Mitsui Chemicals

Sep. 14, 2026

ESG Presentation

Creating Financial Value Through R&D and DX

Mitsui Chemicals Group's Promotion of ESG and 100-Day Plan	**ICHIMURA Satoshi** Representative Director, Member of the Board, President & CEO
Topics **Solutions Strategy** **Achieving DX-Driven Corporate Transformation**	**OMOTE Toshihiko** Member of the Board, Managing Executive Officer, CTO, Center Executive, Research Center **SAMBE Masao** Managing Executive Officer, CDO, Sector President, Digital Transformation Sector

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Mitsui Chemicals Group's Promotion of ESG and 100-Day Plan

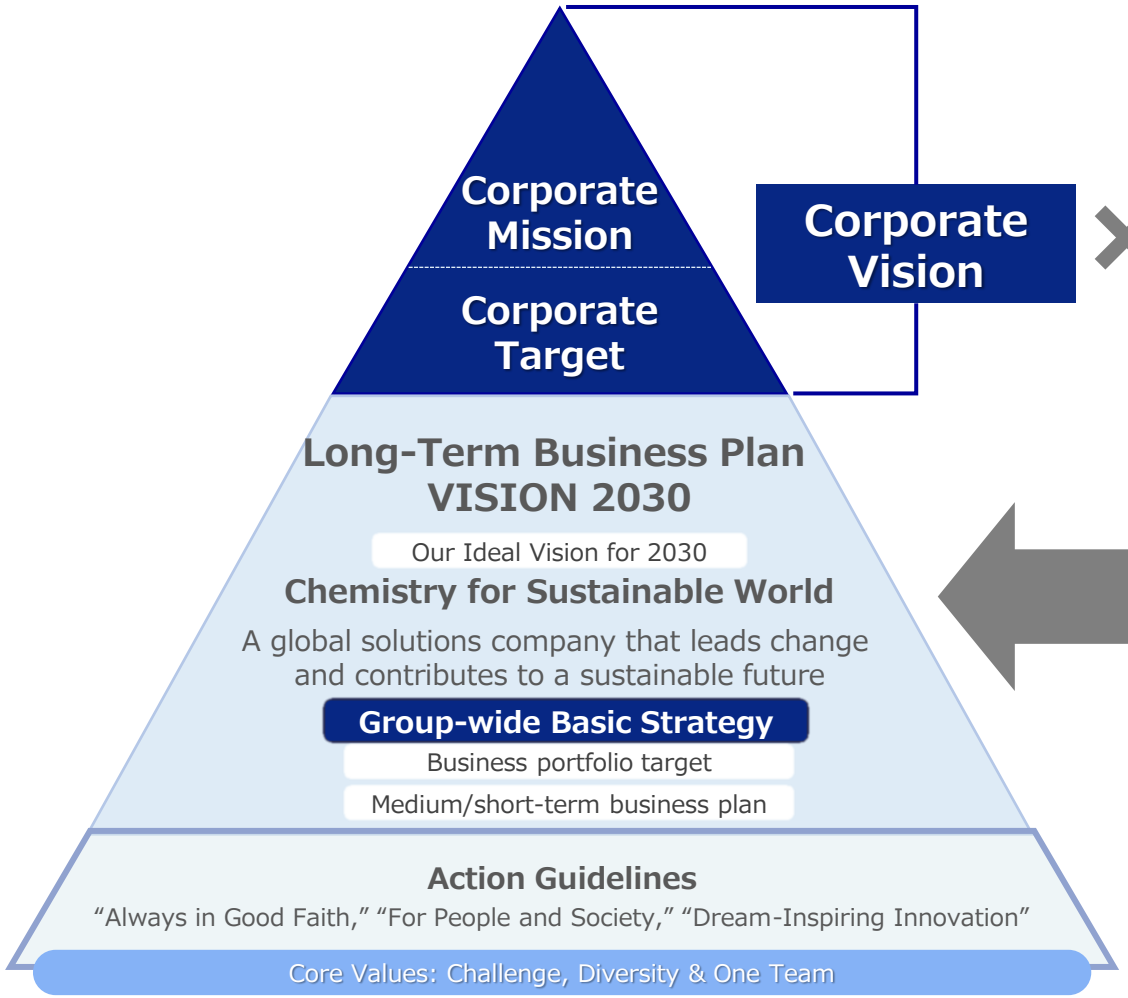
三井化学グループ

市村　聡
ICHIMURA Satoshi
Mitsui Chemicals, Inc.
President & CEO

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MCI Group's Promotion of ESG

Incorporating ESG into management as we pursue initiatives to bring VISION 2030 to fruition



Corporate Vision ×

Ideal future society

- A circular society in harmony with the environment
  - ▶ Transitioning to a circular economy
- An inclusive society creating diverse value
  - ▶Pursuing diverse value chains
- A comfortable society in which people can enjoy healthy lives and well-being
  - ▶Achieving a flexible and resilient society

Material topics

Contributing to a sustainable society

- Product design based on full life-cycle considerations
- Climate change
- Circular economy
- Health and livelihood
- Highly livable communities
- Food security

Prerequisites for business continuity

- Safety
- Respect for human rights
- Compliance
- Product quality
- Stable production

Abilities essential to business continuity

- Corporate culture
- Human capital
- Innovation
- Partnerships
- Digital transformation

×

Highly uncertain external changes that may affect the achievement of management objectives and strategic goals

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KPI Management for Achieving VISION 2030

Implementing KPI management linked to material topics

How are current conditions?



Are we achieving reliable growth?



(Is progress toward KPIs linked to achievement of financial targets?)

Are we moving forward to the next level?



(Are we making progress towards the five-point Basic Strategy?)

Are KPIs being achieved and are they aligned with objectives?

(Are direction and KPIs being set appropriately)



Ultimate aim of KPI review process:

Enhancing Corpora Value

However, major changes in the external environment are contributing to a degree of delay in progress toward quantitative targets. To accelerate progress toward achieving these targets, it is therefore necessary to further strengthen our business foundation.

