

September 24, 2025

Head Office Relocation to World Trade Center Building Main Tower **~Promoting the Creation of an Attractive Workplace Environment~**

Nippon Sanso Holdings Corporation (Head Office: Shinagawa-ku, Tokyo; President CEO: Toshihiko Hamada) and its subsidiary, Taiyo Nippon Sanso Corporation (Head Office: Shinagawa-ku, Tokyo; President: Kenji Nagata), will relocate their head offices to the “World Trade Center Building Main Tower,” which is currently undergoing a redevelopment project. With this relocation, the Nippon Sanso Holdings Group aims for further growth and development as it approaches its 120th anniversary in 2030.



Rendering of the World Trade Center Building
(Source: WORLD TRADE CENTER BUILDING, INC.)

1. Purpose of the Head Office Relocation

① Enhancing Well-being and Work-Life Balance

The current head office building is over 30 years old, with facilities that have become outdated. The new head office will feature state-of-the-art equipment and a comfortable office environment, with direct access to Hamamatsucho Station and excellent convenience, as well as a variety of commercial facilities nearby. By improving well-being and work-life balance, we aim to increase employee engagement.

② Strengthening BCP Measures

The new office building boasts advanced earthquake resistance and disaster prevention features, improving safety and business continuity (BCP functions) in the event of disasters. We will continue to create a workplace environment

where employees can work with greater peace of mind, fulfilling our social responsibilities.

③ Enhancing Brand Value

By relocating to a landmark high-rise building in central Tokyo, the Nippon Sanso Holdings Group will further enhance its innovativeness and brand value, promote exchanges and collaboration with a diverse range of companies and talent from around the world, and drive further innovation as well as the recruitment and retention of outstanding personnel.

2. Overview of the Relocation

- New Address: World Trade Center Building Main Tower, 2-4-1 Hamamatsucho, Minato-ku, Tokyo
- Scheduled Relocation Date: December 2027 (planned)

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

Important Notice – Trading of Nippon Sanso Holdings Corporation Common Stock, Disclaimer Regarding Un-sponsored American Depositary Receipts

Nippon Sanso Holdings Corporation ("NSHD") encourages anyone interested in buying or selling its common stock to do so on the Tokyo Stock Exchange, which is where its common stock is listed and primarily trades. NSHD's disclosures are not intended to facilitate trades in, and should not be relied on for decisions to trade, un-sponsored American Depositary Receipts ("ADRs").

NSHD has not and does not participate in, support, encourage, or otherwise consent to the creation of any un-sponsored ADR programs or the issuance or trading of any ADRs issued thereunder in respect of its common stock. NSHD does not represent to any ADR holder, bank or depository institution, nor should any such person or entity form the belief, that (i) NSHD has any reporting obligations within the meaning of the U.S. Securities Exchange Act of 1934 ("Exchange Act") or (ii) NSHD's website will contain on an ongoing basis all information necessary for NSHD to maintain an exemption from registering its common stock under the Exchange Act pursuant to Rule 12g3-2(b) thereunder.

To the maximum extent permitted by applicable law, NSHD and its affiliates disclaim any responsibility or liability to ADR holders, banks, depository institutions, or any other entities or individuals in connection with any un-sponsored ADRs representing its common stock.