



# Evolving for the Future

## Next Innovation 2030

**Nippon Sanso Holdings Corporation**

**Key Strategies of the Medium-Term Management Plan**

(Fiscal Years Ending March 2027–2030)

## Name

# Next Innovation 2030

## Slogan

# Evolving for the Future

The previous medium-term management plan (MTP), NS Vision 2026 – Enabling the Future, was our first plan following the transition to a pure holding company structure. With a focus on building the foundation to support future growth, we have achieved results that generally exceeded our initial targets through the steady execution of our priority strategies.

Building on the foundation established through these efforts, our Group is now moving toward the next stage of growth.

Leveraging our “innovative mind,” a core element of our Group’s DNA that is deeply connected to our corporate philosophy, and further enhancing our technological capabilities, we aim to evolve into a company able to respond effectively to environmental changes and address the challenges of the future.

Our new MTP embodies this direction under the theme “Evolving for the Future.”

We have identified the following three priority strategies:

- 1) Enhance the Profitability of the Industrial Gas Business
- 2) Accelerate the Expansion of the Electronics Business
- 3) Create Future Growth Driver

Over the next four years, we will work to steadily expand operating income and generate new engines of growth.

## Executive Summary

Under the previous MTP, NS Vision 2026, the Company achieved results that generally exceeded initial targets across major financial and non-financial key performance indicators (KPIs), with the exception of certain non-financial goals.

The strategic direction set forth in the previous plan will be carried forward into the new MTP, Next Innovation 2030.

While maintaining steady growth, we will continue to evolve into a company capable of addressing future challenges and articulate further growth strategies for the years ahead.

### Financial KPIs

#### Profitability

Revenue:

**¥1,500–1,575 billion**

Core operating income: **¥250–275 billion**

Core operating income margin: **≥17%**

EBITDA: **¥400–440 billion**

	Consolidated	By segment
EBITDA margin:	<b>≥26.5%</b>	<b>(≥19.0%)</b>

#### Financial Soundness

Net debt to EBITDA ratio: **≤1.5**

#### Capital Efficiency

ROCE after Tax: **≥8.0%**

(Assumed new MTP exchange rates:  
USD/JPY 150, EUR/JPY 175)

### Sustainability KPIs

#### Environment

Greenhouse gas (GHG) emissions reduction rate:

**9% (FYE2031), 21% (FYE2036)**

\* (Reference) 32% (FYE2031), 42% (FYE2036) [before changes in the scope of consolidated subsidiaries and before reflecting the Asia hydrogen business]

Increase in GHG reduction contribution from environmentally contributing products and services: **30%**

Increase in revenue from sustainable businesses: **30%**

Reduction in water withdrawal per unit of production: **10%**

Reduction in waste per unit of production: **10%**

#### Safety

Lost time injury rate: **≤1.3**

#### Human Resources

Ratio of female management posts:

**≥22% (FYE2031)**

Ratio of female employees: **≥25% (FYE2031)**

Sustainable engagement score: **≥83**

#### Compliance

Compliance Survey

Score: **≥80**

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# 01

**Evolving for the Future**

**Next Innovation 2030**

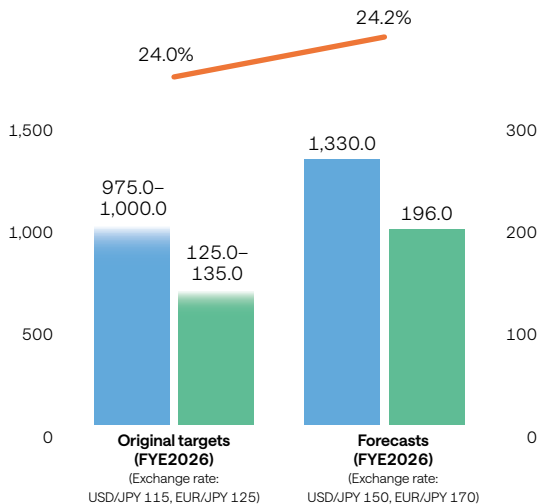
## **Review of the Previous Medium-Term Management Plan (MTP)**

## Review of the Previous Medium-Term Management Plan (MTP)

### Financial Targets

## Revenue and Core Operating Income

(Billions of yen)



■ Revenue   ■ Core operating income   — EBITDA margin

	Targets for FYE2026	Forecasts for FYE2026
Revenue	¥975.0–1,000.0 billion	<b>¥1,330.0 billion</b>
Core operating income	¥125.0–135.0 billion	<b>¥196.0 billion</b>
EBITDA margin	≥24%	<b>24.2%</b>
Adjusted net D/E ratio	≤0.7	—
ROCE after Tax	≥6%	—

## Review of NS Vision 2026

### Key Achievements:

Revenue, core operating income, and EBITDA margin are expected to meet our targets.

## Review of the Previous Medium-Term Management Plan (MTP)

### Non-Financial KPIs

	Targets for FYE2026	Results for FYE2025
Reduction rate of GHG emissions	18%	<b>21.2%</b>
Contribution to GHG emission reduction	Lower customer GHG emissions through environmental product offerings and applications > NSHD Group GHG emissions	<b>8,104 &gt; 5,258 thousand t-CO<sub>2</sub>e</b>
Lost time injury rate	≤1.6	<b>1.85</b>
Rate of female management posts	≥18%	<b>16.7%</b>
Rate of female employees	≥22%	<b>20.8%</b>
Rate of receiving compliance training	100%	<b>100%</b>

