semio	conductor market	Firm demand		Firm demand				
Marke	et conditions							
	Phenol Bisphenol A	·Bisphenol A remained at high level due to tight	→	Bisphenol A expected to weaken	→			
	Acetone	supply-demand balance ·Acetone lower level	>		>			
	TDI	Lower level	>	Lower level	>			
Cracker operating rates		High		High				



2) Major Investment Projects

:	Investment projects (partial list)	Date	Capacity	FY20	FY21	FY22	FY23~
	PP Compounds New base@Netherland	June.'20	30KT				
	Capacity expansion of PP Compounds@Thailand	September.'20	13KT				
	Long glass fiber reinforced PP New base@China	April.'21	3.5KT				
Mobility	Capacity expansion of cyclic olefin copolymers APEL™ @Japan	March.'22	+50%				
MODIFICY	Capacity expansion of TAFMER™ @Singapore	April.'21	25KT				
	Establishment of new production facility for EUV pellicle@Japan	April.'21	-				
	LUCANT™ New base@Japan	April.'21	20KT				
	ARRK:wholly owned subsidiary	August.'20	-				
	Enhancement of Business and Capital Tie-up with Shofu Inc.	May.'20	-				
Health	Acquisition of hydrophobic, anti-reflective coatings maker COTEC®	October.'20	-				
Care	Capacity expansion of TEKNOROTE™ for mask nose clamps@Japan	November.'20	1 Line				
	Capacity expansion of MR™ High Refractive Index Optical Lens Material@Japan	October.'23	-				
Food 0	Acquisition of DIC Kako's SMC and molding operations	December.'20	13KT				
Food & Packaging	Capacity expansion of ICROS™ Tape@Taiwan	October.'23	3.8MMm ²				
Packaging	Mitsui Chemicals Agro: acquisition of agrochemicals business	Janurary.'22	-				
	Production facility for a-Methylstyrene@Singapore	May.'20	20KT				
	Osaka Works Establishment of new gas turbine facilities@Japan	December.'20	30MW				
Doois	Ichihara Works Capacity expansion of high-purity propylene@Japan	December.'20	_				
Basic Materials	Tender Offer for Shares of Honshu Chemical Industry Co.,	June.'21 end	-				
Materials	Dissolution of polyurethane raw materials JV	December.'21	-				
	Capacity expansion of MDI, Kumho Mitsui Chemical Inc.@Korea	January.'24	200Kt				
	New plant for high-performance PP@Japan	November.'24	200Kt				

Commercial operation launched in FY21 1H Investment decision made in FY21 1H



3-1) Consolidated Financial Highlights

(Billions of Yen)

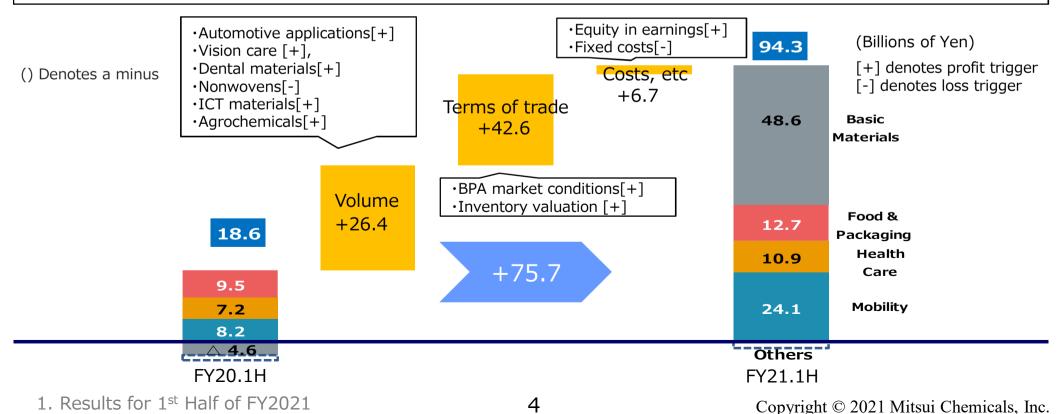
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Items	FY2020 1st Half	FY2021 1st Half	Increase (Decrease)	%
Sales revenue	537.0	743.5	206.5	38%
Operating income before special items	18.6	94.3	75.7	408%
(inc. Equity in earnings)	(0.2)	16.3	16.5	-
Non-recurring items	(0.7)	0.2	0.9	-
Operating income	17.9	94.5	76.6	428%
Financial incomes/expenses	(2.2)	(2.1)	0.1	-
Income before taxes	15.7	92.4	76.7	487%
Net income attributable to owners of the parent	9.6	73.9	64.3	670%
Exchange rate (Yen/US\$)	107	110	3	
Domestic standard naphtha price (Yen/KL)	27,600	50,600	23,000	
Dividend (Yen/Share)	50	55	5	



3-2) Consolidated Financial Highlights (Operating Income before Special Items)

- 1) Sales recovered significantly in each business segment driven by demand recovery from effects of COVID-19; meanwhile, sales in nonwovens were down due to easing of COVID-19-related shortages
- 2) Sales remained firm in ICT materials and agrochemicals
- 3) Overseas market conditions for bisphenol A were at a high level due to tight supply-demand balance
- 4) Removal of impact of inventory valuation losses (including time-lag effects of sales price formula) arising from sharp decline in raw material prices in FY20 1H; inventory valuation gains caused by rise in raw material prices in FY21 1H
- 5) Improvement in equity in earnings due to improved market conditions and increased sales driven by demand recovery





4) Sales Revenue and Operating Income before Special Items by Business Segment (compared with corresponding period of FY2020 results)

