



# The Gas Professionals

Integrated Report 2021 Year Ended March 31, 2021



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## Key Points for Reading “Nippon Sanso Holdings Integrated Report 2021”

### POINT 01

How has the Nippon Sanso Holdings Group changed after transitioning to a holding company structure in October 2020. What does the Group aim to achieve going forward? Four directors talk about their aspirations for the future and their respective missions for driving further growth as a global company.

#### → P.2 Directors' Commitment

### POINT 02

As stated in the Group Vision, we are committed to increasing industrial productivity, enhancing human well-being, and contributing to a more sustainable future through the provision of innovative gas solutions. We will promote our business through an organizational structure aimed at strengthening the comprehensive capabilities of the Group with authority delegated to our four geographic hubs and the Thermos business.

#### → P.34 The Nippon Sanso Holdings Group's Value Creation Story

### POINT 03

Nippon Sanso Holdings is promoting sustainability in its management to promote well-being for people and contribute to a more sustainable future for society and the earth. We explain the Group's stance on sustainability, which aims to deliver both social value and economic value by helping to resolve environmental and social issues through our businesses.

#### → P.56 Co-Creation: Sustainability Strategy

### Editorial Policy

We strive to guarantee management transparency and believe in the importance of building relationships of trust with stakeholders through dialogue. Accordingly, in this report we place a priority on ensuring that stakeholders understand our overall value creation process.

Since FYE2017, we have published an annual integrated report. The purpose of this report is to provide financial information, including that related to corporate strategies and operating conditions, and non-financial information, such as that related to environmental protection and social contribution initiatives and to corporate governance. Information has been selected with consideration to relevance to give shareholders, investors, and other stakeholders an accurate overall understanding of the Nippon Sanso Holdings Group, its operating activities, and its approach to value creation. In editing the report, we have referred to the International Integrated Reporting Council (IIRC)'s *International IR Framework*, and the *Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation*, published by the Ministry of Economy, Trade and Industry (METI).



**REPORTING BOUNDARY** In the 2021 report, we have focused on communicating the business activities and initiatives in each specific region of operations. To describe the activities of the individual companies or groups, we have applied the following expression standard. Furthermore, the terms “Nippon Sanso Holdings Group” or “the Group” may be used for convenience to refer to Nippon Sanso Holdings and its Group companies. These terms may also be used in cases where there is no beneficial purpose in identifying a specific company.