## Review of NS Vision 2026

### Key Achievements:

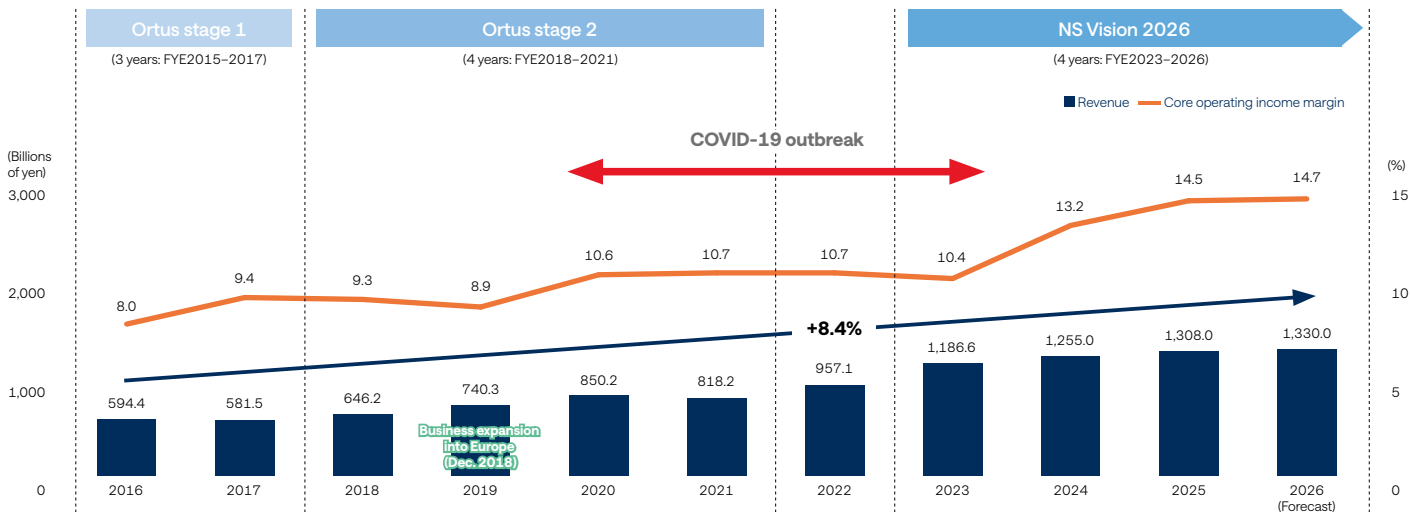
Achieved ahead of the targets for Carbon Neutral Program I (GHG Emissions Reduction Rate), Carbon Neutral Program II (GHG Reduction Contribution), and the Compliance Penetration Program (Compliance Training Completion Rate)

## Review of the Previous Medium-Term Management Plan (MTP)

### Our Growth Trajectory and the Road Ahead

## The Direction Set in the Previous MTP Will Be Carried Forward in the New MTP.

Note: "Ortus" means "birth / beginning" in Latin.



# 02

**Evolving for the Future**

**Next Innovation 2030**

**Our Sources of Value**

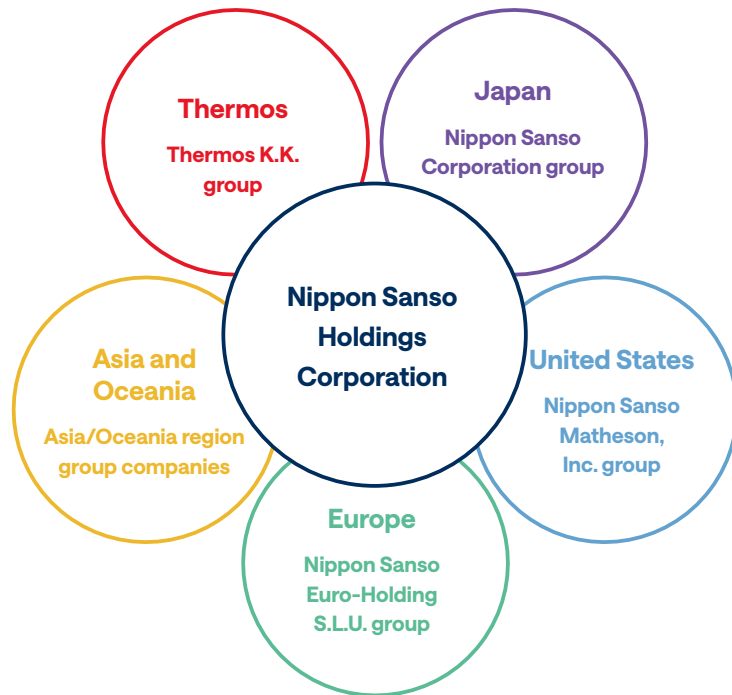
## About the Nippon Sanso Holdings Group

### What We Are Aiming for

- Further global expansion and growth
- Safe and reliable supply of industrial gas to all industries
- In the Thermos business, we propose a comfortable and eco-friendly lifestyle for people and society.

### What Are the Characteristics of Our System?

- Industrial gas business model is based on local production and consumption.
- Respect autonomous management for Group companies
- Expanding direct communication with end customers and developing businesses that leverage the broad scalability of industrial gases



**Group Philosophy**

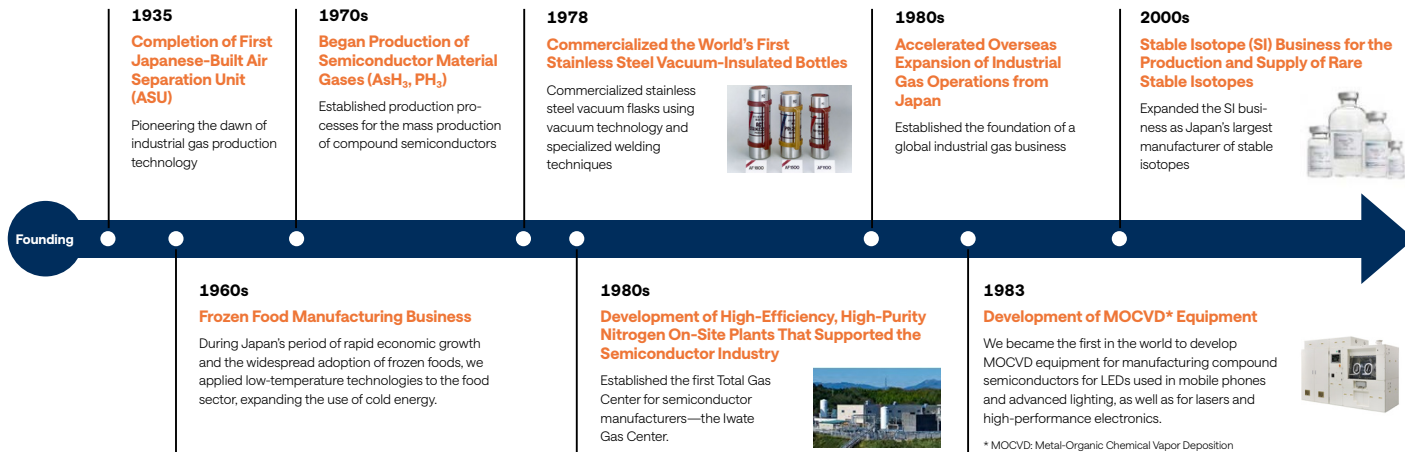
**Proactive. Innovative. Collaborative.**  
**Making life better through gas technology.**