(Billions of Yen) () Denotes a minus

Cogmont	Sales revenue			Operating	Operating income before special items			Breakdown			
Segment	FY2020 1st Half	FY2021 1st Half	Incr. (Decr.)	FY2020 1st Half	FY2021 1st Half	Incr. (Decr.)	Volume	Terms of trade	Costs		
Mobility	132.0	191.1	59.1	8.2	24.1	15.9	8.8	7.2	(0.1)		
Health Care	66.0	80.9	14.9	7.2	10.9	3.7	8.4	(1.5)	(3.2)		
Food & Packaging	89.6	107.0	17.4	9.5	12.7	3.2	5.7	(1.8)	(0.7)		
Basic Materials	242.6	357.4	114.8	(4.6)	48.6	53.2	3.5	38.7	11.0		
Others	6.8	7.1	0.3	(1.7)	(2.0)	(0.3)	-	-	(0.3)		
Total	537.0	743.5	206.5	18.6	94.3	75.7	26.4	42.6	6.7		
3 Target Domains*	287.6	379.0	91.4	24.9	47.7	22.8					

^{*}Mobility, Health Care and Food & Packaging



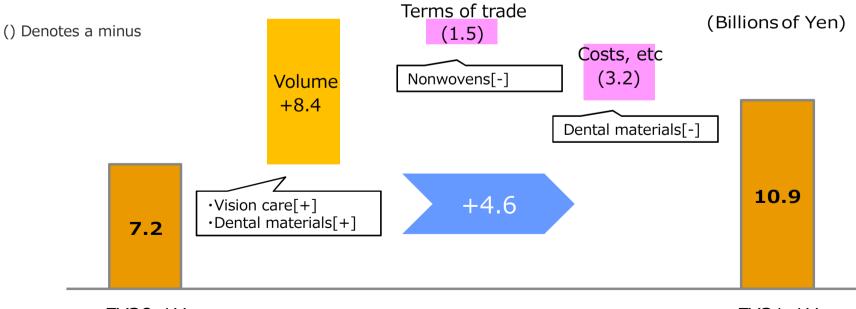
5-1) Mobility: Operating Income before Special Items and Business Overview

		Business Overview of FY21.1H: Movement of Operating Income before Special Items	Comments [+] denotes profit trigger [-] denotes loss trigger				
	PP compounds, Elastomers, Performance compounds	Elastomers, Performance Caused by parts shortage in FY21 Improved terms of trade from sales price revision; inventory valuation [H					
	Performance polymers	[+]Sales volume [-]Costs					
	Solution businesses	 Decrease in orders received for prototyping projects amid cancellation of exhibitions, etc. 	_				
() De	enotes a minus	·ICT materials[+] Terms of trade +7.2 ·Fixed costs[-] ·Equity in earnings[+]	s of Yen)				
		FY20.1H FY2	21.1H				



5-2) Health Care: Operating Income before Special Items and Business Overview

	Business Overview of FY21.1H: Movement of Operating Income before Special Items	Comments [+] denotes profit trigger [-] denotes loss trigger
Vision care	·Sales remained firm due to demand recovery	[+]Sales volume
Nonwovens	•Decrease from unfavorable ferms of frade driven by rise in raw material 1	[-]Sales volume [-]Terms of trade
Dental materials		[+]Sales volume [-]Costs

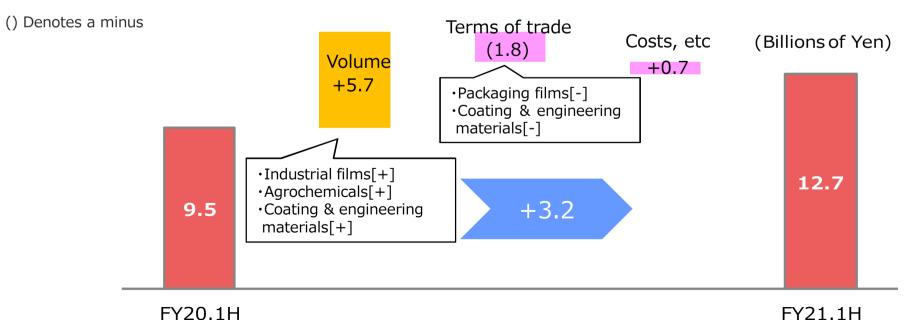


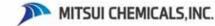
FY20.1H FY21.1H



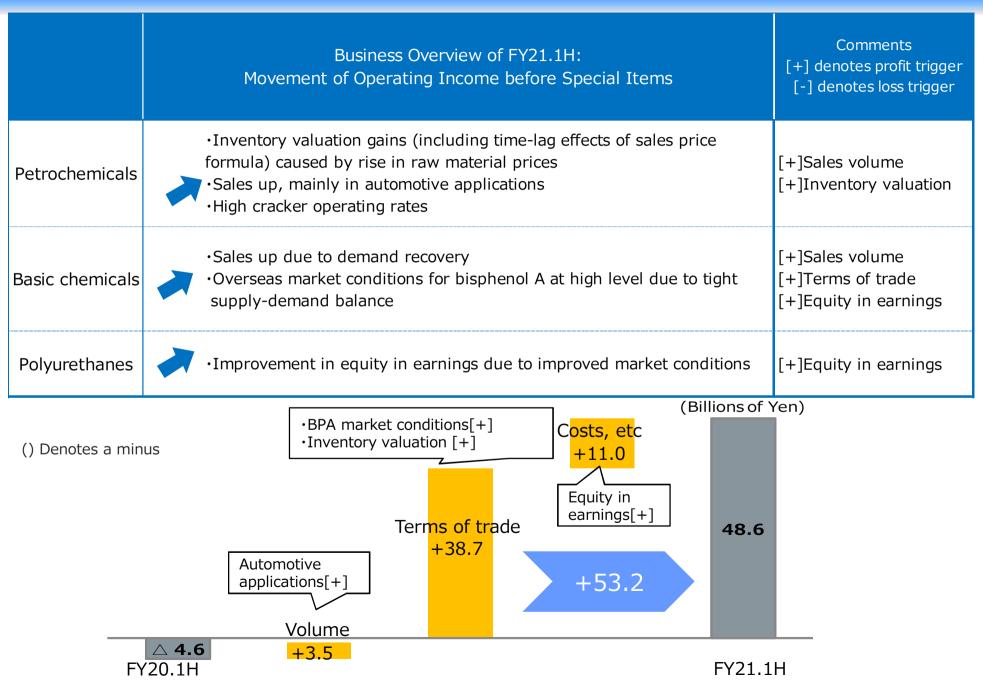
5-3) F&P: Operating Income before Special Items and Business Overview