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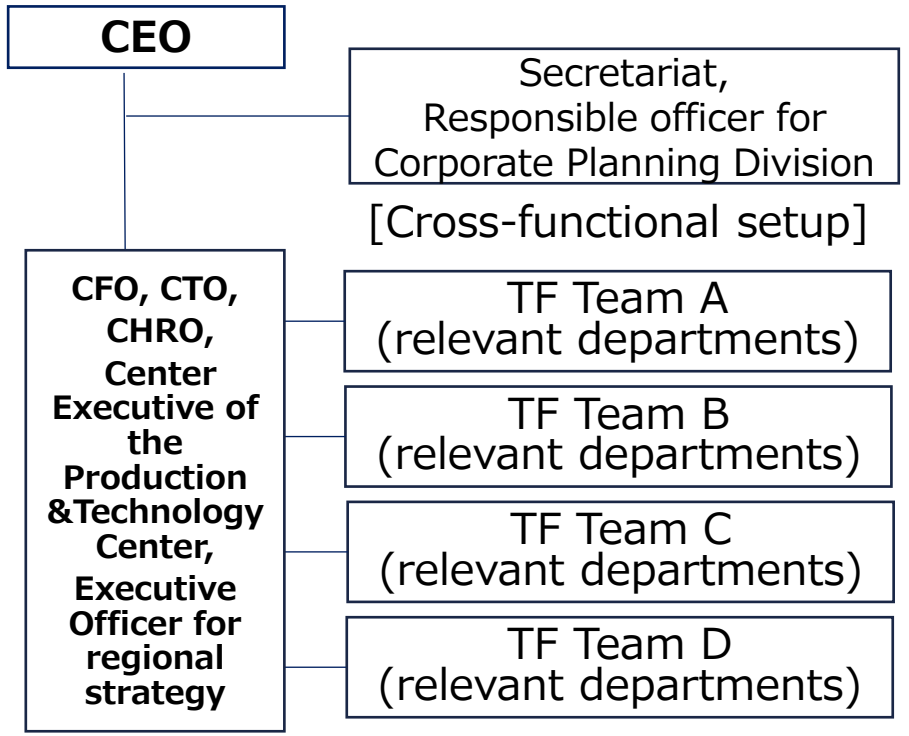
100-Day Plan as a Measure for Strengthening Our Business Foundation

Over the first 100 days, we mobilized the combined knowledge and strength of the Mitsui Chemicals Group to put together a robust plan for achieving our ideal state

The **growth** of our customers
The **evolution** of each individual
➡ **The growth and evolution of the Mitsui Chemicals Group**

Theme	Issues for consideration
Solutions strategy (Research, development and production technology)	✓ **Driving technological evolution through customer value creation (Research, development and production technology)** ✓ **Global technical support strategy**
Plant evolution strategy	✓ **Standardizing operations across all plants** ✓ **Maintenance technologies that deliver uncompromising facility reliability**
HR strategy	✓ **Undertaking development and cultivation tailored to fostering the professionals needed by a global specialty company**
DX-driven CX (corporate transformation)	✓ **Shifting resources to high-ROIC businesses** ✓ **Improving productivity and enhancing profitability through DX** ✓ **Achieving data-driven management**

Considered by issue-specific task-force teams across organizational boundaries



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100-Day Plan Summary　2030 Targets

We have set ambitious quantitative targets* linked to financial value, and will push for the achievement of our KPIs

※Positioned as a complement to existing KPIs

Team A : Solutions strategy
(Research, development and production technology

A solutions partner that supports customer growth

Ideal state

- ✓ Evolving our core technologies through communication with customers
- ✓ Optimizing our R&D sites in terms of their purpose, strategy, functions, staff, and connectivity
- ✓ Establishing a concurrent development framework involving the production technology function from the early stages of research

Stretch Target

- R&D themes resulting in product launch:10
- Profit contribution from R&D themes: ¥10.0 billion

Team B : Plant evolution strategy

Expert teams that pass on and evolve technical expertise

Ideal state

- ✓ **Economy and society:** Sustainable plants that can be trusted by society
- ✓ **Operation and maintenance:** Plants that anyone can operate safely and stably
- ✓ **People and technology:** Plants where people and technology continue to evolve

Stretch Target

- Use of AI in operations: 30%
- Standardization of key items across all plants: 50%
- New production technologies introduced: 100

Team C : HR strategy

Global professional teams where each individual continues to evolve

Ideal state

- ✓ Fostering the diverse professionals needed to become a truly global specialty company that takes on new challenges as one global team

<Achieving True Challenge, Diversity, and One Team>

Stretch Target

(Under consideration in view of the planned B&GM split)

Team D : Achieving DX-driven CX
(corporate transformation)

Balancing efficiency and growth while evolving to maximize value

Ideal state

- ✓ Leveraging data and digital technologies to enhance operational efficiency Group-wide and become a company that customers choose
- ✓ Accelerating the PDCA cycle through decision-making driven by data and clear criteria, rather than relying on experience, intuition, and courage alone

Stretch Target

・Profit contribution: ¥10.0 billion

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Dialogue With Front-Line Staff Reflected in the 100-Day Plan

Since taking up the post of President & CEO in April, I have visited our sites in Japan and overseas to hold dialogue with staff


Osaka Works


Omuta Works


Tokuyama Works


Iwakuni-Otake Works


Ichihara Works


Nagoya Works


VISION HUB SODEGAURA (V.HUB)


Hokkaido Mitsui Chemicals, Inc.

Continuing face-to-face dialogue with staff in Japan and overseas. Ensuring management and front-line staff are aligned in their focus as we work to achieve VISION 2030

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100-Day Plan

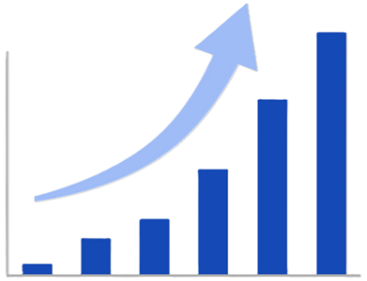
Solutions Strategy

表　利彦
OMOTE Toshihiko
Mitsui Chemicals, Inc.
CTO

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Team A : Solutions Strategy (Research, Development, Production Technology)

2030 Targets



R&D themes resulting in product launch
(Number of new businesses) : **10 or more**



Profit contribution from R&D themes:
¥10.0 billion or more

Ideal state

- ✓ Evolving our core technologies through communication with customers
- ✓ Optimizing our R&D sites in terms of their purpose, strategy, functions, staff , and connectivity
- ✓ Establishing a concurrent development framework involving the production technology function from the early stages of research

Evolution (essence of technology)

- ✓ Technologies evolve not through finished products, but by tapping into the ways customers use them, as well as customer evaluations and constraints
- ✓ We hone technologies by adapting to customers' decision-making and operational processes through proof of concept (PoC), prototypes and evaluation of actual equipment
- ✓ Integrating research, development, NBIC, F-PEC, production technology and IP will amass value that cannot easily be imitated

Growth (monetization ability)

- ✓ From the outset of research, the production technology team (including the fabrication team) will be involved in designing themes with an eye to scale, quality, cost and regulation
- ✓ Incorporating mechanisms to boost sales and increase numbers, the team will ensure the designed technologies go on to mass production and become commercial businesses, rather than failing at the prototype stage
- ✓ The production technology team (including the fabrication team) will itself function as one of Mitsui Chemicals' competitive solutions