**The Gas Professionals**

**Group Vision**

**We aim to create social value through innovative gas solutions that increase industrial productivity, enhance human well-being and contribute to a more sustainable future.**

# The Evolution of Our Company Driven by Innovation



## Business Development Leveraging the Scalability of Industrial Gases

Starting from Our Gas Technologies, We Maximize the Inherent Scalability of Industrial Gases to Drive New Business Development

From “Responding to Needs” to “Creating Needs and Businesses”

Stable gas demand from major customer segments

Steel  
Non-ferrous metals  
Glass  
Petroleum & petrochemicals  
Transportation equipment  
Food & beverages  
Healthcare

Our core technology

Electronics (gases)

Electronics (equipment and precursors)

Bio (cryopreservation)

MOCVD

Space chambers  
Superconducting magnets

Industrial wastewater treatment (WWT)

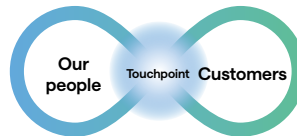
Stable isotope

Bio (cell-free protein)

Additive manufacturing

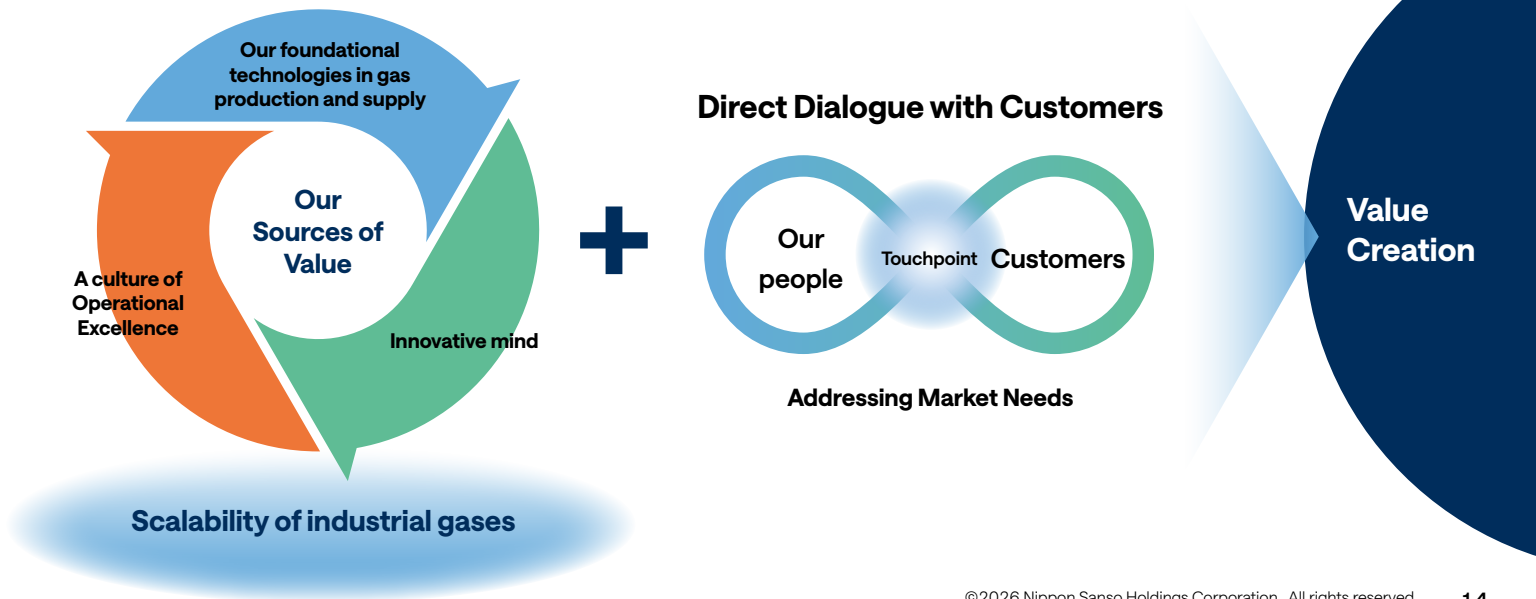
Acquiring new business domains through the application of gas technologies

Developing new solutions through direct dialogue with customers



Expansion of gas technologies

## Our Value Creation Model



# 03

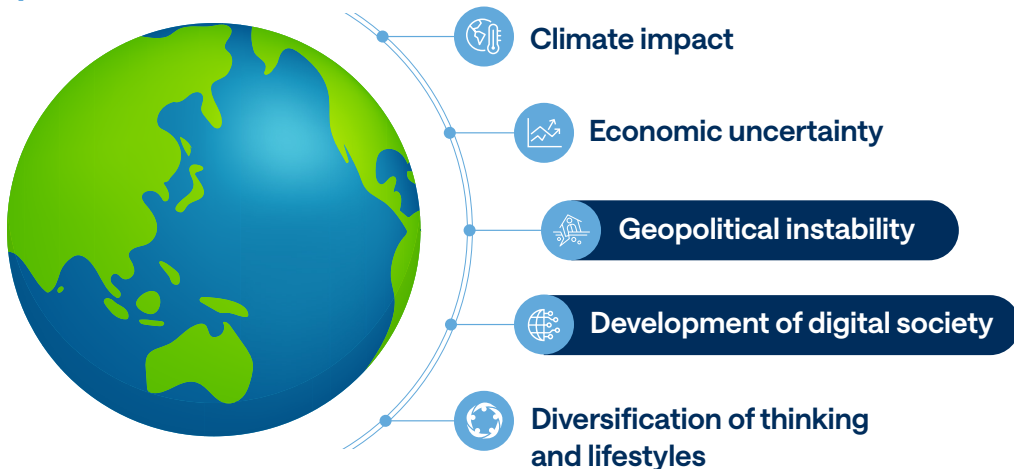
**Evolving for the Future**

**Next Innovation 2030**

## **Environmental Outlook for the New MTP**

**In Assessing the External Environment for the New MTP, We Recognize That Geopolitical Instability and Both the Opportunities and Risks Associated with Digital Technologies Have Increased Even Further Compared to the Past.**