	Business Overview of FY21.1H: Movement of Operating Income before Special Items	Comments [+] denotes profit trigger [-] denotes loss trigger
Packaging films	 Sales remained firm Decrease from unfavorable terms of trade driven by rise in rawmaterial prices 	[-]Terms of trade
Industrial films	·Sales remained firm due to high semiconductor demand	[+]Sales volume
Agrochemicals	·Overseas sales up	[+]Sales volume [-]Costs

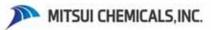




5-4) Basic Materials: Operating Income before Special Items and Business Overview







(Billions of Yen)

() Denotes a minus

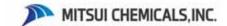
Items	FY2020 1st Half	FY2021 1st Half	Incr. (Decr.)
Loss (gain) on sales and disposal of non-current assets	(0.5)	(0.4)	0.1
Others	(0.2)	0.6	0.8
Non-recurring items total	(0.7)	0.2	0.9



7) Consolidated Statement of Financial Position

(Billions of Yen) () Denotes a minus

(=:::::::::::::::::::::::::::::::::::::	() 20.0000 4						
Items	End of Mar. 2021	End of Sep.2021	Incr. (Decr.)	Items	End of Mar. 2021	End of Sep.2021	Incr. (Decr.)
Current assets	787.6	903.3	115.7	Liabilities	876.0	927.7	51.7
Cash and cash equivalents	196.0	196.8	0.8	Operating payables	119.7	147.6	27.9
Operating receivables	285.8	299.0	13.2	Interest-bearing liabilities	563.8	562.2	(1.6)
Inventories	258.8	310.5	51.7	Other liabilities	192.5	217.9	25.4
Other current assets	47.0	97.0	50.0				
Non-current assets	770.5	789.1	18.6	Equity	682.1	764.7	82.6
Property, plant and equipment & right-of-use assets	502.0	535.2	33.2	Equity attributable to owners of the parent	607.9	677.7	69.8
Goodwill and Intangible assets	20.8	26.8	6	Non-controlling interests	74.2	87.0	12.8
Other non-current assets	247.7	227.1	(20.6)				
Total	1,558.1	1,692.4	134.3	Total	1,558.1	1,692.4	134.3



() Denotes a minus

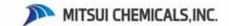
8) Consolidated Statement of Cash Flow

(Billions of Yen)

Items	FY2020 1st Half	FY2021 1st Half	Incr. (Decr.)
I. Cash flows from operating activities (a)	111.1	62.6	(48.5)
II. Cash flows from investing activities (b)	(39.4)	(39.5)	(0.1)
Free cash flows (a)+(b)	71.7	23.1	(48.6)
Ⅲ. Cash flows from financing activities	(5.7)	(23.4)	(17.7)
IV. Others	(1.0)	1.1	2.1
Net incr.(decr.) in cash and cash equivalents	65.0	0.8	(64.2)

2. Outlook for FY2021 (April 1, 2021 – March 31, 2022)

This summary contains forward-looking statements about the future plans, strategies, belief and performance of the Mitsui Chemicals Group as a whole and its individual consolidated companies. These forward-looking statements are not historical facts. They are expectations, estimates, forecasts and projections based on information currently available to the Mitsui Chemicals Group and are subject to a number of risks, uncertainties and assumptions, which, without limitation, include economic trends, fluctuations in foreign currency exchange rates, fluctuations in the price of raw materials, competition in markets where the Company is active, personal consumption, market demand, the tax system and other legislation. As such, actual results may differ materially from those projected and the Mitsui Chemicals Group cannot guarantee that these forward-looking statements are accurate or will be achieved.



1-1) Highlights of Consolidated Financial Outlook

(Billions of Yen) () Denotes a minus

Items	FY2021 Previous Outlook (on August 5, 2021*)		FY2021 Outlook		Incr.(Decr.) (b)-(a)		FY2020	
	1st Half	Full Year(a)	1st Half	Full Year(b)	Full Year	%	1st Half	Full Year
Sales revenue	760.0	1,490.0	743.5	1,630.0	140.0	9%	537.0	1,211.7
Operating income before special items	86.0	141.0	94.3	160.0	19.0	13%	18.6	85.1
Non-recurring items	(3.0)	(2.0)	0.2	(15.0)	(13.0)	_	(0.7)	(7.0)
Operating income	83.0	139.0	94.5	145.0	6.0	4%	17.9	78.1
Financial income/expenses	(3.0)	(5.5)	(2.1)	(5.5)	0.0	_	(2.2)	(3.9)
Income before taxes	80.0	133.5	92.4	139.5	6.0	4%	15.7	74.2
Net income attributable to owners of the parent	62.0	99.5	73.9	103.0	3.5	4%	9.6	57.9
Exchange rate (Yen/US\$) Domestic standard naphtha price (Yen/KL)			110 50,600	112 55,300			107 27,600	106 31,300

	Interim	Year-end	Interim	Year-end	Interim	Year-end
Dividend (Yen/Share)	55	55	55	55	0	0
	Full year	110	Full year	110	Full year	0

