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MITSUI CHEMICALS,INC.

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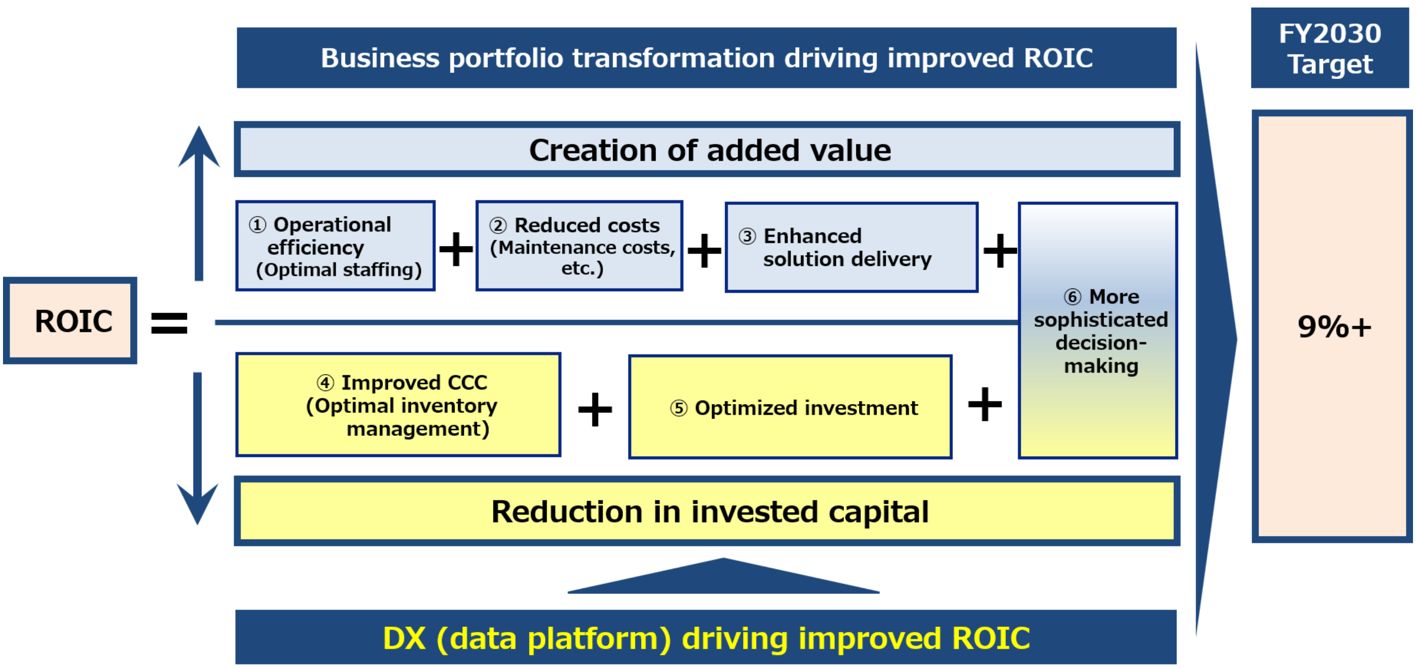
Mitsui Chemicals, Inc.

Mitsui Chemicals Launches Full-Scale Operation of New Data Platform Centered on Next-Generation Core System SAP S/4HANA

Advancing operational efficiency and more sophisticated management decision-making to enhance corporate value

Mitsui Chemicals, Inc. (Tokyo:4183; President & CEO: ICHIMURA Satoshi) has set a target of achieving a return on invested capital (ROIC) of 9 percent or more as one of the key goals under its VISION 2030 Long-Term Business Plan, and is promoting corporate transformation through DX as one of its basic strategies toward that goal. In April 2026, as originally planned, the company commenced full-scale operation of a new data platform*1 that integrates the next-generation core system SAP S/4HANA with peripheral systems including the scenario planning and analytics platform Anaplan, the cost accounting platform Fujitsu Actual Costs Solutions, and the business intelligence (BI) tool*2 Tableau. Mitsui Chemicals will utilize this data platform to support and accelerate the creation of added value and reduction of invested capital, thereby contributing to the achievement of its FY2030 target of a ROIC of at least 9 percent.

The specific applications and expected benefits of the data platform are outlined below.



① Operational efficiency

Combining the scenario planning and analytics platform Anaplan with the BI tool Tableau will permit automated Group-wide profit and loss simulations across multiple scenarios, as well as analysis from a variety of perspectives. This will reduce the workload associated with data processing, analysis and reporting by approximately 50 percent, allowing Mitsui Chemicals to reallocate the associated time and personnel to value-added activities such as sales expansion and cost reduction, thereby driving earnings growth.