- Intensified geopolitical tensions increased supply chain risks and regional uncertainties
- Advancement of digital technology created opportunities and risks for the corporations



## Sustainability Issues That We Will Focus on Addressing

01

### Preservation of the Global Environment

**Keywords**

- Climate change
- Water preservation
- Biodiversity
- Recycling

02

### Labor Shortage and Advancement of the Workforce

**Keywords**

- AI
- Robotics
- High-speed telecommunications
- Productivity improvement/  
Production optimization

03

### Improvement in the Quality of Life

**Keywords**

- Life sciences
- Healthcare
- Pharmaceuticals
- Disease prevention
- Home healthcare

04

### Ensuring a Sustainable Food Supply

**Keywords**

- Food waste
- Consumption/Expiration dates
- Aquaculture
- Livestock production

## Examples of Areas Where Our Company Contributes to Resolving Social Issues

Carbon neutrality

Electronics

Healthcare

Food & beverages

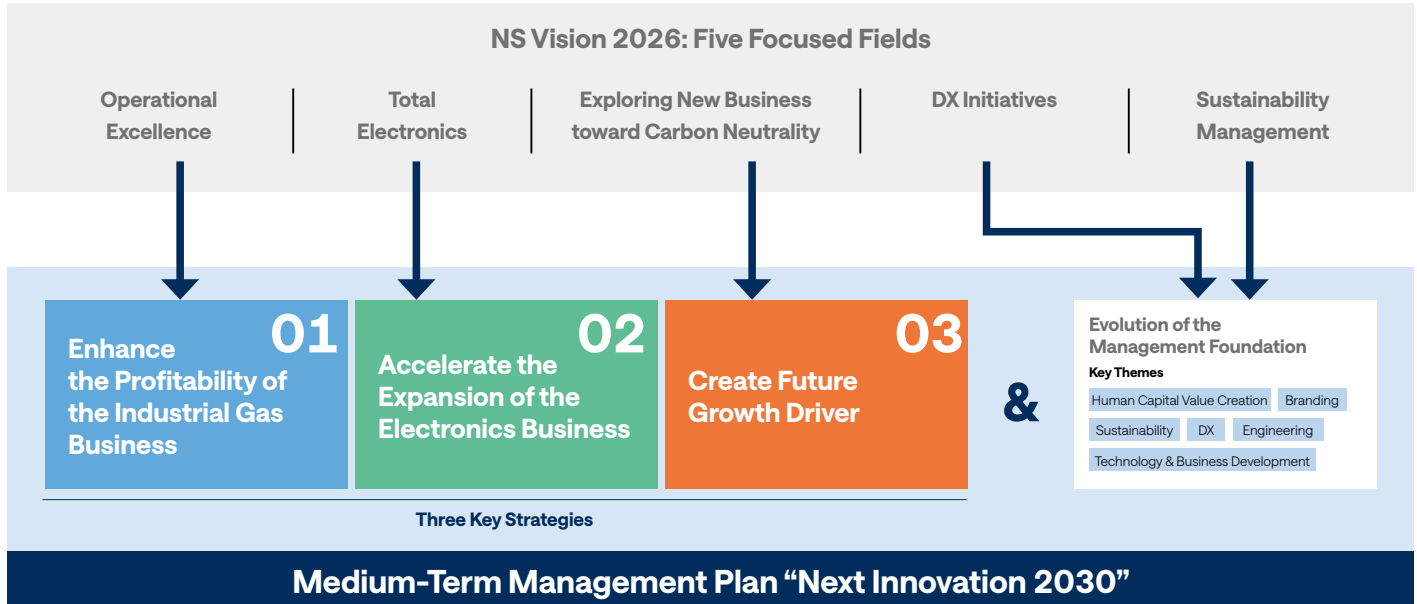
# 04

**Evolving for the Future**

**Next Innovation 2030**

**Key Strategies of  
“Next Innovation 2030”**

## Carrying Forward and Restructuring the Key Strategies of NS Vision 2026



## Three Key Strategies

### 01 Enhance the Profitability of the Industrial Gas Business

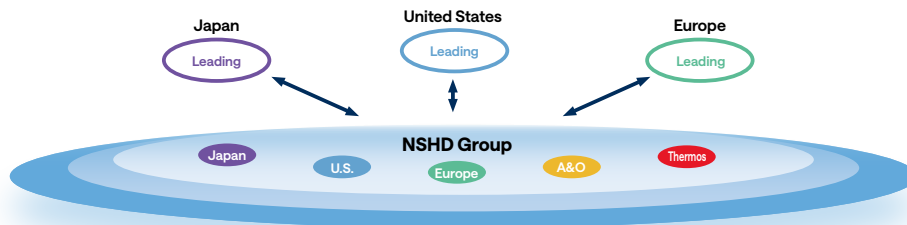
- Expanding the sharing of best practices across the Group (Page 21)
- Expanding our resilient businesses (Page 28)

### 02 Accelerate the Expansion of the Electronics Business

- Global market expansion of Total Solutions (Page 22)

### 03 Create Future Growth Driver

- Establishing competitive advantage by responding swiftly to changes in the social and market environment
- Accelerating the development, expansion, cultivation, and exploration of new gas-based businesses (Page 24)



**Establish a Center of Excellence (CoE) framework as a cross-functional initiative that shares the strengths of Group companies and enhances synergies**

## Key Strategy 1: Enhance the Profitability of the Industrial Gas Business



### Accelerating the Sharing of Best Practices Through the Expansion of Operational Excellence Beyond Manufacturing Activities

- It is critical to strengthen and expand the industrial gas business.
- The asset business model, which generates stable cash flow, supports our sound financial structure.
- Expanding opportunities for customer engagement

01. Pursuit of continuous improvement in operations

02. Introduction of new digital technologies

03. Strengthening Groupwide collaboration

04. Enhancing capability through training

05. Strengthening resilience of supply chain





## Accelerating the Global Expansion of Total Gas Supply Solutions

### Organizing a Structure That Leverages the Strengths of Each Business Unit

#### 01 Strengthening the Semiconductor Materials Business



##### Keywords

- Expansion of core specialty gas production capacity
- Strengthening of advanced semiconductor materials business
- Enhancement of new semiconductor electronic materials (EM) supply chain