NBIC: New Business Incubation Center
F-PEC: Fabrication Process Engineering Division

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Solutions Strategy　Eight Challenges

① Role clarification and acceleration of research and development

- Research: Creates the pillars of future and next-generation technology
- Development: Continuously delivers valuable products in short cycles

② Right-sizing of research and development expenditure

- Visualizing the resources to be invested respectively in research and development, along with the income they will generate, and ensuring optimal management based on our management strategy
- Improving the strength of researchers and engineers, and ensuring optimal allocation of personnel

③ Construction of platforms linked to markets

- Building platforms that provide an understanding of market challenges, value chains and the status of competitors, and allow us to advance our strategies
- Employing our co-creation spaces to increase our points of contact with customers and speed up hypothesis testing

④ Establishment of global research and development framework

- Identifying regions where we can maximize value, based on market features in each region
- Agile research and development framework that conform to rules in each country and bring in local talent

⑤ Provision of value by blending processing technologies

- Combining distinctive processing technologies with materials technologies to create black-boxed technologies and provide unique value
- Leveraging digital science and other advances to move forward with research DX and speed up the development cycle

⑥ Collaboration with startups and accelerators

- Bolstering collaboration with startups and CVC to expand the potential of deep tech realms
- Virtually integrating our in-house accelerator NBIC with research to promote themes relating to new business

⑦ Monetization of IP

- Synchronizing our business strategy with our IP strategy to monetize IP and turn the IP Division into a profit center
- Leveraging strategic management of patents and trademarks to sell unneeded IP

⑧ Strengthening of our human capital strategy

- Preparing an environment in which researchers and engineers can develop a deeper understanding of markets and play active roles across the organization
- Leveraging challenges and learning to cultivate teams of researchers and engineers capable of supporting Mitsui Chemicals' sustainable growth

NBIC: New Business Incubation Center

Strengthening our ability to provide solutions that maximize value for customers

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Accelerating New Business and New Product Creation by Clarifying the Roles of Research and Development

	Research	Development
Role	Ensuring continual evolution of technology platforms by helping to provide value to future societies, markets and customers	Addressing clear objectives and customer needs, and giving them shape as new products
Time horizon	Medium to long term / includes uncertainty	Short to medium term / commercialization with a high degree of accuracy
Approach	Addressing themes that are necessary but will require time, and core technology themes for future new businesses	Continuously achieving a high success rate in creating new products within existing businesses
Ideal outcomes	Options for future growth, technology exploration and acquisition, seeds for commercialization	Market launches, sales revenue, new products created from existing business technology platforms

New Business Incubation Center
Feeding into commercialization

Platform for core technologies for future new businesses → Cultivating them until the break-even point, then transferring them to business departments / setting up new business departments

Platform for technologies in existing businesses to be extended/rolled out to other fields → Contributing to existing businesses
Creating and monetizing new products

Research Center
Creating the future

Development departments (business divisions)
Delivering value

FY2026 KPIs

- **Transfer to development themes 1 or more**
- **Advancement to projects to create new businesses 2 or more**

*Themes due to reach the market within three years have already been transferred to development departments

Transitioning from technology platform development to the evolution phase. Strengthening short- to medium-term business development and medium- to long-term research creation capabilities in an effort to speed up the transfer of themes from research to development, and ensure new businesses and products contribute to profits faster

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Switch to Innovation Processes That Speed up the Transition From Research to Commercialization

0 → 1 → 10 → 50 → 100

Concept stage Idea generation	Dynamic exploration of research and technology	Business proposal Estimated business potential	Rapid prototyping Proof of concept (PoC) with customers Verification and refinement	Reactions from prospective customers Business model Monetization proposal	Launch on a small scale Timely course correction	Commercialization and business expansion

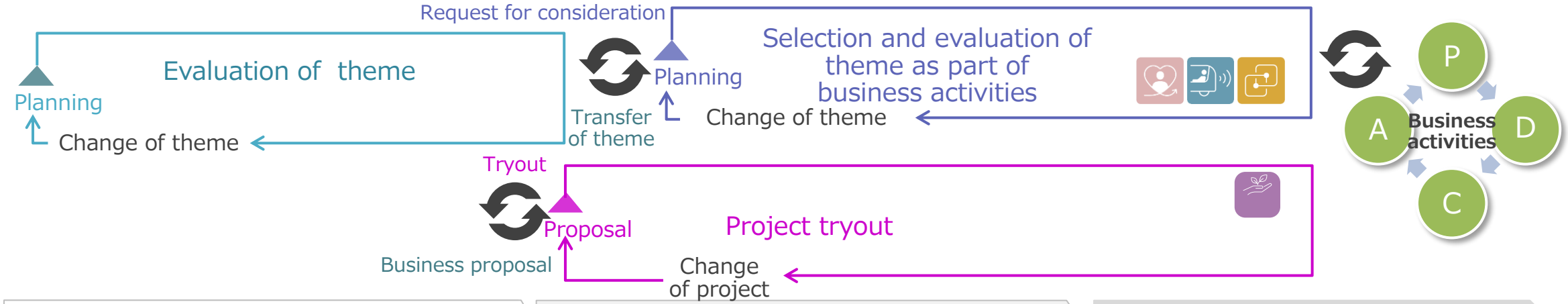
R&D Center: Pursuing research and technological innovation aimed at creating new businesses and products

Development departments: Creating new products aimed at the sustainable growth of business divisions

New Business Incubation Center (NBIC): Creating new businesses aimed at further growth

Business divisions: Acquiring customers and increasing earnings

Trial & error Evaluation



Leveraging of IP

IP landscape analysis → IP design and implementation thereof → Monetization of IP (direct and indirect)

Maintenance and strengthening of IP rights

Shifting to an innovation management mechanism that visualizes the progress of research themes and their commercialization process, and brings together the management and business divisions, the R&D Center, NBIC and others. Aiming through this to steadily achieve goals

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Data-Driven Initiatives Throughout the DX Innovation Process

0 → 1 → 10 → 50 → 100

Concept stage
Idea generation

Dynamic exploration of research and technology

Business proposal
Estimated business potential

Rapid prototyping
Proof of concept (PoC) with customers
Verification and refinement

Reactions from prospective customers
Business model
Monetization proposal

Launch on a small scale
Timely course correction

Commercialization and business expansion

R&D Center: Pursuing research and technological innovation aimed at creating new businesses and products

Development departments: Creating new products aimed at the sustainable growth of business divisions

Business divisions: Acquiring customers and increasing earnings

New Business Incubation Center (NBIC): Creating new businesses aimed at further growth

