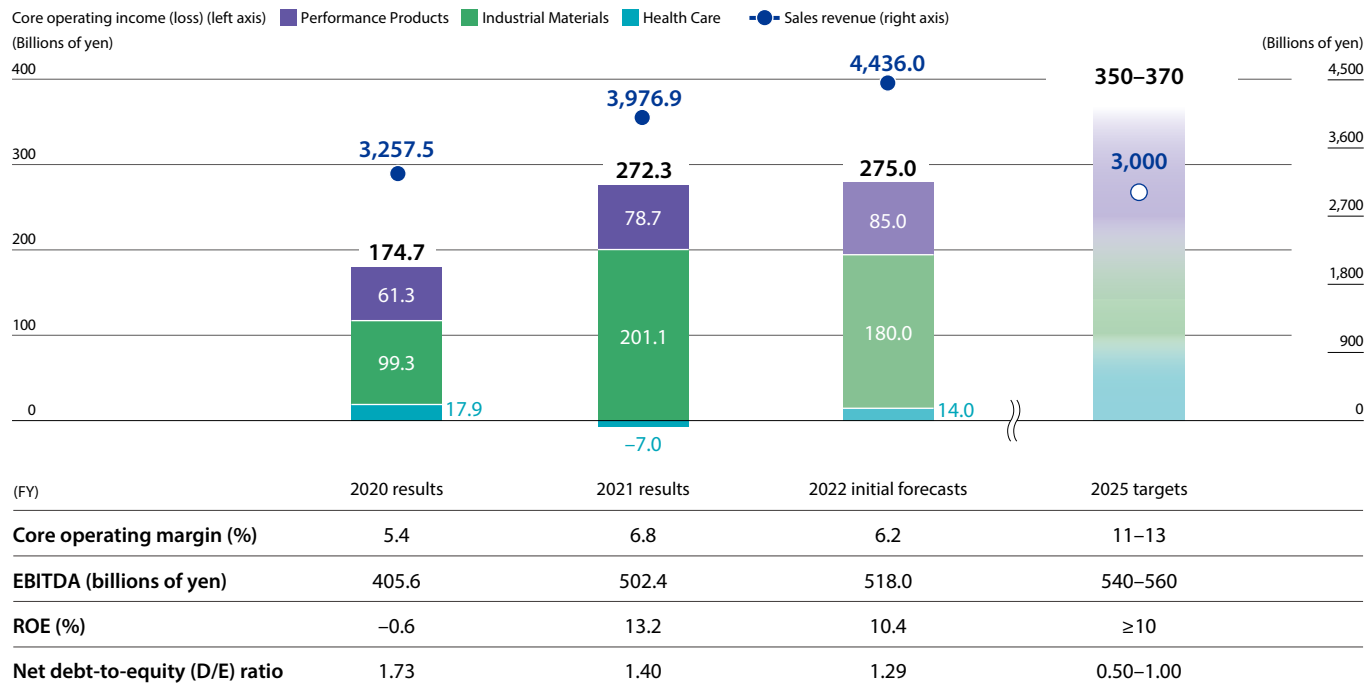


# Activity Report for Fiscal 2021

Figures for past fiscal periods (up to and including FY2020) are the business results figures announced at the time.

## Financial Results (MOE: Management of Economics)

### Sales revenue and core operating income (loss)



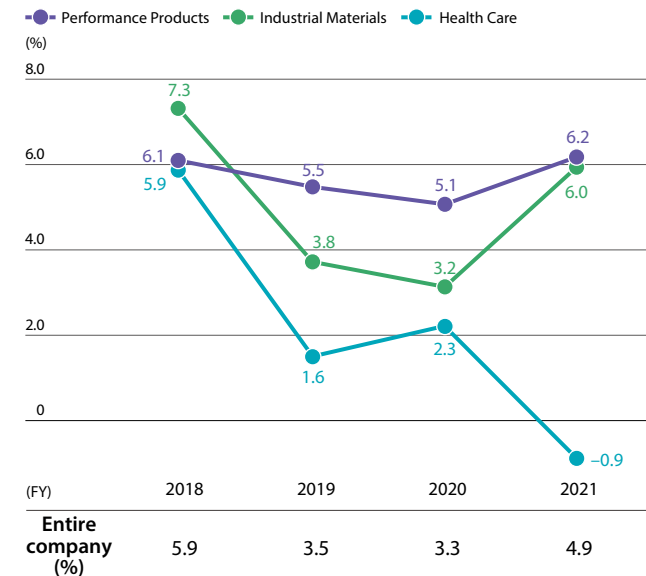
### Achieved sales and profit growth through demand recovery and passing on of costs

In fiscal 2021, economic activity started to resume around the world after the impacts from the COVID-19 pandemic, driving a recovery in domestic and overseas demand and record-high sales revenue.

Core operating income was affected by increased R&D

spending on a COVID-19 vaccine, plus rising raw material and fuel prices and supply chain disruptions. However, market prices rose for some products and sales volumes increased as demand rose steadily for automotive and electronics products in our priority strategic markets, mostly in the Performance Products domain. Core operating income rose significantly, up 156% year on year, as all Group businesses worked to maintain profitability

### ROIC trends by domain



by passing on higher costs in response to raw material and fuel cost trends.

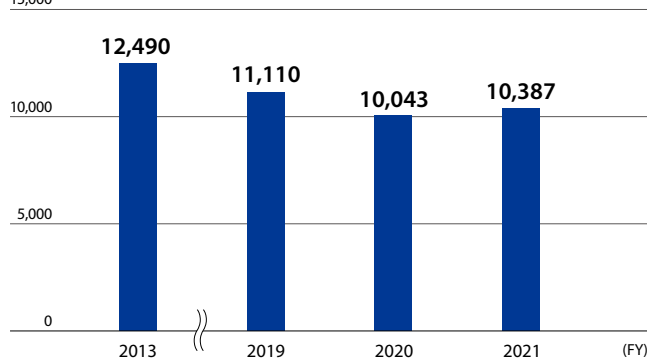
The net D/E ratio improved 0.33 points to 1.40 in fiscal 2021, due to ongoing efforts to restructure the portfolio, including transfer of the alumina fiber business.

# Activity Report for Fiscal 2021

## Sustainability Results (MOS: Management of Sustainability)

### GHG emissions in Japan

(1,000 t-CO<sub>2</sub>e)  
15,000



### Toward further reduction of GHG emissions

The Mitsubishi Chemical Group released targets in fiscal 2021 for the reduction of greenhouse gas (GHG) emissions by fiscal 2030 and to achieve carbon neutrality by 2050. For Japan, we set a target of a 42% reduction in GHG emissions (compared with fiscal 2013 levels) by fiscal 2030, and the results show that we reduced emissions by 16.8% in fiscal 2021. Looking ahead, we will move along the roadmap to carbon neutrality, implementing fuel conversion and other measures.

We have also laid the foundations for the life-cycle assessment (LCA) needed to evaluate how we are reducing the environmental impact of our activities (e.g., GHG emissions) across the value chain. In addition to performing these LCA calculations for products and services, we are now working to expand the scope of calculations to our businesses and other areas (▶ Page 76).

## Fiscal 2021 highlights and main business activities