#### 02 Strengthening the Gas Supply Equipment and Construction Business



##### Keywords

- Global expansion of full turnkey gas supply solutions
- Expansion of equipment installation for advanced semiconductor devices
- Strengthening the supply chain for existing products
- Advancing labor-saving initiatives

#### 03 Expanding Business Areas



##### Keywords

- Strengthening on-site operations in Asia
- Entering the Indian market
- Expanding operations in Europe

#### 04 Strengthening R&D and Business Development



##### Keywords

- Investment in advanced materials
  - Development of advanced materials at the Tsukuba Development Center
  - Collaborate with global consortium
- Gas and material recycling technologies
- Strengthening core technologies (analysis/purification)

## Key Strategy 2: Accelerate the Expansion of the Electronics Business



### Strategic Direction by Region

- Entering new regions
- Expanding the business portfolio

#### Japan

##### Driving Group Growth as the Foundation of Technology, Quality, and Talent

- Global deployment of technology, HR, and educational systems cultivated in Japan
- As the core of the Group's electronics technology, spreading “Made in NS Quality” worldwide and leading the way in achieving both growth and reliability

#### United States

##### Establishing High-Value-Added Integrated Solutions in North America

- Providing high-value-added integrated solutions for leading semiconductor manufacturers in North America
- Maximizing customer value through a business model combining materials, equipment, and engineering

#### Europe

##### Building a Foundation for Medium- to Long-Term Growth Through In-House Production of Electronic Material Gases, and New Technologies and Services

- Advance the onshore production of electronic material gases to enhance supply stability
- Collaborate with European research institutions to create new technologies and services

#### Asia and Oceania

##### Strengthening Supply Infrastructure and Developing Next-Generation Growth Markets

- Enhance capabilities to meet demand for electronic material gases and advanced applications, primarily in South Korea, Taiwan, and China
- Expand presence in growing markets in Southeast Asia and India, cultivating future growth drivers

## Key Strategy 3: Create Future Growth Driver



## Accelerating Innovation Through Further Fostering of an Innovative Mindset and Expanding Global Business Development and R&D Capabilities

### Background of the Strategy

- To maintain the competitiveness of the entire Group, it is essential that each employee acts without fear of failure, fosters innovative ideas and initiatives, and drives business expansion and improvement activities.
- Under the new MTP, we will establish an organization dedicated to exploring new business and R&D opportunities and promote trial and error (business experimentation).

### Purpose of the Strategy



#### Focusing on High-Growth Areas

- Stable isotope business
- MOCVD business



#### Establishing New Revenue Foundations

##### Expanding niche domains where we hold competitive advantages

- Carbon-neutral businesses
- Additive manufacturing business



#### Seeking out new business areas that could become seeds for future ventures

- Bio (fermentation) field
- Aerospace field, etc.

# 05

**Evolving for the Future**

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## **Evolution of the Management Foundation**

## Evolution of the Management Foundation

Establishing competitive advantage through rapid adaptation to changes in the social and market environment

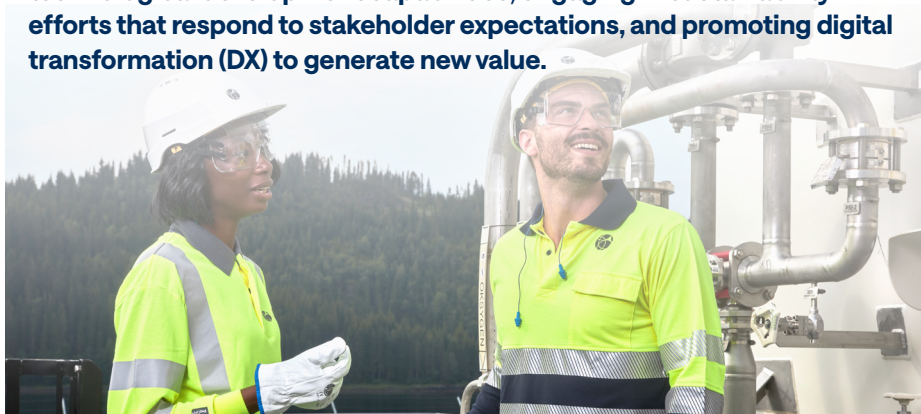
### Key Themes

Human Capital Value Creation Branding

Sustainability DX Engineering

Technology & Business Development

We will strive to advance our management foundation through initiatives such as creating human capital value, conducting Nippon Sanso branding activities that enhance corporate value, strengthening technological development capabilities, engaging in sustainability efforts that respond to stakeholder expectations, and promoting digital transformation (DX) to generate new value.



## Human Capital Value Creation and Branding



### Human Capital Value Creation

(Actions to enhance human capital value)

- Enhancing employee engagement
- Strengthening the pipeline of diverse leaders and future executive candidates

**Creating an environment where diverse talent can thrive and be appointed based on their capabilities**

**Opportunities:**

A place for growth / A place for growth and challenge

**Fairness: Fair evaluation and opportunity**

**Well-being: Working with peace of mind and vitality**



# NIPPON SANSO

### Branding

(Unifying Under the Nippon Sanso Brand)

**Promote Greater Penetration of the Group's Philosophy and Vision Along with Unifying the Company Name. We Aim to Establish Our Brand as an Intangible Management Asset That Continuously Enhances Corporate Value.**

- Beginning in April this year, the names of Group companies worldwide will be unified under the title of Nippon Sanso.
- Through this initiative, we aim to embed the Group's philosophy and vision among all Group employees.

\* Thermos is excluded.

## Sustainability and Digital Transformation (DX)

### Sustainability

Building on the eight programs of NS Vision 2026, we have added new initiatives related to Engagement (9) and Sustainable Business (3).

- Further strengthen our internal management foundation, including compliance and safety measures.
- Expand environment- and society-oriented businesses, particularly in resilient markets
- Enhance employee well-being and engagement to further develop our human capital.