Weekly/ monthly reports
Research reports
Meeting minutes
Theme management
Co-creation
Business trip/ interview reports
Customer information
…

Externally disclosed information
Patents
…

Raw data accumulation
Data lake

kintone
salesforce
SAP HANA

Data processing and integration
Data warehouse

Data mart
Data mart

Purpose-specific data × Generative AI, etc.
(analysis)

1. Gleaning of insights for theme creation and selection
2. Use as material for decision-making on research and development activities

Linking all processes through data to increase the accuracy and speed of decision-making

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Optimum Group-Wide Allocation of Research and Development Resources and IP Strategies for Ensuring Victory

Allocation to specialty chemical domains through Group-wide optimization

- **Visualization**
  Linkage and visualization of research and development expenditure, human capital and themes
- **Comparison against global standards**
  Benchmarking against true competitors in each field
- **Optimum allocation based on offensive and defensive strategies**
  Optimizing total investment based on domain attributes
- **Acceleration through Group-wide optimization**
  Achieving innovation by moving resources throughout the Group

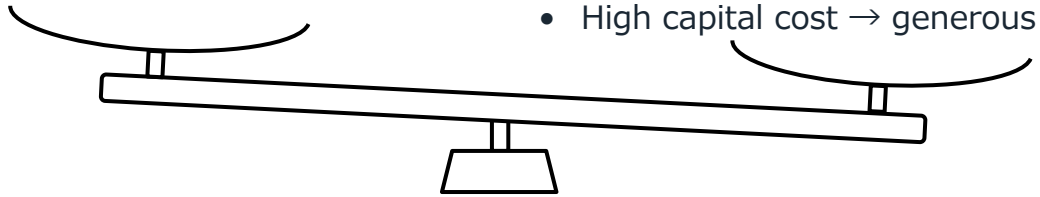
Optimum allocation of research and development investment tailored to the attributes of offensive and defensive domains

Defensive: Domains with close links to industrial infrastructure
Business foundations that prioritize stability

- Stable revenue base
- Low capital cost / investment ratio

Offensive: High-growth / highly specialized domains
Demands growth potential and expertise

- High growth potential and expertise
- High capital cost → generous investment



Turning IP into a profit center

Linkage to business strategy

✓ Going beyond protecting rights to link IP to business strategy and position it as a technology asset that will lead to earnings

Visualization of investment and its contribution

✓ Linking the sum invested in IP to its contribution to businesses and products in order to visualize it as a profit center

A portfolio that combines offensive and defensive strategies

✓ Protecting businesses while establishing a framework that will ensure victory when necessary, anticipating an increase in IP disputes

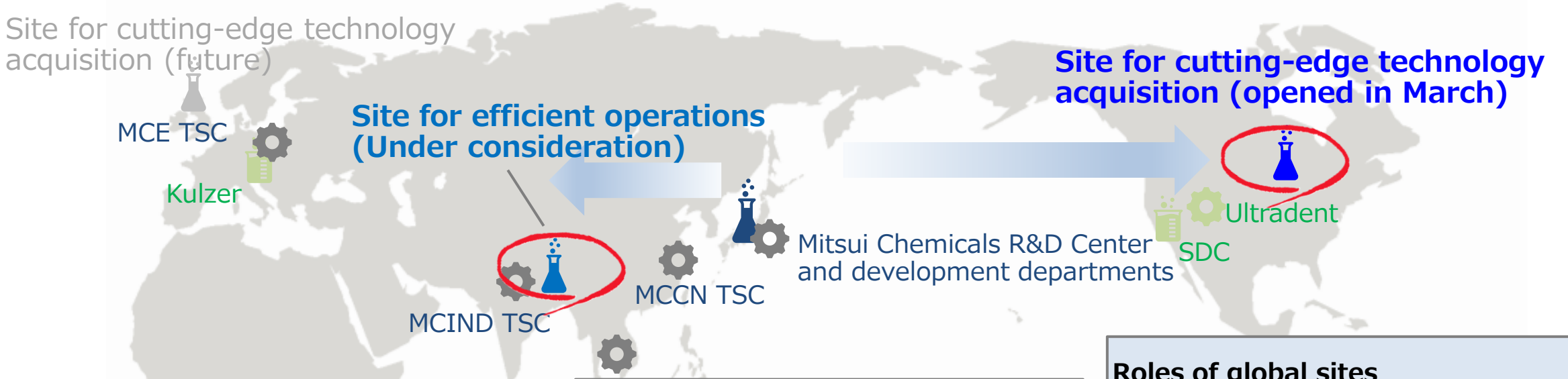
Maximization of value through diverse utilization of IP

✓ Maximizing the value of IP through licensing, sale, and collaboration with external partners

Speeding up innovation by moving human capital, information and resources throughout the Group
Transitioning IP from a defensive to an offensive technology asset that generates earnings

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Approach to Establishing a Global Research Framework



Key)
- : Corporate research site
- : Development and technical service site
- : Affiliate laboratory

Japan's role

- New polymer creation and other research requiring the catalysts, pilot-scale testing and skilled operations in which Japan excels
- Fields with relatively large-scale facilities
- The research team in Japan will support development initiated by the Group's overseas companies as needed

Roles of global sites

- For example, the U.S. still spearheads advanced technology. Specific examples include biotechnology and semiconductor design technology
- The sites tap into technologies and market needs in realms new to MCI, link them to new local products and businesses, and create new themes

Leading in areas where we can obtain new technologies soonest, whether in Japan or overseas

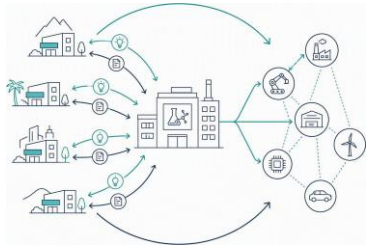
Ensuring that not only the development (D) and technical service sides, but also the research (R) side develops closer ties to markets and industries. In addition, building a framework that enables us to acquire the world's best knowledge and technologies, and use them to create new business opportunities without delay

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Pursuing Paths to Victory in Research and Development

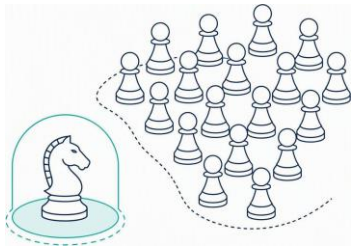
Aim: Expanding points of contact with global research and development

- Feeding back to research and development teams the knowledge gained by technical service sites that hone technologies to tailor them to local characteristics and local customer needs, and using it to make inroads into industry clusters and research networks