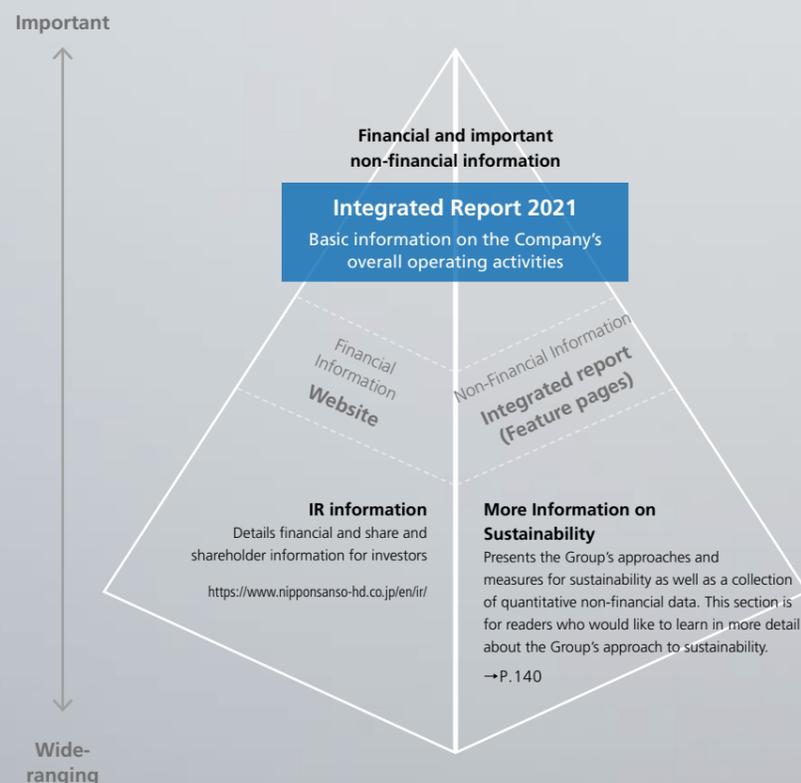
#### EXPRESSION STANDARD

- Formal names (e.g., Nippon Sanso Holdings Corporation): Used primarily in the formal titles of corporate officers, executive officers, and employees
- Truncated formal names (e.g., Nippon Sanso Holdings): In principle, used as the basic way of expressing company names
- Acronyms (e.g., NSHD): Used as a simple expression to allow the reader to identify a particular company in the context (e.g., in dialogue)
- Generic expressions (e.g., the Company, the Group): Capitalized to describe Nippon Sanso Holdings or the Nippon Sanso Holdings Group, and used with lower case (e.g., the company, the group) when describing segment operating companies

**PERIOD COVERED** Data in this report is for FYE2021, ended March 31, 2021, although some FYE2022 activities and future issues and targets are also featured.

### Disclosure System

This report contains important basic information that Nippon Sanso Holdings Corporation particularly wishes to communicate to stakeholders. In the 2021 version of the integrated report, we have provided “More Information on Sustainability” to communicate detailed non-financial information in a more unified and integrated manner, rather than simply posting it on our corporate website as we have up until now. The section covers sustainability approaches and measures implemented by the Nippon Sanso Holdings Group. For the latest financial information, please refer to the investor relations (IR) information page on our corporate website as before.



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Having transitioned to a holding company structure, the Company aims to contribute to the earth, society, and people with engaged, motivated employees working as "The Gas Professionals." Keeping a broad, open perspective on new trends and new people, we will venture into new territory and make new proposals, and continue to evaluate them correctly. With this approach, our aspiration is to create a better society for the future that is sustainable and comfortable.

**Toshihiko Hamada**

Representative Director, President CEO

Open-Minded

As "The Gas Professionals," we will deliver the full potential of industrial gases, contributing to a wide range of industries and helping to resolve social issues.

As the leading manufacturer of industrial gases in Japan, and as "The Gas Professionals," we will proudly contribute to the development of Japan's society and economy through industrial gases as we strive to increase the corporate value of Nippon Sanso Holdings Corporation.

**Kenji Nagata**

Member of the Board,  
Representative Director and President,  
Taiyo Nippon Sanso Corporation

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Our Determination

Through its Group Vision, the Nippon Sanso Holdings Group aims to realize the well-being of all our stakeholders, including our customers, shareholders and investors, and our teammates and their families. As "The Gas Professionals," we will work to be our customers' preferred gas supplier, gaining the trust of stakeholders through highly transparent communication and by upholding our responsibilities.

At Matheson Tri-Gas, Inc., we will work to realize the Group Vision by working together as a team to deliver on our commitments.

**Thomas Scott Kallman**

Member of the Board,  
Chairman and CEO, Matheson Tri-Gas, Inc.

*Accountability*

We are "The Gas Professionals," and that is the way that others have come to view us. We deliver quality products and services in a safe and uninterrupted way. My ambition is for Nippon Sanso Holdings over the next 10 years to develop into an outstanding global group which can hold its own against major competitors in terms of both growth and profitability. As the director responsible for the European business, a core operating region for the Group, I will use my experience to promote safety, compliance, and diversity and inclusion. Achieving our goals will not be easy, and it will require strong leadership and overcoming hurdles, but that it is what makes it so worthwhile.

**Eduardo Gil Elejoste**

Member of the Board,  
Chairman and President, Nippon Gases Euro-Holding S.L.U.

*RELIABLE*