Interim	Year-end						
50	50						
Full	Full year						
100							

^{*1}H outlook as of August 5 2H outlook as of May 13

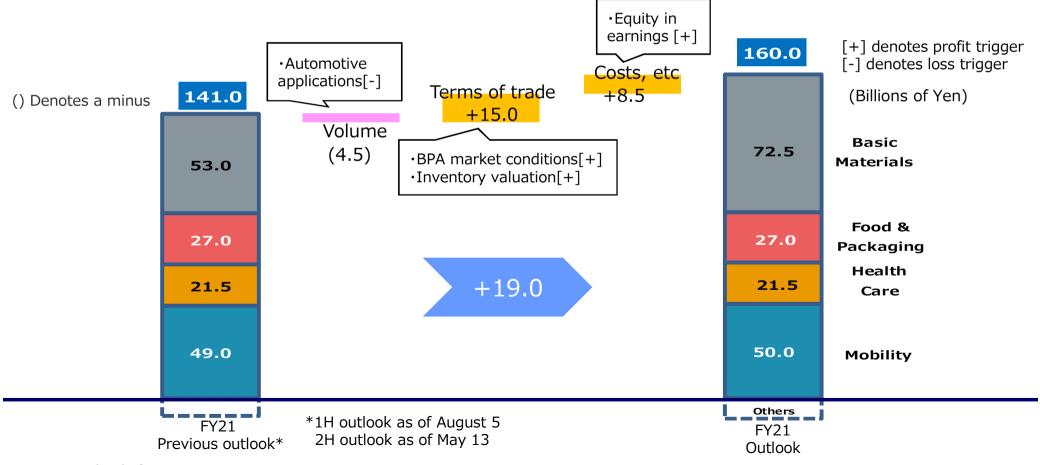
1-2) Highlights of Consolidated Financial Outlook



(Operating Income before Special Items)

Changes in business trends since previous outlook:

- 1) Decrease in sales due to slowdown in automobile production caused by extended parts shortage
- 2) Overseas market conditions for bisphenol A remained strong in 2Q on par with 1Q level due to tight supplydemand balance; expected to weaken in 2H from 1H but remain at a high level (higher than previous outlook)
- 3) Inventory valuation gains (including time-lag effects of sales price formula) due to rise in raw material prices
- 4) Improvement in equity in earnings due to improved market conditions and increased sales driven by demand recovery



2-1) Sales Revenue and Operating Income before Special Items of Outlook by Business Segment (compared with previous outlook for FY2021)

(Billions of Yen) () Denotes a minus

		Sales revenue		Operating income before special items				
Segment	FY2021 Previous Outlook (on August 5, 2021)	FY2021 Outlook	Incr.(Decr.)	FY2021 Previous Outlook (on August 5, 2021)	FY2021 Outlook	Incr.(Decr.)		
Mobility	410.0	435.0	25.0	49.0	50.0	1.0		
Health Care	160.0	165.0	5.0	21.5	21.5	0.0		
Food & Packaging	226.0	230.0	4.0	27.0	27.0	0.0		
Basic Materials	680.0	786.0	106.0	53.0	72.5	19.5		
Others	14.0	14.0	0.0	(9.5)	(11.0)	(1.5)		
Total	1,490.0	1,630.0	140.0	141.0	160.0	19.0		
3 Target Domains *	796.0	830.0	34.0	97.5	98.5	1.0		

^{*} Mobility, Health Care and Food & Packaging

2-2) Sales Revenue and Operating Income before Special Items of MITSUI CHEMICALS, INC. Outlook by Business Segment (compared with previous outlook for FY2021 1st Half)

(Billions of Yen) () Denotes a minus Breakdown Sales revenue Operating income before special items Comments [+] denotes profit trigger Segment **Previous** Previous Incr. Incr. Terms of [-] denotes loss trigger 1H Results 1H Results Volume Costs Outlook for1H Outlook for 1H (Decr.) (Decr.) trade (on Aug 5, 2021) (on Aug 5, 2021) Mobility 205.0 191.1 25.5 (2.5)(13.9)(1.4)(1.0)[-]Automotive application 24.1 Health Care 80.0 80.9 0.9 10.0 10.9 0.9 0.5 0.0 0.4 Food & Packaging 107.0 12.7 (0.8)(0.5)0.0 (1.0)(0.3)108.0 13.5 [-]Automotive application (2.6)(2.5)8.0 **Basic Materials** 360.0 357.4 41.0 48.6 7.6 [+]BPA market conditions [+]Inventory valuation 7.0 0.1 (4.0)(2.0)2.0 Others 7.1 2.0 760.0 743.5 (16.5)86.0 94.3 8.3 (5.0)6.7 6.6 Total (14.0)3 Target Domains * 379.0 49.0 47.7 (1.3)393.0

^{*}Mobility, Health Care and Food & Packaging

2-3) Sales Revenue and Operating Income before Special Items of MITSUI CHEMICALS,INC.

Outlook by Business Segment (compared with previous outlook for FY2021 2nd Half)

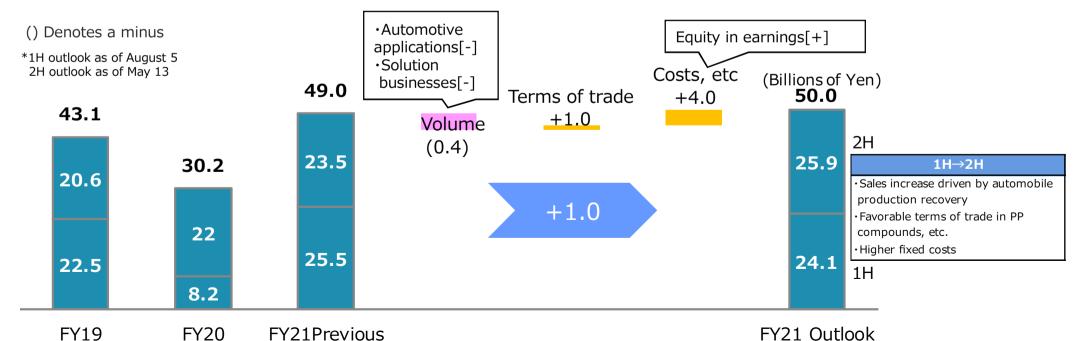
(Billions of Yen) () Denotes a minus

	Sales revenue			Operating income before special items			Breakdown			Comments	
Segment	Previous Outlook for 2H (on May 13, 2021)	Current Outlook for 2H	Incr. (Decr.)	Previous Outlook for 2H (on May 13, 2021)	Current Outlook for 2H	k Incr. Vo		Terms of trade	Costs	[+] denotes profit trigger [-] denotes loss trigger	
Mobility	200.0	243.9	43.9	23.5	25.9	2.4	(1.5)	2.0	1.9	[-]Solution businesses [+]Equity in earnings	
Health Care	77.0	84.1	7.1	11.5	10.6	(0.9)	0.5	(1.0)	(0.4)	[-]Higher raw material prices	
Food & Packaging	115.0	123.0	8.0	13.5	14.3	0.8	1.5	(0.7)	0.0	[+]Semiconductor applications [-]Higher raw material prices	
Basic Materials	330.0	428.6	98.6	12.0	23.9	11.9	0.0	8.0	3.9	[+]BPA market conditions [+]Inventory valuation [+]Equity in earnings	
Others	8.0	6.9	(1.1)	(5.5)	(9.0)	(3.5)	-	-	(3.5)		
Total	730.0	886.5	156.5	55.0	65.7	10.7	0.5	8.3	1.9		
							ı				
3 Target Domains *	392.0	451.0	59.0	48.5	50.8	2.3					