Implementing the following 10 programs\*:

- 1) Carbon Neutral Program I
- 2) Carbon Neutral Program II
- 3) Sustainable Business Program
- 4) Sustainable Water Program
- 5) Zero Waste Program
- 6) Safety First Program
- 7) Quality Reliability Program
- 8) Talent Diversity Program
- 9) Employee Engagement Program
- 10) Compliance Enhancement Program



As Nippon Sanso Holdings, We Aim to Embody the Principle of "Sampo-Yoshi"—Good for the Seller, Good for the Buyer, and Good for Society.

\* For details about the program, please refer to the Appendix.



### DX

(Challenge for DX)

Promote DX That Strengthens Customer Value and Competitiveness by Fostering a Digital Culture and Driving Co-Creation, Optimization, and Innovation

- Establishment of the Group IT Strategy Office
- Formulation of a technology roadmap positioning data and AI as strategic drivers
- Strengthening governance through project management centered on AI ethics and cybersecurity principles



## Engineering

### (Enhancing Organizational Capability)

- Expand the engineering support system and enhance ASU production capacity and competitiveness by integrating the ASU engineering functions across the entire Group
- Strengthen the Group support system for gas supply engineering to support the expansion of gas applications
- Develop engineering capabilities in non-ASU engineering fields such as CO<sub>2</sub>



## Technology & Business Development

- Foster an innovation mindset and a technology-driven culture across the NSHD Group
- Plan new R&D centers in Europe and the United States
- Develop programs to drive transformation of business portfolio
- Pursue low-carbon intensity HYCO\*
- Develop new gas applications

\* HYCO: A large-scale supply business delivering hydrogen and carbon monoxide, separated from natural gas and other sources, through pipeline networks.

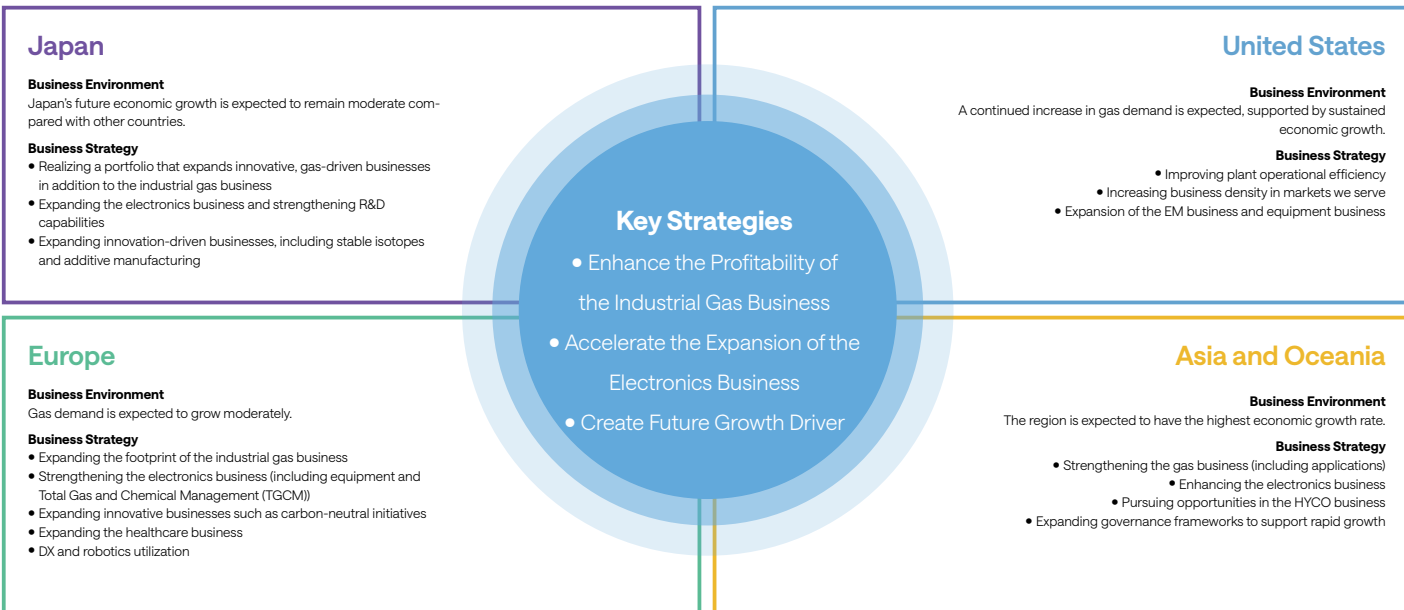
# 06

**Evolving for the Future**

**Next Innovation 2030**

**Segment Strategies**

## Industrial Gas Business by Region



# THERMOS

**Aiming to Evolve from a Vacuum-Insulated Bottle Business into a Lifestyle Brand.**

**Brand Purpose**

Create the lifestyles with reliable quality and various ideas

**Tagline**

Creating next comfy

**What Is  
THERMOS?**

- Provide products that support new, sustainable lifestyles required by society
  - Contributing to reducing the use of disposable beverage containers and lowering energy consumption through advanced insulation and cooling functions

**Strengths of  
THERMOS**

- High profitability and cash flow generation capability
- Strong brand power and a broad product lineup including bottles and cooking utensils, coupled with robust product development capabilities

**Business  
Strategy**

- Evolving into a lifestyle brand that offers diverse products and services supporting all aspects of daily life, extending beyond Thermos bottles as our core insulated bottle
- Establish sustainability as an integral part of our corporate culture and drive the business transformation needed to support it
- Further strengthening the THERMOS brand in the global market and promoting overseas expansion through partnership building



# 07

**Evolving for the Future**

**Next Innovation 2030**

**Key Performance Indicators**

## Summary of Group KPI Targets

### Financial KPIs

(Figures in brackets represent the FYE2026 Forecast)

#### Profitability

Revenue: **¥1,500–1,575 billion**  
(¥1,330 billion)

Core operating income: **¥250–275 billion**  
(¥196 billion)

Core operating income margin: **≥17% (14.7%)**

EBITDA: **¥400–440 billion**

	Consolidated	By segment
EBITDA margin:	<b>≥26.5%</b>	<b>≥19.0%</b>
	(24.2%)	

#### Financial Soundness

Net debt to EBITDA ratio: **≤1.5**

#### Capital Efficiency

ROCE after Tax: **≥8.0%**

(Assumed new MTP exchange rates: USD/JPY 150, EUR/JPY 175)