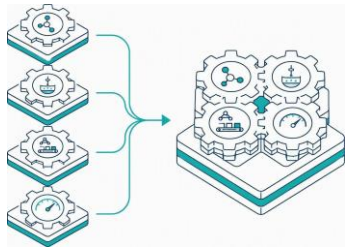
Tactics: Identifying our unique niches

- Perceiving the development capabilities and speed of Chinese companies as both a threat and a lesson.
- Building a strong position in domains where we can leverage our own strengths, rather than battling them head-on in the same arena



Implementation: Creating value for customers by combining multiple technologies and strengthening manufacturing

- Combining materials technology with processing and production technologies and the swiftness of our response to create value that cannot easily be imitated
- Pursuing themes that have an eye to future manufacturing from the initial stages of research
- Strengthening the Fabrication Process Engineering Division by bringing it under the CTO's direct supervision



Paths to victory

- ✓ Extending our research and development capabilities by bringing in external knowledge and expert human capital
- ✓ Addressing our customers' challenges swiftly to consolidate the Mitsui Chemicals Group's unique market position
- ✓ Combining multiple technologies and strengthening manufacturing in order to increase complexity and create value for customers that cannot easily be imitated

Expanding global knowledge × Consolidating market position × Combining technologies and bolstering manufacturing
And by doing so, increasing value creation capabilities and creating value that cannot easily be imitated

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Sep. 14, 2026

100-Day Plan

Achieving DX-Driven Corporate Transformation

三瓶　雅夫
SAMBE　Masao
Mitsui Chemicals, Inc.
CDO

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DX Vision and Four Basic Strategies

MCI: Mitsui Chemicals, Inc

MCI DX Vision

By having all members of the Mitsui Chemicals Group utilize data and digital technologies,
we aim to create innovative products, services and business models in an agile manner,
leading a corporate, industrial and societal transformation with the goal of solving social challenges

Implementing a corporate transformation (CX)

Basic Strategy 2

Pursuing innovation for our operations

Using and acting on real-time data

Basic Strategy 3

Bolstering our development capabilities

Unearthing new customers, products, and markets

Basic Strategy 4

Transforming our business models

Switching business to a social issue perspective

Basic Strategy 1

Improving our digital literacy

Improving the skills of all employees to help us transform into a data-driven organization and culture

Basic Strategy 0

Strengthening data and IT infrastructure

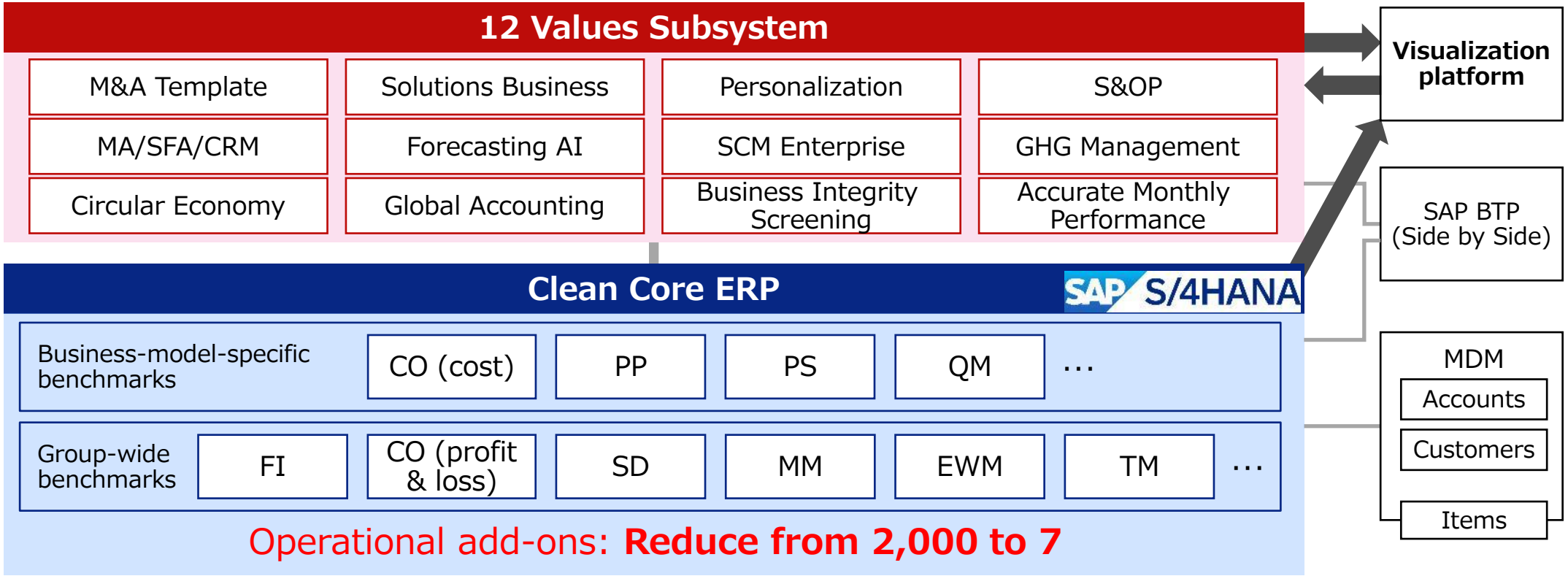
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Rebuilding Our IT and Data Platform

Background

1. Portfolio transformation
2. Solutions-based business
3. New customer acquisition
4. ROIC management
5. Industry transformation and collaboration with other companies
6. Non-financial responses
7. Data-driven platforms
8. Enhancing compliance
9. Responding to environmental changes
10. End-of-support software
11. Circular economy initiatives
12. Global governance

Policies



Building an IT and data platform that will further data-driven management, to go into full operation in April

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Strengthening the DX Personnel Base

March 30, 2026 Press Release

Mitsui Chemicals Targets Next Stage of Group-Wide Transformation Rooted in DX Personnel Base

Accelerating operational innovation, the strengthening of development capabilities and the transformation of business models with a staff of 165 data scientists

Mitsui Chemicals has put in place a foundation of personnel who leverage data across the Group, and has built a setup for pursuing data-driven management to support operational innovation rooted in data.

Cultivating data scientists who will solve challenges on the ground and create new value is a core component of Mitsui Chemicals' efforts in pursuit of DX.

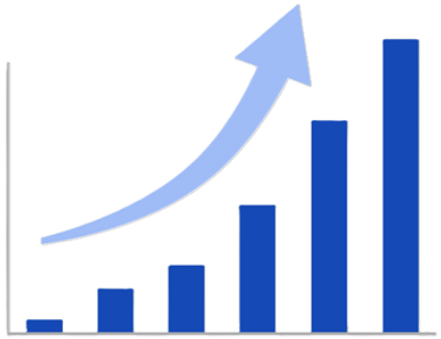
The 165 data scientists have been assigned to departments across the Group, including research and development, production, business divisions and back-office departments, where they are leading corporate transformation as figures who play the central role in leveraging data.