^{*} Mobility, Health Care and Food & Packaging

3-1) Mobility: Operating Income before Special Items and Business Overview

	Business Overview of FY21 2H (Outlook): Movement of Operating Income before Special Items from Previous Outlook*	Comments [+] denotes profit trigger [-] denotes loss trigger
PP compounds, Elastomers, Performance compounds	 Increase from favorable terms of trade resulting from sales price revision Improvement in equity in earnings 	[+]Terms of trade [+]Equity in earnings
Performance polymers	•ICT materials sales staying firm	-
Solution businesses	Decrease in orders received for prototyping projects	[-]Sales volume

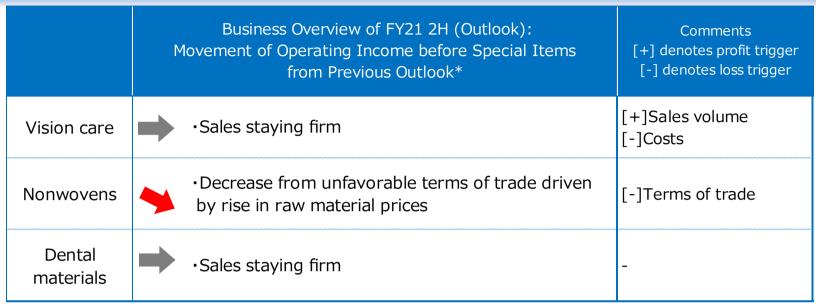


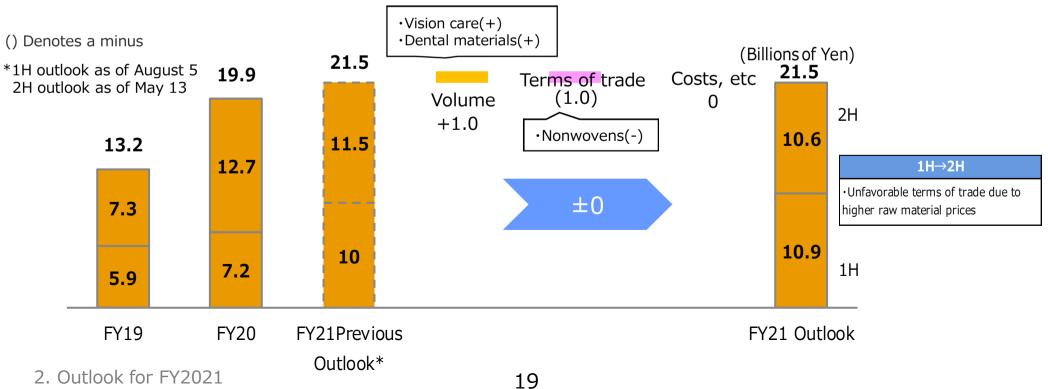
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2. Outlook for FY2021

Outlook*

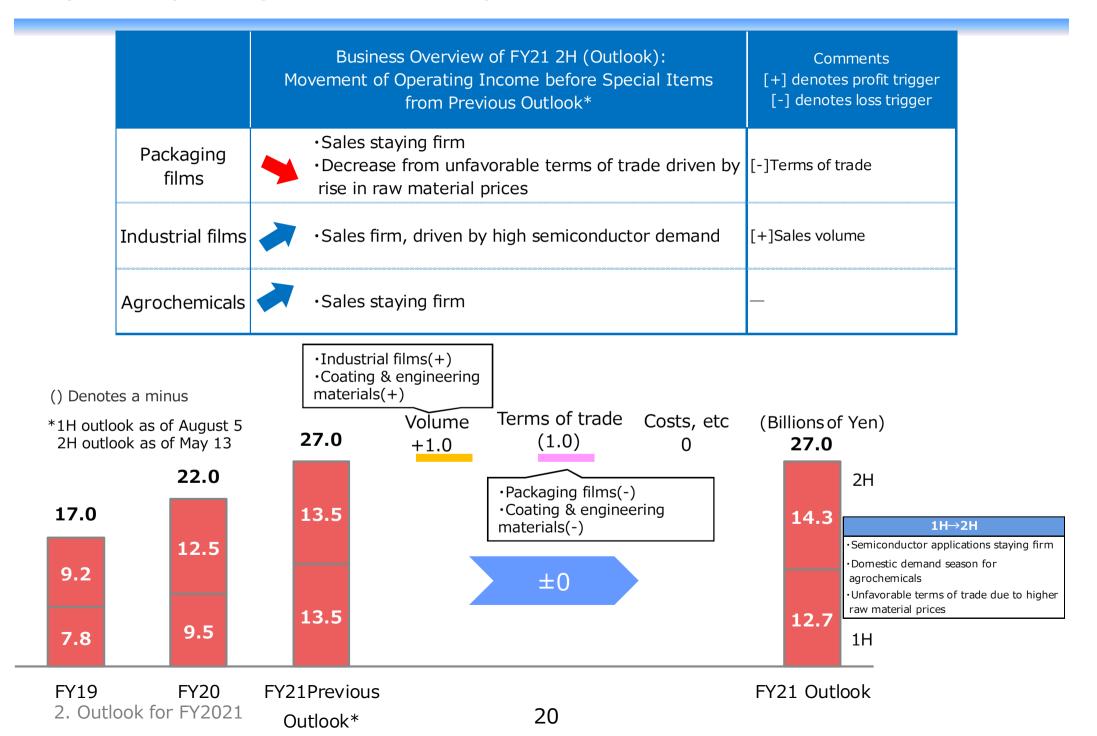
3-2) Health Care: Operating Income before Special Items and Business Overview





