



May 13, 2025

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Securities code: 4658 (TSE Prime Market and NSE Premier Market)
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Notice Concerning Salary Level Increase

Nippon Air Conditioning Services Co., Ltd. (the “Company”) hereby announces that, effective April 2025, it has raised the salary levels of its regular employees by an average of 5.7%, with an aim of further enhancing the value of its human capital. The last two consecutive years of salary increased by average of 6.8% in April 2023 and average of 6.5% in April 2024. Details are as follows.

1. Purpose of salary increase

Guided by the management philosophy of “bringing together the technological capabilities and human resources to maintain optimal environments and give our clients peace of mind through top quality service,” the Company pursues its long-term vision of “improving the happiness of all stakeholders in a sustainable manner,” aiming to enhancing the value of society as a whole. We believe the key to achieving this long-term vision lies in enhanced value of human capital.

The increase of salary levels for the fiscal year ending March 31, 2026, which follows increases for the fiscal years ended March 31, 2024 and 2025, should lead to higher employee engagement and realize enhanced value of human capital by maintaining and improving motivation. We believe this will enable us to provide even higher quality services to our clients and ultimately contribute to the enhancement of value of society as a whole.

2. Details of the salary level increase

Applicable employee group:	Regular employees
Number of applicable persons:	Approximately 1,500
Type of increase:	Base salary increase
Rate of increase:	Average of 5.7% (including annual raise)
Effective date:	From the payment in April 2025