NEWS RELEASE
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https://www.mitsuichemicals.com MITSUI CHEMICALS,INC.

September 1, 2026
Mitsui Chemicals, Inc.

Organization Restructuring Effective October 1, 2026

Mitsui Chemicals, Inc. (Head Office: Chuo-ku, Tokyo; President & CEO: ICHIMURA Satoshi) today announced the following organizational restructuring, to be implemented in line with the portfolio transformation targeted under its long-term management plan, VISION 2030.

1. Details

(1) Strengthening the R&D foundation and structure to further accelerate the creation of new products and new businesses

To operate company-wide technology strategy and on-site research and development functions in a more integrated manner and enhance execution capabilities for creating new products and new businesses, Mitsui Chemicals will reorganize its R&D site management structure (items 1 and 4 below), technology strategy promotion functions (item 2), and digital technology utilization platform (item 3).

1) Establishment of VISION HUB™ SODEGAURA as a Site Organization

To promote optimized site management across research and development as a whole, VISION HUB™ SODEGAURA will be positioned as a site organization within Mitsui Chemicals at the same level as its Works.

2) Abolition of the Research Planning & Coordination Division (Integration of Technology Strategy and Execution Functions)

To accelerate the execution and deployment of technology strategy across the Mitsui Chemicals Group, the technology strategy and execution functions of the Research Planning & Coordination Division will be integrated into the Technology Strategy Division. Accordingly, the Research Planning & Coordination Division will be abolished.

3) Upgrading the Digital Science Laboratory to a Head Office Division-Level Organization

To accelerate, enhance, and improve the efficiency of R&D, the Digital Science Laboratory, which is responsible for strengthening and rolling out company-wide platforms for advanced analytical technologies such as computational science and data science, will be upgraded to a Head Office division-level organization, thereby strengthening its structure.

4) Abolition of Mitsui Chemicals Singapore R&D Centre Pte. Ltd. (MS-R&D)

Mitsui Chemicals has been developing and restructuring a global network-based R&D framework to establish and strengthen cross-business technology service capabilities as well as market- and customer-oriented development capabilities. In line with this, MS-R&D, a Head Office division-level affiliated company, has fulfilled its role and will therefore be liquidated.

(2) Accelerating growth in the Oral Care business through the acquisition of Ultradent Products, Inc. (Ultradent)

To accelerate growth in the Oral Care business, Mitsui Chemicals will steadily execute post-merger integration (PMI) following the acquisition of Ultradent and seek to generate and maximize synergies early across the entire Oral Care business, including the Kulzer Group and Sun Medical Co., Ltd., all of which are consolidated subsidiaries of the Mitsui Chemicals Group.

1) Establishment of MC Dental Holdings America, Inc. (MCDHA)

Upon its establishment, MCDHA will become a Head Office division-level affiliated company under the Life & Healthcare Solutions Business Sector and will oversee and manage the entire Oral Care business, including Ultradent, the Kulzer Group, and Sun Medical Co., Ltd.

2) Abolition of the Oral Care Business Division

The business management functions of the Oral Care Business Division will be transferred to MCDHA. As a result, the Oral Care Business Division will be abolished.

3) Establishment of the U Project Division

The U Project Division will be newly established within Mitsui Chemicals to support MCDHA in driving PMI for the Oral Care business.

2. Organization chart

Refer to Annex 1: Division-level organization chart

3. Effective date

October 1, 2026