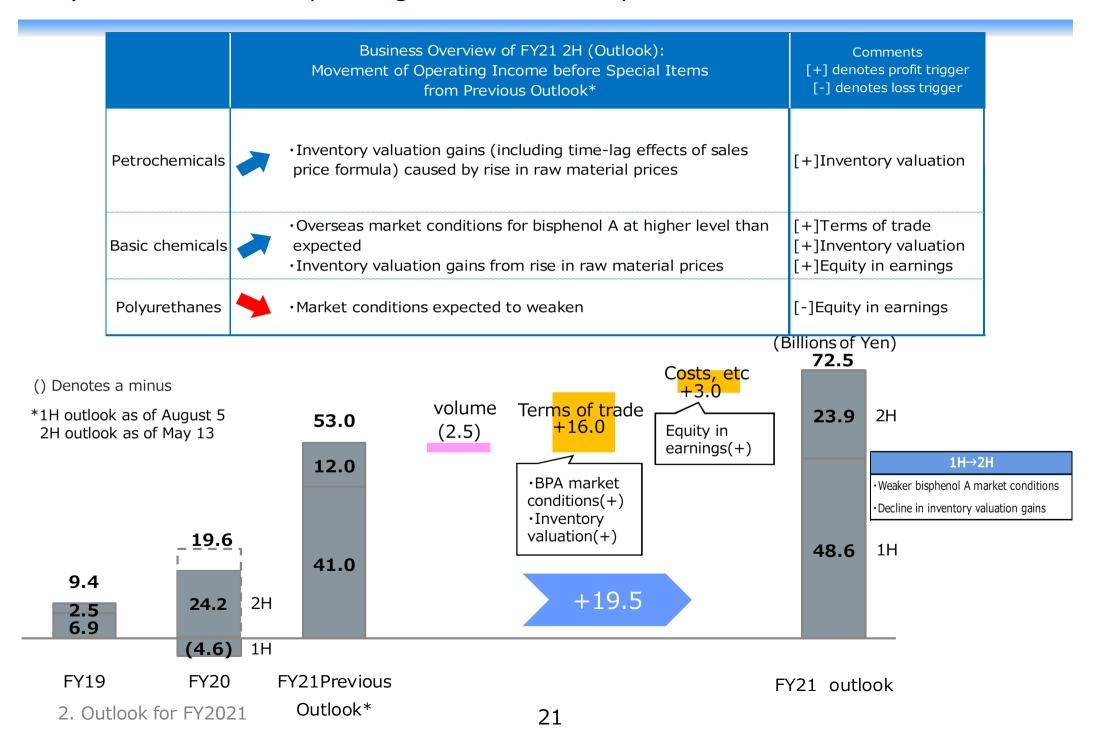


3-3) F&P: Operating Income before Special Items and Business Overview





3-4) Basic Materials: Operating Income before Special Items and Business Overview





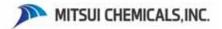
4) Consolidated Statement of Cash Flow

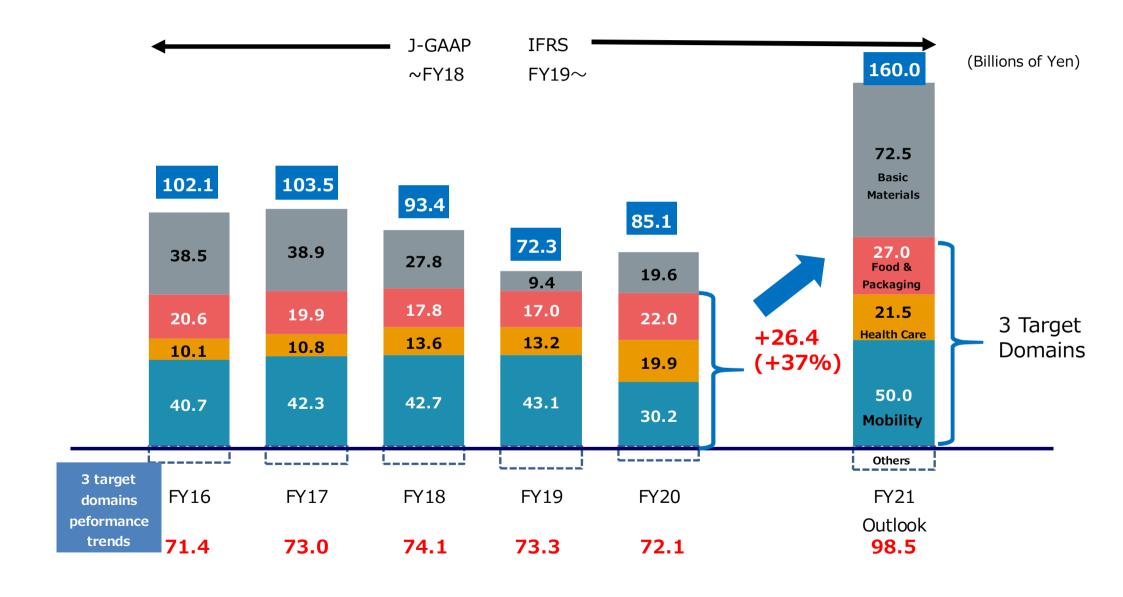
(Billions of Yen) () Denotes a minus

	FY2021 Previ	ous Outlook*	FY2021	Outlook	. (5)	
Items	1st Half	Full Year(a)	1st Half	Full Year(b)	Incr.(Decr.) (b) - (a)	
I . Cash flows from operating activities (a)	97.0	123.0	62.6	144.0	21.0	
II. Cash flows from investing activities (b)	(65.0)	(134.0)	(39.5)	(175.0)	(41.0)	
Free cash flows (a)+(b)	32.0	(11.0)	23.1	(31.0)	(20.0)	
Ⅲ. Cash flows from financing activities	(26.0)	(10.0)	(23.4)	27.0	37.0	
IV. Others	0.0	0.0	1.1	0.0	0.0	
Net incr.(decr.) in cash and cash equivalents	6.0	(21.0)	0.8	(4.0)	17.0	

