



April 27, 2026

To whom it may concern,

Company name: Nippon Sanso Holdings Corporation
Name of representative: Toshihiko Hamada
President CEO
(TSE Code: 4091, Prime Market of the TSE)
Contact person: Keita Kajiyama
General Manager, Public Relations
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Notice regarding the changes of Representative Directors and Executives

At the board of directors' meeting held on April 27, 2026, Nippon Sanso Holdings Corporation ("the Company") resolved the changes of the Representative Directors and Executives as of June 17, 2026.

These changes will be formally finalized through the Company's Ordinary General Meeting of Shareholders and the board of directors' meeting which will be held on June 17, 2026.

1. Reason of the Changes

The Nippon Sanso Holdings Group has formulated a new medium-term management plan, "Next Innovation 2030 – Evolving for the Future –," under which it aims to move into the next growth stage by focusing on the following key strategies: Enhance the Profitability of the Industrial Gas Business, Accelerate the Expansion of the Electronics Business, and Create Future Growth Driver.

Building on the solid growth foundation established to date, the Group recognizes the importance of steadily and swiftly executing the initiatives set forth in this medium-term management plan on a global basis. Based on this recognition, the Company has decided to implement a change in Representative Director with the objective of transitioning to a management structure that will further strengthen execution capabilities.

2. Change of Representative Directors

Name	New	Current
Tadaharu Watanabe	Representative Director, President CEO	Executive Vice President, Supporting President CEO
Toshihiko Hamada	Advisor	Representative Director, President CEO

3. Profile of New Representative Director

Name Tadaharu Watanabe
Date of birth March 22, 1968
Major Career April 1992 Joined the Company
July 2006 General Manager of New Product Marketing, Matheson
Tri-Gas, Inc. (now Nippon Sanso Matheson, Inc.)

	July 2007	General Manager of Purification Equipment Business Unit, Matheson Tri-Gas, Inc. (now Nippon Sanso Matheson, Inc.)
	January 2008	Vice President, Corporate Business Development, Matheson Tri-Gas, Inc. (now Nippon Sanso Matheson, Inc.)
	April 2014	General Manager, Business Development, Corporate Planning & Global Operations, Taiyo Nippon Sanso Corporation (now Nippon Sanso Holdings Corporation)
	June 2018	Senior General Manager, Business Development, Development Division, Taiyo Nippon Sanso Corporation (now Nippon Sanso Holdings Corporation)
	April 2021	General Manager, Innovation section, Innovation Unit, Taiyo Nippon Sanso Corporation (now Nippon Sanso Corporation)
	June 2023	President & CEO, Taiyo Nippon Sanso JFP Corporation (now Nippon Sanso JFP Corporation)
	April 2024	Executive Officer, Taiyo Nippon Sanso Corporation (now Nippon Sanso Corporation), President & CEO, Taiyo Nippon Sanso JFP Corporation (now Nippon Sanso JFP Corporation)
	April 2025	Executive Vice President, Supporting President CEO and overseeing Group Corporate Planning, Group Business Management and Group Business Promotion
Number of shares owned	April 2026 4,100 shares	Executive Vice President, Supporting President CEO

4. Change of Executives

Name	New	Current
Alan David Draper	Director, Chairman & CEO of Nippon Sanso Matheson, Inc.	Chairman & CEO of Nippon Sanso Matheson, Inc.
Naoto Yabe	Retire Director(Part-time)	Director(Part-time)