### Sustainability KPIs

#### Environment

GHG emissions reduction rate: **9% (FYE2031), 21% (FYE2036)**

\* (Reference) 32% (FYE2031), 42% (FYE2036) [before changes in the scope of consolidated subsidiaries and before reflecting the Asia hydrogen business]

Increase in GHG reduction contribution from environmentally contributing products and services: **30%**

Increase in revenue from sustainable businesses: **30%**

Reduction in water withdrawal per unit of production: **10%**

Reduction in waste per unit of production: **10%**

#### Safety

Lost time injury rate:  
**≤1.3**

#### Human Resources

Ratio of female management posts:  
**≥22% (FYE2031)**

Ratio of female employees: **≥25% (FYE2031)**

Sustainable engagement score: **≥83**

#### Compliance

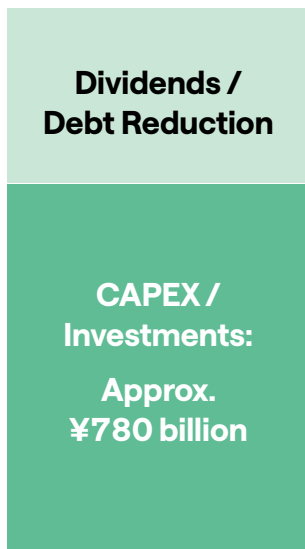
Compliance Survey Score: **≥80**

(Note) For details on the sustainability KPIs, please refer to the supplementary materials.

**Cash In**



**Cash Out**



**Dividends:**

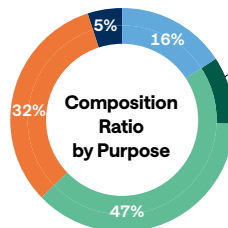
- Long-term dividend payout ratio (guideline): 20–30%
- Maintain stable and reliable dividends

**Debt Reduction:**

Maintain disciplined financial management with net debt to EBITDA ratio as a KPIs

**Capital Expenditures (CAPEX) / Investments:**

- An increase of approximately 30% from the cumulative projected amount for investments under the NS Vision 2026
- Establishment of the Group's strategic investment allocation, including M&A



**Approx. 20% of growth investments:**

- For electronics
- Innovation-related (Stable Isotope)

■ Group strategic investments ■ Growth initiatives  
 ■ Base/underlying ■ Others

**END**

## Appendix:

# Sustainability Initiatives of “Next Innovation 2030”

Evolve our commitment to sustainability management by executing 10 strategic programs

By reinforcing our management foundations, scaling environmental and social solution-driven businesses, and enhancing human capital through higher engagement, we strive to achieve “*Sampo Yoshi*”<sup>\*</sup>—a sustainable harmony that benefits the seller, the buyer, and society.

<sup>\*</sup> “*Sampo-Yoshi*” is a traditional Japanese business philosophy meaning “three-way satisfaction.”

It ensures that business activities lead to a sustainable future for all stakeholders.

Sustainability Programs		
E	Carbon Neutral Program I	Continuation
	Carbon Neutral Program II	Continuation
	Sustainable Business Program	New
	Sustainable Water Program	Continuation
	Zero Waste Program	Continuation
S	Safety First Program	Continuation
	Quality Reliability Program	Continuation
	Talent Diversity Program	Continuation
	Employee Engagement Program	New
G	Compliance Enhancement Program	Change

## Carbon Neutral Program I

# We Aim for Carbon Neutrality by 2050 Through Technological Breakthroughs.

We continue the basic framework and work to reduce our Group's GHG emissions (Scope 1 and Scope 2).

We set a new goal for FYE2036 based on the current GHG emission status and outlook for the power emission factor.

New MTP  
KPI

**GHG emissions:**

<b>FYE2031</b>	<b>FYE2036</b>
9% reduction	21% reduction
[Base year: FYE2019]	
(Reference) 32% reduction*	42% reduction*

\* This estimate shows the amount of GHG emissions reduction calculated under the same assumptions (① and ② below) to ensure comparability with the previous MTP.

① Includes affiliated companies that were changed to joint operations during the implementation period of the previous MTP

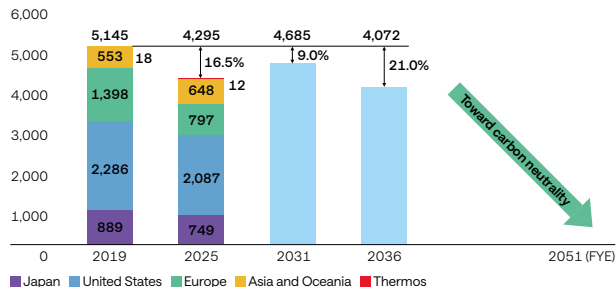
② Excludes large-scale hydrogen projects in Asia

### Measures of Our Group

- Further promotion of energy conservation and efficiency of energy use
- Promotion of the use of renewable energy and green power
- Carbon capture and offsets

### NSHD GHG Reduction Target

GHG emissions [Thousands of tonnes-CO<sub>2</sub>e]



- Revised in the new MTP to treat the subsidiary responsible for on-site supply to specific customers as a joint operation and adjust its GHG emissions from the base year.
- Added the GHG emissions of the Coregas group, to the base year.

### Carbon Neutral Program II

# Contribute to Reducing Customers' GHG Emissions Through Environmental Product Offerings and Applications

#### Aggregate and Manage Them Classified into the Following Two Categories

- Category 1: GHG emissions avoided based on the calculation methodology referenced by the WBCSD\* (third-party verified)
- Category 2: GHG emissions avoided based on the previous calculation methodology, excluding Category 1

\* World Business Council for Sustainable Development

New MTP  
KPI

**GHG reduction contribution (Category 1):  
30% increase (FYE2030) [Base year: FYE2025]**

### Sustainable Business Program

# Expansion of Businesses That Resolve Environmental and Social Issues

We set a new goal for “Sustainable Business” to contribute to resolving environmental and social issues through our products and services in resilient markets essential to daily life.