^{*1}H outlook as of August 5 2H outlook as of May 13

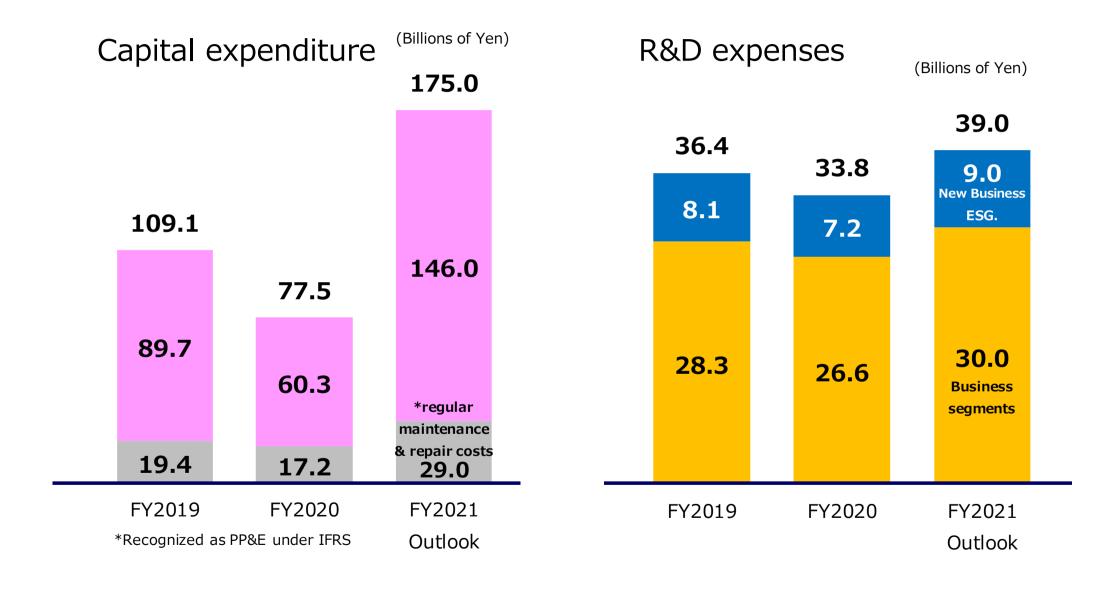
5) Performance Trends by Business Segment





6) Allocation of Resources





7) Shareholder Returns



✓Enhancing shareholder returns through stable and continuous dividend payment in line with performance trends and flexible acquisition of treasury stock

√Target DOE*: 3.0% or more; Target total return ratio: 30% or more

*DOE: Dividends on equity = dividends paid / total equity attributable to owners of the parent



FY21 Dividend Outlook

Interim

 $55_{Yen/Share} + 55_{Yen/Share} = 110_{Yen/Share}$

Year-end Full Year

Acquisition of treasury stock: 10 billion yen

(Completed by end of October)

3. Appendix

- 1) Trends in Product Prices
- 2) Sales Revenue Increase/Decrease (Year on Year) by Business Segment
- 3) Sales Revenue and Operating Income before Special Items by Business Segment (by Quarter)
- 4) Financial Summary

This summary contains forward-looking statements about the future plans, strategies, belief and performance of the Mitsui Chemicals Group as a whole and its individual consolidated companies. These forward-looking statements are not historical facts. They are expectations, estimates, forecasts and projections based on information currently available to the Mitsui Chemicals Group and are subject to a number of risks, uncertainties and assumptions, which, without limitation, include economic trends, fluctuations in foreign currency exchange rates, fluctuations in the price of raw materials, competition in markets where the Company is active, personal consumption, market demand, the tax system and other legislation. As such, actual results may differ materially from those projected and the Mitsui Chemicals Group cannot guarantee that these forward-looking statements are accurate or will be achieved.



1) Trends in Product Prices

(Naphtha prices are Domestic Standard Naphtha Price)

(PE, PP, PH, BPA(Japan): Change in Prices and Raw Materials Prices in Japan / BPA(China), PTA, TDI: Chinese Market Price)

(ACP): Asian contract price

Year	2018	2019				2020				2021		
Month	OctDec.	JanMar.	AprJun.	JulSep.	OctDec.	JanMar.	AprJun.	JulSep.	OctDec.	JanMar.	AprJun.	JulSep.
Naphtha (Yen/KL)	54,200	41,200	45,400	40,200	41,300	44,800	24,900	30,200	31,300	38,800	47,700	53,500
PE (Yen/KG)	about +10	about (15)	about +10		about (10)	about +10	about (30)			about +20		about +10
PP (Yen/KG)	about +10	about (15)	about +10		about (10)	about +10	about (30)			about +20		about +10
PH (Formula Price) (Yen/KG)					+10							
BZ(ACP) (US\$/T)	\$770	\$580	\$620	\$660	\$680	\$700	\$360	\$440	\$490	\$720	\$930	\$1,030
BPA(Japan) (Yen/KG)			(15) From Apr.			+5 From Jan.	(15) From Jun.				+60 From Apr.	+35 From Sep.
		ı		ne	gotiation ba	sed on BZ p	rice and BP	A market pr	ice			
BPA(China) (US\$/T)	\$1,550	\$1,450	\$1,410	\$1,190	\$1,210	\$1,310	\$1,210	\$1,290	\$1,990	\$2,630	\$3,230	\$3,320
PTA (US\$/T)	\$910	\$840	\$790	\$700	\$620	\$560	\$420	\$440	\$450	\$600	\$660	\$710
PX(ACP) (US\$/T)	\$1,140	\$1,060	\$910	\$810	\$800	\$710	\$500	\$550	\$560	\$770	\$860	\$920
TDI (US\$/T)	\$2,480	\$1,730	\$1,790	\$1,610	\$1,500	\$1,430	\$1,330	\$1,580	\$2,330	\$2,150	\$2,040	* \$1,860

^{*} TDI July - Aug Ave.