Level	Requirements	Subjects	Method
Level 3	Able to draw on advanced analytical technologies to find solutions to issues affecting the organization as a whole		BU Initiative
Level 2	Able to carry out data analysis tasks alone, subject to reviews by superiors	Selected members promoting data utilization	OJT training
Level 1	Able to carry out data analysis tasks as instructed by superiors		e-learning
Level 0	Able to understand the importance of data utilization	All employees	e-learning

Building a base of personnel to implement data-driven transformation

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Team D: Achieving DX-Driven Corporate Transformation(CX)



2030 Target

Contribution to profits: 10 billion yen

We will increase profits by 10 billion yen by using AI to achieve greater operational efficiency and optimizing our supply chain, among other efforts.

Ideal state

- ✓ Leveraging data and digital technologies to enhance operational efficiency Group-wide and become a company that customers choose
- ✓ Accelerating the PDCA cycle through decision-making driven by data and clear criteria, rather than relying on experience, intuition, and courage alone

Efficiency / Evolution

- ✓ Pursuing operational reform that eliminates overburdening, wastefulness and unevenness by reviewing business processes and thoroughly implementing the standardization of operations, along with DX and a shift to AI use
- ✓ Transitioning to swift, precise, data-driven decision-making processes

Growth

- ✓ Using data on customers, markets, technologies, competitors, etc. as the starting point for anticipating change
- ✓ Reallocating resources created by improving productivity to high value-added domains in order to maximize revenue opportunities

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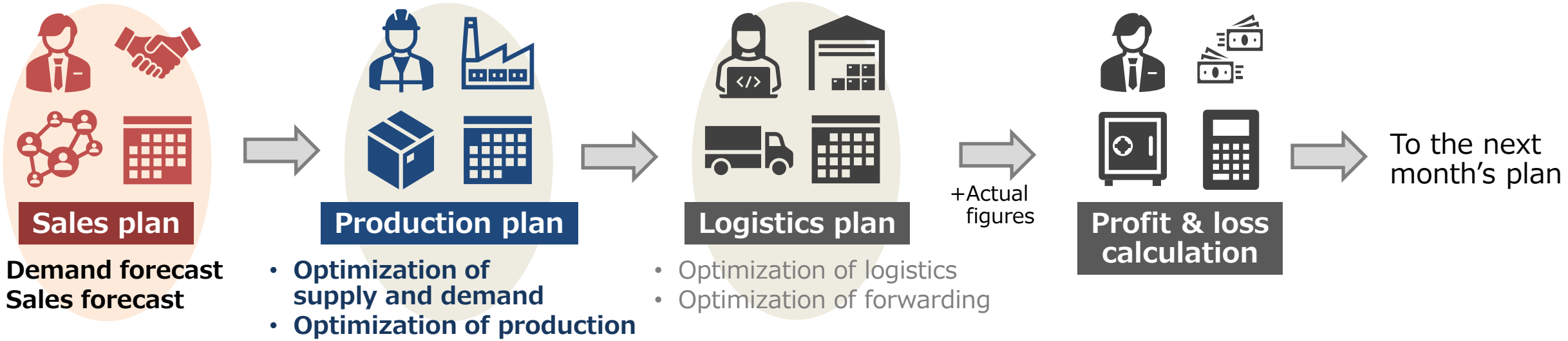
Operational Innovation Through Six AI Offerings

No.	Name of offering	Overview	Examples of utilizing organizations	Examples of use cases
1	Patent searches	Speeding up information searches through patent analysis	Business divisions, research	• Surveys of technology trends • Surveys and collation of filing trends
2	Searches for new applications	Using our unique knowledge base to secure new applications	Business divisions, research	• Searches for themes that are candidates for new applications • Creation of ideas for new material/brand development themes
3	Market trend surveys	Preparing the latest reports on markets and customers	Business divisions, research	• Surveys of the latest trends among customers and industries • Gathering of information on the products they handle
4	Q&A chat	Saving on labor by using automated AI responses	Back office, business divisions, works	• Q&A concerning internal rules or procedure manuals • In-house call center
5	Information extraction and transcription	Converting images and PDF information into designated formats	Business divisions, back office, works	• Digitization of paper documents • Automated extraction and centralized management of customer order form data
6	Coding support	Using AI to automate development	Research, back office	• Creation of templates for data analysis programs • Automated generation of test scenarios for developed programs

Aiming for a workload reduction of 30% or more by rolling out AI-based operational efficiency improvement processes to all departments Group-wide

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Reducing Costs Through AI Analysis of Production and Sales



Reduction of surplus production and incidence of out-of-spec products, alongside optimization of inventory	Optimization of logistics networks Reduction of emergency shipping & forwarding between stock points	From calculation of profit and loss on an actual basis to planning of profit and loss on a planned basis

Key Success Factors: Minimizing development man-hours by shifting to standardized programs across all plants

Restructuring of modules aimed at improving the maintainability of constraints and the safe, stable operation of programs

Actual effects	Improvement in cash flow: 8 billion yen Cost reduction: 300 million yen/year

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Improving Financial and Non-financial Indicators Through Visualization of Logistics

Optimizing logistics through AI analysis of supply chains

STEP 1
SAP S/4HANA
Gather data

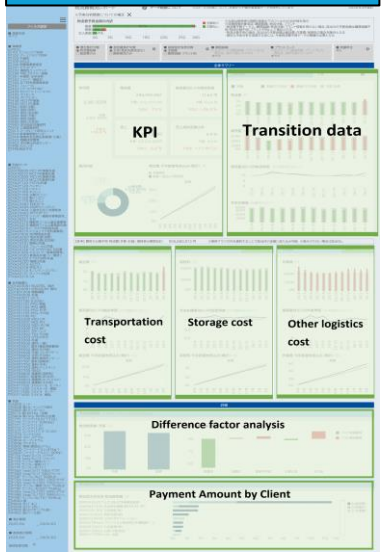
STEP 2
Logistics BI
Identify waste

STEP 3
Calculate optimization
Generate optimum solution

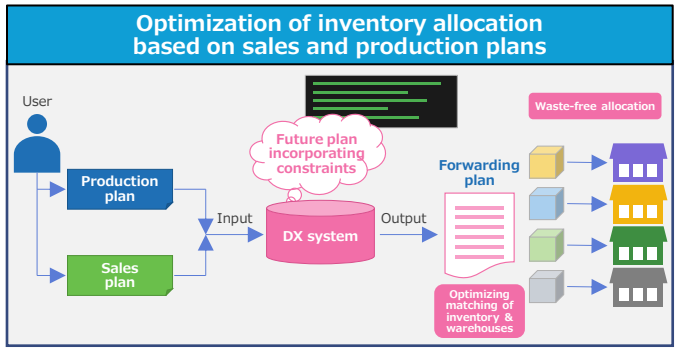
STEP 4
Implement improvements
Implement in the field

Logistics cost reduction cycle

Logistics BI



Optimization of inventory allocation based on sales and production plans



Pursuing reduced GHG emissions from transport through the visualization of logistics

Focus	Data Sources
Domestic transport	SAP_Outbound Delivery
	SAP_Material Document
International export (Port ⇒ Port)	Mitsui-Soko_SustainaLink (*DNV-certified)

*DNV: Det Norske Veritas, a third-party certification agency

Logistics BI

Visualization of logistics

Items visualized

- KPIs (total emissions)
- Overall summary
- By transport mode
- By truck size
- By route
- International export data

etc.

