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Tokyo Midtown Yaesu , Yaesu Central Tower 2-2-1 Yaesu, Chuo-ku, Tokyo 104-0028, Japan
https://www.mitsuichemicals.com
MITSUI CHEMICALS,INC.

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Mitsui Chemicals, Inc.

Mitsui Chemicals Completes Acquisition of U.S.-based Ultradent

Mitsui Chemicals, Inc. (Tokyo: 4183; President & CEO: ICHIMURA Satoshi) previously announced in a June 12, 2026 disclosure titled “Notice Regarding the Planned Execution of Agreements to Acquire Ultradent Products, Inc.” that it would acquire Ultradent Products, Inc. (Head Office: Utah, U.S.), a company engaged in the development, manufacture and sale of dental products such as whitening products and restorative materials primarily in the Americas, and make it a wholly owned subsidiary (the “Acquisition”). Mitsui Chemicals hereby announces that the Acquisition has now been completed.

Although the Original Disclosure stated that completion of the Acquisition was scheduled for September 2026, the necessary approval and notification processes with authorities governing competition and investment law were completed ahead of schedule, enabling the Acquisition to be completed on August 14, 2026, U.S. time.

Through the Acquisition, Mitsui Chemicals will strengthen and grow its oral care business in the United States, the world’s largest market in the medical field, and establish this business as the third pillar of earnings in Life & Healthcare Solutions, a growth area for the company. The Mitsui Chemicals Group’s oral care business will move forward with post-merger integration (PMI) with the aim of elevating its position in the global dental materials market to that of the No. 2 group by generating synergies that leverage the mutual strengths of its existing businesses and the newly acquired Ultradent.


Treatment image featuring Ultradent products

As part of its PMI efforts for the Acquisition, Mitsui Chemicals will implement the following measures to establish an agile and proactive setup for business promotion:

1. Transfer business division functionality for the oral care business – serving as the business’s global headquarters – to the United States
2. Transition to an integrated management structure in which the CEO of Ultradent concurrently serves as CEO of the Kulzer Group (Head Office: Germany; “Kulzer”), while the current CEO of Kulzer assumes the role of Chief Strategy and Integration Officer (CSTIO) of MC Dental Holdings America, Inc. (“MCDHA”)

Under this setup, Mitsui Chemicals will advance the formulation of an integrated growth strategy, business plan, KPIs and synergy roadmap for Ultradent and Kulzer, helping to promote further growth and enhanced profitability.

Mitsui Chemicals will also drive innovation by combining its chemical technologies with the dental materials technologies of Ultradent and Kulzer, while in sales the Group will promote cross-selling of products through each company's sales networks, thereby complementing and expanding its sales regions and product portfolio. Overall, Mitsui Chemicals aims through optimization of the Group's operating structure and other such measures to achieve both sales growth and improved profitability – generating an annual impact of more than $40 million in synergy by fiscal 2030, with the likelihood of reaching this target accurately to be bolstered by post-merger integration.

Comment from ONO Shingo, General Manager of the Oral Care Business Division

"Through the restructuring of Kulzer's business, we have already strengthened our business foundation in EMEA and established a structure that enables sustainable growth. Now, building on the knowledge and experience gained through this process, we are welcoming Ultradent as a new member of the Group as we move toward further growth.

Going forward, the Mitsui Chemicals Group's dental materials business will bring new innovation to the dental materials market by combining Mitsui Chemicals' chemical technologies with the outstanding design, development and manufacturing technologies that Ultradent, Kulzer, Japanese subsidiary Sun Medical and other Group companies have cultivated over many years.

In addition to this, Ultradent's business foundation in the Americas and Kulzer's business foundation in EMEA are highly complementary. I will also relocate to the United States as President of MCDHA, the holding company that oversees Ultradent, Kulzer and the Group's overall oral care business, and by leveraging the strengths of each company, we will provide better products and services to patients and dental healthcare professionals, further accelerate the global growth of our oral care business, and aim to become a global leading company in the oral care field."

Comment from Dirk JEFFS, CEO of Ultradent Products, Inc.

From the beginning, Ultradent's mission has been to identify unmet clinical needs and develop innovative solutions that improve dentistry. Joining Mitsui Chemicals represents an exciting opportunity to carry that mission forward on an even greater global scale.
By taking on the role of CEO of the Kulzer Group together with our company, we will deepen our collaboration between the two companies. Together with Kulzer, we are confident that we can build a stronger organization based on complementary strengths, shared values, and an unwavering commitment to innovation and quality. Together, we will accelerate the development of new technologies, expand access to our solutions worldwide, and continue to earn the trust of dental professionals. I couldn't be more excited about delivering new value to our employees, our customers, and the future of oral care.

Comment from Chris HOLDEN, CEO of Kulzer GmbH

The completion of this acquisition marks the beginning of a new chapter for our Oral Care business. Kulzer brings broad expertise across dentistry and dental technology, serving dental practices and laboratories with established products, workflows, and solutions. Together with Ultradent's strong customer focus, clinical insight, and culture of innovation, as well as Mitsui Chemicals' materials science capabilities, this creates a highly complementary platform for future growth.

Our ambition is to translate these combined strengths into tangible value for customers through more relevant innovations, broader solutions, and stronger support across markets. Kulzer will actively contribute its experience and capabilities to shaping this next chapter. I look forward to working closely with Dirk and colleagues across all organizations to further develop a global Oral Care business that remains firmly focused on the needs of dental professionals, laboratories, and patients worldwide.

Left: ONO Shingo, General Manager of the Oral Care Business Division
Middle: Dirk JEFFS, CEO of Ultradent Products, Inc.
Right: Chris HOLDEN, CEO of Kulzer GmbH