2-1) Sales Revenue Increase/Decrease (Year on Year) by Business Segment





2-1) Sales Revenue Increase/Decrease (Year on Year) by Business Segment





3. Appendix



3) Sales Revenue and Operating Income before Special Items by Business Segment (by Quarter)



(Billions of Yen)

Segment	Sales revenue FY2020 FY2021								
		FY2	020		FY2	021			
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep			
Mobility	58.3	73.7	88.8	94.7	96.4	94.7			
Health Care	28.9	37.1	39.7	38.2	41.2	39.7			
Food & Packaging	45.4	44.2	49.7	58.4	53.5	53.5			
Basic Materials	118.6	124.0	139.2	159.6	176.2	181.2			
Others	3.3	3.5	3.0	3.4	3.3	3.8			
Total	254.5	282.5	320.4	354.3	370.6	372.9			

(Billions of Yen) () Denotes a minus

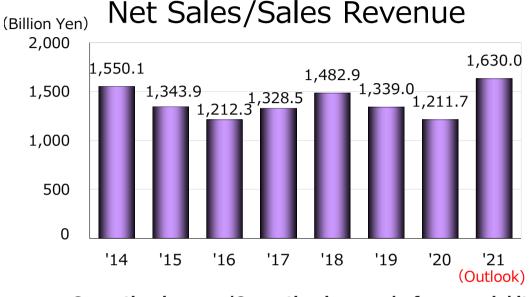
Cognont	Operating income before special items								
Segment		FY2		FY2021					
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep			
Mobility	2.3	5.9	11.3	10.7	13.4	10.7			
Health Care	1.4	5.8	7.6	5.1	6.0	4.9			
Food & Packaging	4.4	5.1	5.7	6.8	7.0	5.7			
Basic Materials	(6.3)	1.7	9.9	14.3	26.7	21.9			
Others	(1.2)	(0.5)	(0.9)	(4.0)	(1.2)	(0.8)			
Total	0.6	18.0	33.6	32.9	51.9	42.4			

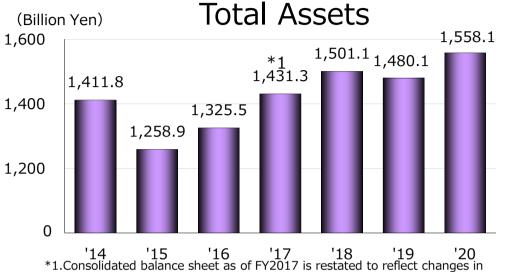
4-1) Financial Summary





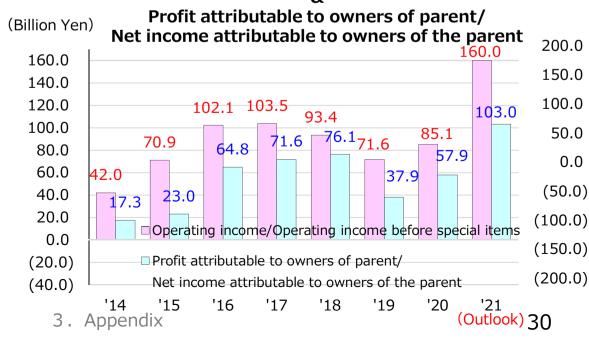


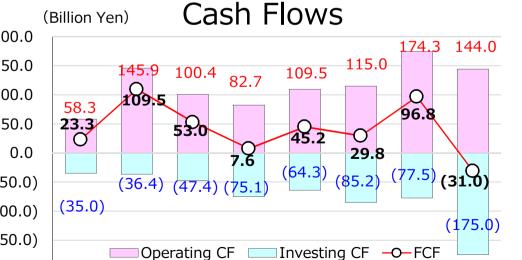




*1.Consolidated balance sheet as of FY2017 is restated to reflect changes in presentation from including an impact of "Partial Amendments to Accounting Standard for Tax Effect Accounting".

Operating income/Operating income before special items





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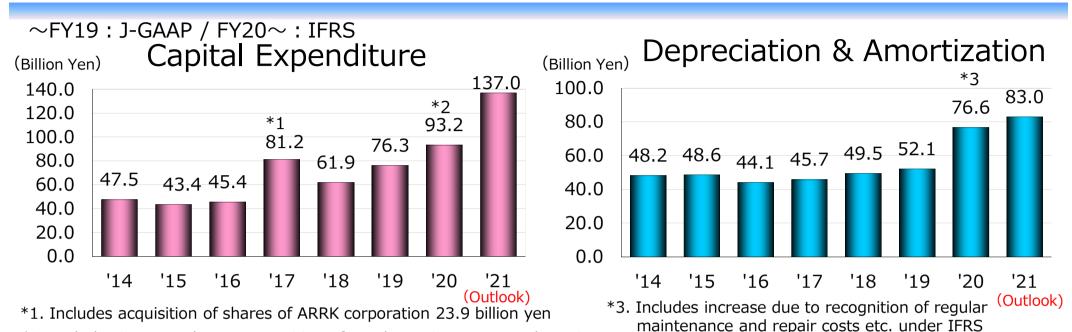
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4-2) Financial Summary





*2. Includes increase due to recognition of regular maintenance and repair costs etc. under IFRS

R&D Expenses Net D/E Ratio (Billion Yen) (Billion Yen) 50.0 1,000 Net Interest-bearing Liabilities 39.0 35.8 36.4 _{33.8} 1.60 40.0 31.5 30.8 33.4 Equity / Equity attributable to owners of the parent 1.22 -O-Net D/E Ratio 30.0 1.20 500 1.03 🔾 20.0 0.79 0.76 0.75 0.68 **0.63** 0.80 10.0 0.60 0.0 0 0.40 '14 15 '16 '17 '18 '19 '20 '21 '15 '16 '18 '19 '20 '21 '14 '17 (Outlook) (Outlook)



Creating New Customer Value and Solving Social Challenges through Business Activities