

September 25, 2024

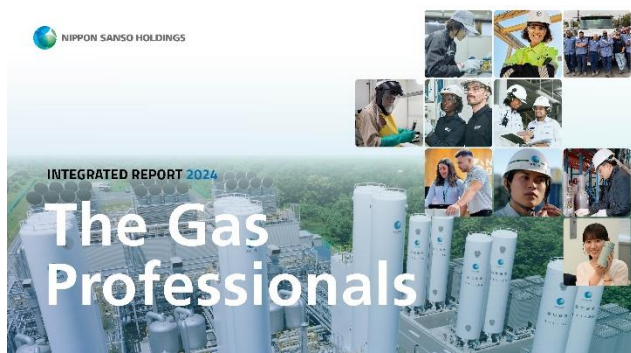
Publication of “Integrated Report 2024”

Nippon Sanso Holdings Corporation (NSHD) issued our “Integrated Report 2024” on our website on September 25. Our Integrated Report is published every year to provide an annual report on the Group's Financial information including management strategies and business overview as well as non-financial information with sustainability activities to all the stakeholders including our group members as well as investors.

This report has been edited to provide an easy-to-understand overview of the path to growth, touching on the progress of our Medium-term management plan “NS Vision 2026 | Enabling the Future,” specific initiatives in focused fields, and the value creation process that leverages the strengths of our Group.

The "Integrated Report 2024" is published in PDF format, and we added jump link to certain pages on our website containing related information to improve accessibility.

Please visit the ["Integrated Report"](#) page on our website.



Main Features of Integrated Report 2024

1) Road to Growth

- The CEO's message presents the direction the NSHD Group should take by leveraging its strengths based on the progress of NS Vision 2026 and recognition of the challenges in the business environment.
- In the special feature, the articles introduce specific initiatives related to “Sustainability,” “Total Electronics,” and Human Resource strategies to continue creating “The Gas Professionals” from the key strategies outlined in NS Vision 2026.

2) Value Creation in Each Segment

NSHD's unique strengths include (1) "The Gas Professionals" (human resources), (2) "Think Globally. Act Locally." (organization), (3) "Operational Excellence" (management), and (4) "Solution Creation Capability" (pursuit of customer satisfaction), and the "Value Creation Process" that shows how NSHD Group creates value to achieve its Group vision has been extensively improved.

3) Business Strategy by Segment

The report clearly states the ideal state of each business segment in the final year of NS Vision 2026 (fiscal year ending March 31, 2026), analyzes the market position and strengths, initiatives, and challenges, business environment awareness, and key sustainability issues, and explains the direction of business strategies to create value.

Contents of Integrated Report 2024

Introduction

Top Message

NSHD At a Glance

Leveraging NSHD's Strengths

Supporting Elements for NSHD's Strengths

Strategy by Segment

Group Information

Data Section

The Nippon Sanso Holdings Group is the world's fourth-largest supplier of industrial, electronic, and medical gases, operating in four geographic regions - Japan, U.S., Europe and Asia & Oceania - covering over 30 countries and regions. In addition, the Thermos business supplies THERMOS branded products to more than 120 countries worldwide. Since its foundation as Nippon Sanso Ltd. in 1910, the group stands for creating social value through innovative gas solutions that increase industrial productivity, enhance human well-being and contribute to a more sustainable future. With more than 19,000 employees, together, we are "The Gas Professionals" and we all have the same goal: "Making life better through gas technology"

NIPPON SANSO HOLDINGS Corporation

Public Relations

Nshd.Info@nipponsanso-hd.co.jp