Actual effects

Cost reduction: 300 million yen/year
GHG reduction rate: 2.2%/year

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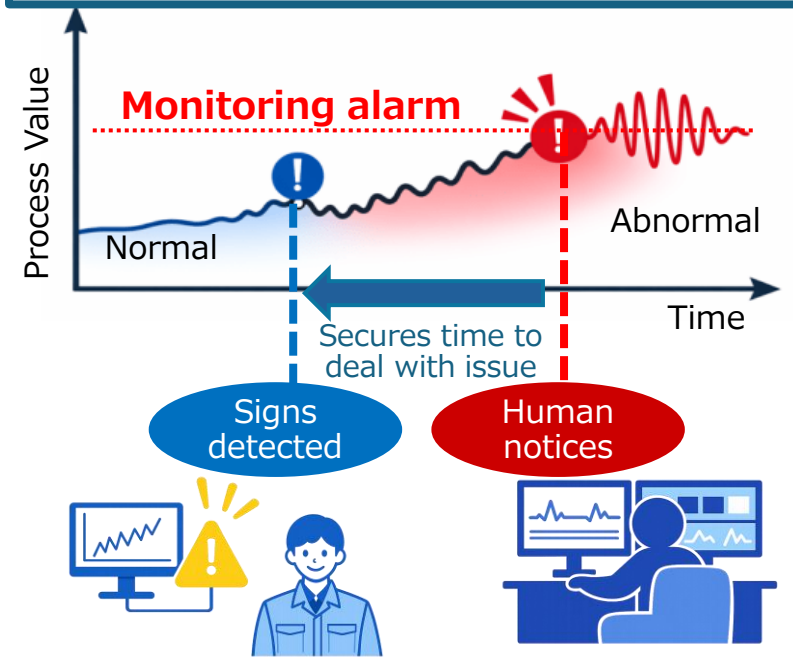
Operational Support Using Technology Dissemination AI

- **Turning the tacit knowledge of experienced workers and the knowledge gained through day-to-day operations into explicit knowledge, and systematically amassing it as manufacturing knowledge**
- **Supporting decision-making aimed at stable operations through early identification of abnormal signs and the use of AI to deduce causes and suggest responses**

Now

Humans deduce causes & implement responses based on information about abnormalities

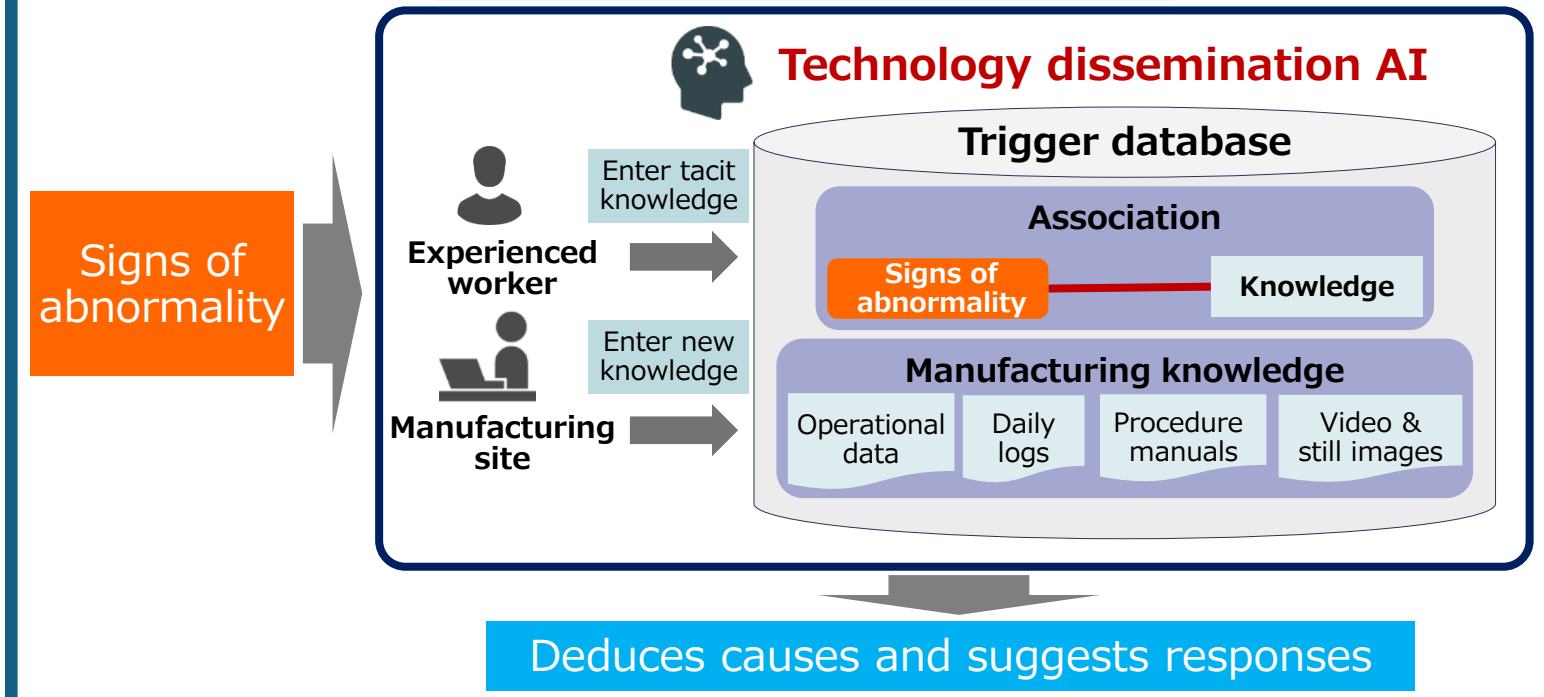
Detecting signs of abnormalities using abnormality detection systems