New MTP  
KPI

**Sustainable business sales: 30% growth (FYE2030)  
[Base year: FYE2025]**

#### 1) Food and Beverages

##### Contributing to Food Loss Through Food Waste Reduction

- Reduction of food waste and extension of shelf life through gas control and frozen storage

##### Contributing to Sustainable Aquatic Resources

- Contributing to the conservation of aquatic resources by supporting aquaculture businesses with oxygen gas and other products

#### 2) Medical and Healthcare

##### Treatment and Healthcare (from Hospitals to Home Medical Care)

- Providing products and services that meet diverse needs from hospitals to home medical care

##### Contributing to High-Precision Diagnostics by Supplying Stable Isotopes

- Providing Water-<sup>18</sup>O as the starting material for PET diagnostic agents used in cancer and Alzheimer diagnosis.

#### 3) Lifestyle

Offering THERMOS-brand products that reduce disposable containers and save energy through insulation for cooling and heating

## Sustainable Water Program

# Effective Use of Water Resources and Reduction of Water-Related Risks

We aim to promote efficient water use and build a business structure that is resilient to water risks.

New MTP  
KPI

**Water withdrawal intensity\*: 10% reduction (FYE2030) [Base year: FYE2025]**

\* (Water intake: thousand m<sup>3</sup>) / Net sales

Action  
Plan

**Develop water management plans for facilities located in Aqueduct-designated extremely high risk and high risk areas (baseline water stress)**

## Zero Waste Program

# Reduction of Industrial Waste and Effective Use of Resources (3Rs: Reduce, Reuse, and Recycle)

We aim to build a resource-circulating business.

New MTP  
KPI

**Waste intensity\*: 10% reduction (FYE2030) [Base year: FYE2025]**

\* (Waste generated: tonne) / Net sales

### Main Initiatives

- Effective use of resources through improved production efficiency
- Reduction of waste through thorough separation and disposal, and sale of scrap metal and other valuables
- Reduction of landfill waste through promotion of recycling

## Appendix

### Safety First Program

## We Aim for World-Class Safety in the Industrial Gas Industry.

Safety forms the foundation of a company's existence and is positioned as the highest priority; we aim for zero accidents.

Set targets for the lost time injury rate to maintain safe and stable supply  
Implement safety measures to comprehensively suppress accidents and occupational injuries, including monitoring indicators such as the occupational accident rate

New MTP  
KPI

**Lost Time Injury Rate\*: 1.3 or below (FYE2030)**

\* Number of lost-time accidents per million work hours

#### Specific Measures for Achieving the Goal

- Promoting safe investments
- Ensuring soundness through thorough maintenance of equipment and processes
- Enhancing security through the utilization of advanced technologies such as AI
- Risk assessment and corrective actions (ergonomics considered)
- Enhancing safety training (improving risk perception, etc.)

### Quality Reliability Program

## We Aim to Improve Quality and Reliability.

We instill a quality-oriented culture to further reform employee awareness and enhance our quality and reliability by promoting the introduction of automation technologies.

#### Initiatives to Improve Reliability

##### Instilling a Quality-Oriented Culture, Further Reforming of Employee Awareness

- Thorough quality ethics and compliance education
- Implementation of quality audit
- Sharing of quality complaint information and horizontal expansion of corrective and improvement actions

##### Promoting Introduction of Automation Technologies

- Promotion of automation, etc. (elimination of manual data entry), in testing, inspection, and analysis records

##### Increasing Customer Satisfaction of Semiconductor Specialty Gas Products

- Efforts to increase customer satisfaction through the activities of the Semiconductor Specialty Gases Quality Committee (SSG-QC)

[Reference] To promote supplier quality management, we will steadily implement evaluations based on the Responsible Business Alliance (RBA) Code of Conduct.

## Appendix

### Talent Diversity Program

## We Aim to Secure and Develop Diverse Talent.

Promote diversity and inclusion to strengthen global competitiveness and drive cultural transformation across the Group

New MTP  
KPIs

Ratio of female managers: **22% or more (FYE2031)**  
Ratio of female employees: **25% or more (FYE2031)**

### Expanding and Embedding Diversity Starting from Women's Empowerment

- Establish diversity initiatives—including the advancement of women—as part of our organizational culture by fostering shared values across the organization
- Actively promote cross-regional talent mobility and exchange

### Employee Engagement Program

## Enhancing Employee Well-Being\* and Engagement

\* Well-being refers to a state in which employees are physically, mentally, and socially healthy, resonate with the Company's vision and values, and are able to fully demonstrate their capabilities.

Across the Group, we are working to improve engagement by creating an environment where employees can work with both fulfillment and peace of mind. These efforts encourage each employee to maximize their potential and help energize the organization, forming a critical foundation for sustainable mid- to long-term corporate value creation.

New MTP  
KPI

Sustainable engagement score\*\*:  
**83 or higher (FYE2030)**

\*\* It is a comprehensive indicator that captures: (1) attachment to the Company (Engaged), (2) a workplace environment that supports productivity and performance (Enabled), and (3) physical, interpersonal, and emotional well-being at work (Energized). Companies with higher scores on this indicator tend to demonstrate higher labor productivity and stronger business performance, and correlations with financial indicators have also been confirmed.

## Appendix

### Compliance Enhancement Program

# We Always Aim to Maintain Zero Serious Compliance Violations.

To further promote and ensure compliance, strengthen compliance promotion activities at each operating company, taking into account the actual circumstances of each region and business, and always aim for zero serious compliance violations

Use compliance surveys as an indicator for strengthening activities

New MTP  
KPI

Compliance survey score:  
80 or higher (FYE2030)

#### Specific Measures for Achieving the Goal

Promote Group common action plans and region-specific action plans based on the actual circumstances of each region and business

## Sustainability Activities Outside of the Sustainability Program

### Human Rights Initiatives

We steadily advance our human rights due diligence efforts, striving to prevent and mitigate human rights risks and monitor them.

### Contributing to Society

We promote social contribution activities such as “Safety and Health,” “Environmental Conservation,” “Development of the Next Generation,” “Disaster Relief Support,” and “Local Communities” to realize a comfortable future for people, society, and the earth.

### Response to Biodiversity

Participation in conservation projects and support activities using Thermos bottles

#### Examples of Conservation Activities

- Participation in the Okinawa Institute of Science and Technology Graduate University (OIST) Coral Project
- Support using Thermos bottles (OIST coral conservation, the Institute for Raptor Biomedicine Japan)



### Addressing Sustainability Disclosure Regulations

We are closely monitoring and addressing sustainability disclosure regulations worldwide, including the Sustainability Standards Board of Japan (SSBJ).

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