② Reduced costs

SAP S/4HANA was developed with a strong commitment to the clean core approach, which minimizes add-ons[*3]. This will enable the company to quickly incorporate the latest digital technologies going forward, while reducing costs associated with updates and maintenance, which typically require significant effort, by more than 50 percent. In addition, the introduction of the cost accounting platform Fujitsu Actual Costs Solutions permits more detailed cost analysis. Mitsui Chemicals will improve profitability through the timely identification and execution of individual cost reductions.

③ Enhanced solution delivery

By using the BI tool to visualize the progress of new product development themes and the status of approaches to customers, Mitsui Chemicals will strengthen progress management and shorten the lead time required to provide solutions to customers. The company will seek to both control costs by shortening development periods and expand sales through the timely provision of solutions.

④ Improved cash conversion cycle (CCC)

By using the BI tool to integrate market trend data with the company's sales data, and then combining this with AI, Mitsui Chemicals will improve the accuracy of sales plans and optimize required inventories accordingly. In a model pilot project, the use of AI for sales forecasting has reduced inventories by several billion yen. Going forward, Mitsui Chemicals will roll out these initiatives Group-wide through the use of the data platform, further improving the CCC.

⑤ Optimized investment

By using the BI tool to break down and visualize ROIC all the way to the product level, Mitsui Chemicals will strengthen business portfolio management through more detailed and appropriate identification of issues and strategic discussions. For individual investment projects, the company will optimize investment by enriching data on underlying markets, business plans and other assumptions, thereby supporting appropriate decision-making.

⑥ More sophisticated decision-making

Mitsui Chemicals will centrally manage demand and market trends, the latest external data, and internal data such as sales and earnings trends using the BI tool, and combine this with AI to automate processes from data analysis through to the presentation of actions to be taken. This data will be used by various decision-making bodies to support appropriate decisions and rapid action.

In addition to achieving the above benefits at an early stage, Mitsui Chemicals will work to achieve its FY2030 ROIC target and sustainably enhance corporate value by further utilizing the data platform, and also by augmenting and executing various DX initiatives.

*1 Data platform

Software	Target operations	Main improvements
SAP S/4HANA	Overall core operations, including sales, procurement and accounting	• Faster adoption of the latest technologies • Reduction of maintenance costs by around 50% or more via thorough implementation of the clean core approach
Anaplan	Formulation and analysis of budgets and execution plans	• Faster and more efficient planning and simulation (Reduction of data processing, analysis and reporting workload by approximately 50% when combined with Tableau) • More precise and sophisticated profit management
Fujitsu Actual Costs Solutions	Actual cost accounting and cost analysis	• More sophisticated cost analysis and formulation of profit improvement measures
Tableau	Visualization of financial and non-financial data Analysis of management indicators	• Centralized data management and analysis, and extraction of insights for action • Rapid grasp of C-suite KPI-related data

*2 BI tool: A tool that supports rapid and sophisticated decision-making by integrating and analyzing various internal and external corporate data and visualizing it through dashboards and other means.

*3 Add-on: An additional proprietary program developed to meet company-specific business processes or requirements that cannot be handled by SAP standard functions.

Comment from SAMBE Masao, Managing Executive Officer and CDO, Mitsui Chemicals, Inc.

Mitsui Chemicals will accelerate the transformation of its portfolio as it aims to become a true global specialty company. As a foundation supporting this transformation, we have now commenced full-scale operation of an IT and data platform based on SAP S/4HANA and peripheral systems. By utilizing this infrastructure, we will promote the creation of added value and reduction of invested capital, and will continue striving to achieve corporate transformation through digital technology and enhance corporate value.

Comment from TANAKA Yoshiyasu, Partner, Deloitte Tohmatsu LLC

We extend our heartfelt congratulations to Mitsui Chemicals on commencing the full-scale operation of its next-generation core system and new data platform.

In this project, Deloitte Tohmatsu supported Mitsui Chemicals in building a sustainable foundation capable of flexibly responding to future changes by implementing SAP S/4HANA, which is based on the clean core approach, as well as peripheral systems such as Anaplan and Tableau that will contribute to value creation for Mitsui Chemicals. We will continue to support Mitsui Chemicals’ efforts toward DX promotion and corporate transformation through business transformation and more sophisticated data utilization.

Comment from TAYASU Satoru, Managing Executive Officer, TISI Inc.

This project will serve as a key platform for Mitsui Chemicals in its efforts to bring VISION 2030 to fruition.

Drawing on its long-standing knowledge of the business and systems domains in which it has supported Mitsui Chemicals, as well as its experience in large-scale SAP implementation projects, TISI worked in collaboration with Deloitte Tohmatsu to support the construction of an IT and data platform centered on SAP S/4HANA.

We believe that the platform established through this initiative will contribute to enhancing Mitsui Chemicals’ corporate value through greater operational efficiency and more sophisticated data utilization. We will continue to support Mitsui Chemicals’ corporate transformation through continuous improvement and rollout throughout the Group.