Future

AI deduces causes and suggests responses based on knowledge & information about abnormalities

More advanced operational support using a technology dissemination AI



Reduces the risk of problems by preventing abnormalities and facilitating a swift response

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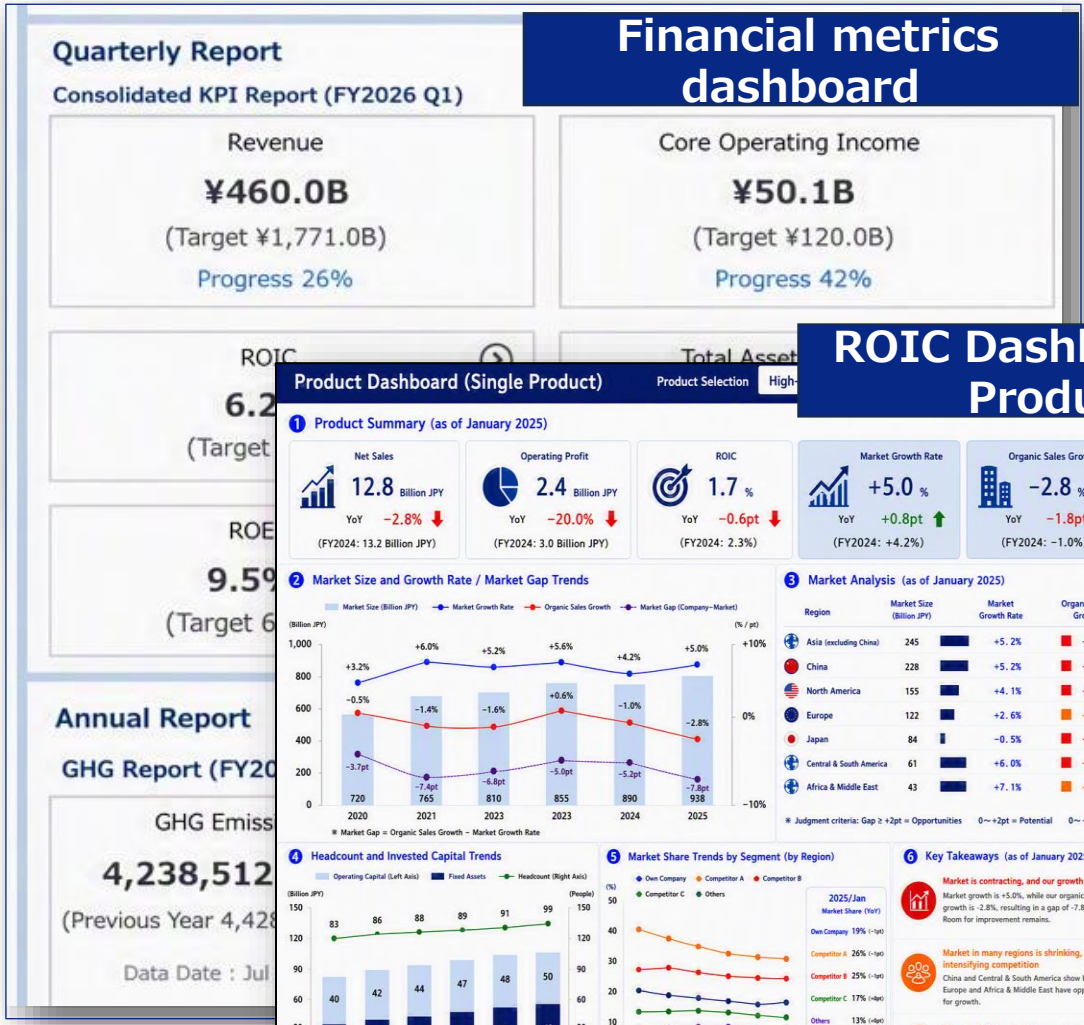
More Advanced Decision-Making

Mitsui Chemicals Launches DX-Based Systems Infrastructure for Advanced Business Decision-Making

2025.08.19
Mitsui Chemicals, Inc.

Mitsui Chemicals, Inc. (Tokyo: 4183; President & CEO: HASHIMOTO Osamu) is pursuing corporate transformation through DX as a basic strategy for achieving its VISION 2030 Long-Term Business Plan. The company has recently brought online the first phase of its digital systems infrastructure for advanced business decision-making.

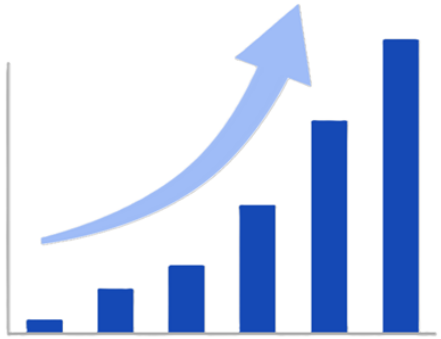
1st Phase (FY2025)	2nd Phase (FY2026)
Financial report : 14 **Non-financial report : 3** (GHG, PCF, Environment･QOL metrics*) *Blue Value®･Rose Value® products sales revenue ratio	**Operational report: 36** (Sales、Inventory、Raw material procurement, etc.) **Fixed cost report: 11** (plants、HR, etc.) **SCM report: 36** (Orders, logistics, etc.)
17 templates	**100 templates**



Leveraging systems infrastructure for advanced business decision-making to promote thorough ROIC management and accelerate transformation into a data-driven corporate culture

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Team D: Achieving DX-Driven Corporate Transformation(CX)



2030 Target

Contribution to profits: 10 billion yen

We will increase profits by 10 billion yen by using AI to achieve greater operational efficiency and optimizing our supply chain, among other efforts.

Ideal state

- ✓ Leveraging data and digital technologies to enhance operational efficiency Group-wide and become a company that customers choose
- ✓ Accelerating the PDCA cycle through decision-making driven by data and clear criteria, rather than relying on experience, intuition, and courage alone

Efficiency / Evolution

- ✓ Pursuing operational reform that eliminates overburdening, wastefulness and unevenness by reviewing business processes and thoroughly implementing the standardization of operations, along with DX and a shift to AI use
- ✓ Transitioning to swift, precise, data-driven decision-making processes

Growth

- ✓ Using data on customers, markets, technologies, competitors, etc. as the starting point for anticipating change
- ✓ Reallocating resources created by improving productivity to high value-added domains in order to maximize revenue opportunities

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A global solutions company that

leads change and contributes to a sustainable future

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0→1 MAKE IT HAPPEN

Chemistry for Sustainable World

Mitsui Chemicals

Challenge Diversity One Team

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