

No.1350209
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Information in this report is as of March 31, 2026

NORITZ
The Simple Comforts of Life

Working to achieve net-zero CO₂ emissions

To contribute to the planet and the communities it serves, Noritz is developing products that save energy and use renewables as part of efforts to achieve carbon neutrality by 2050.



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Noritz Corporation

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This report was compiled in line with the *Guidance for Collaborative Value Creation* issued by Japan's Ministry of Economy, Trade and Industry, which aims to have companies and investors engage with each other to jointly create value.



As a signatory to the United Nations Global Compact since 2012, Noritz Corporation has committed to the compact's 10 principles in four areas, and works to contribute to the sustainability of society on that basis.

NORITZ REPORT 2026



Noritz Corporation

Mission

The Simple Comforts of Life

We want to popularize soaking in the bath at home. Noritz was founded on the firm belief of its founder, Toshiro Ota, that “quality baths bring joy to people.” This was based on his experience of feeling soothed by taking even just a short bath after rigorous training sessions during his time at a naval academy. Soaking in a bath was a source of joy for him back then, and over time, it became indispensable for people everywhere in Japan. Our goal for 2030 is to spread this joy.

We are determined to go from being the company that provides water heaters to the company that provides “the simple comforts of life.” Noritz is spreading the simple comforts of daily life.

Vision

Take Our Established Businesses to New Heights

We will deliver our products through different energy sources while enhancing quality and efficiency and minimizing our environmental impact.

Innovate in New Fields

We will endeavor to develop products that bring greater comfort to everyday activities that involve hot water, making these innovations accessible around the world.



Values

Everything Starts from a Challenge

Always strive for a higher level and initiate change.
Lead by action, move forward with determination, and foster trust in the team.
Take on challenges, fulfill our purpose, and create new value as we envision the future.

Editorial Policy

Message from the report production team

This report is the 12th annual report published by Noritz Corporation since its initial report in 2015. The report has been compiled as a source of information for the Company's growing number of investors about consolidated financial results and targets as well as the Noritz Group's approach to creating value. Additional information is also available on Noritz's official website.

Disclaimer

This report contains statements regarding plans, strategies, and other activities of Noritz Corporation or the Noritz Group. Those statements that are not historical facts as of March 31, 2026, are forward-looking statements, and, therefore, are subject to risks and uncertainties. Future outcomes and financial results may differ greatly from those forward-looking statements due to various factors.

Period covered by this report

January 1 to December 31, 2025
(some information is as of March 31, 2026)

Companies covered by this report

Noritz Corporation and its Group companies inside and outside of Japan

Guidelines used for compiling this report

IFRC International Integrated Reporting Framework, United Nations Sustainable Development Goals, ISO 26000 International standards, GRI Sustainability Reporting Guideline, SASB Standards, United Nations Global Compact Principles, Charter of Corporate Behavior issued by the Japan Business Federation, and Guidance for Collaborative Value Creation issued by Japan's Ministry of Economy, Trade and Industry

Previously published report : May 2025 Next scheduled publication : May 2027

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History of Noritz

By developing products in response to changing societal trends and energy diversification, Noritz has continued to offer value to consumers while growing in step with society over its history.

Going forward, we will contribute to people's lives by providing hot water through our business activities.

Product History

From coal to gas and oil

Began to popularize water heaters in ordinary households. In a period of high economic growth, bathrooms were even installed in apartment complexes.

1951 Powered by fire wood or coal

Released the Noritz Bath Types A and B

Until the 1950s, energy sources were generally firewood and coal. In the postwar period, Noritz developed its Noritz Bath Types A and B with tiles that could efficiently retain heat, allowing users to efficiently heat a bath using a small amount of fuel.



1966 An industry first

Released a gas cooker with a user-friendly piezoelectric igniter

1968

Sales launch of gas bath heaters with a "gas cutoff" safety device to prevent heating an empty tub

1961 Powered by gas

Released the GS gas water heater, the industry's first made of aluminum

In the 1960s, Japanese homes switched to using gas as an energy source. Noritz launched its highly efficient and smartly designed GS model of water heaters made of aluminum instead of copper, which was commonly used for gas heaters at that time.



Diversifying energy sources

Progress in fully-automated bathtub water heaters accelerated at an unprecedented pace. A boom in multi-function showers arrived. The era of comfortable bathing.

1970

Released the Magicon gas heater controller with a switch for igniting and extinguishing the pilot burner from inside the bathroom

An industry first

1983 Powered by gas An industry first
Released the GRQ-1600A fully automatic gas bathwater heater

Noritz released its first fully automatic gas bathwater heater, greatly improving convenience for users by allowing them to fill the bathtub with just a press of a button.



1982

Released the Yu-Core GT gas water heater equipped with an automatic bath water reheating function

1993

Released the environmentally-friendly Low NOx burner

1997 An industry first

Released the Osaji Yokuso automatic self-cleaning bathtub

1977 Powered by gas and electricity An industry first

Released the Yu-Bic gas water heater, the industry's first with a water tank for instantly supplying hot water

Noritz was the first in the industry to equip a gas water heater with an electrical power source, allowing the compact yet powerful system to stably heat water and be turned on remotely inside the home.



1997

Debut of "voice remote controller," which notifies users when the bath is ready through voice and melody

An industry first

Responding to calls for addressing global warming

Providing added value by developing products in response to energy saving measures as well as energy diversification.

2002 Powered by gas

Released the Eco-Jozu high-efficiency heat-recovery water heater

Noritz developed an innovative gas water heater that could efficiently heat water by reusing exhaust heat. Its superior energy-saving performance was good for the environment and helped users save on costs.



2014 An industry first

Released a gas cooker with multiple burners, allowing users to stew, steam, and grill various dishes



2017

Released high-efficiency gas water heaters equipped with bath monitoring and bacteria killing functions

2023

Released the Aqua Ozone water disinfectant treatment system for helping users keep bathtubs clean and the Hiito human thermal model bathtub designed to help users relax before bed.



2030 Vision

**Take Our Established Businesses to New Heights
Innovate in New Fields**

2000s

2010 Powered by gas and solar energy

Released an integrated heating and solar panel system with space heating capabilities

This system integrated a solar panel system made up of a water storage tank and heating equipment with a high-efficiency Eco-Jozu model water heater. In addition to water, the system enabled floors to be heated by solar power.



2023 Powered by hydrogen

Announced the prototype model of a 100% hydrogen-fueled water heater

Noritz succeeded in developing a water heater that uses 100% hydrogen as fuel. As the world aims to achieve carbon neutrality, hydrogen is a promising energy source because it emits no CO₂ when burned. By designing this heater to attain the maximum capacity of currently available household water heaters, Noritz intends to offer products with the same level of convenience while also ensuring safety.



2024

Released the Shaan bathroom heater and dryer that makes housework easier

Featuring a bathroom cleaning function using the Aqua Ozone water disinfectant treatment technology, this bathroom heater and dryer maintains bathroom hygiene and mitigates the burden of housework through an automated cycle of overhead ozonated water spraying, ventilation, and drying.



2025 Powered by gas and electricity

Released the HPHB R290 hybrid water heater with a natural refrigerant

By integrating the non-CFC natural refrigerant R290 with new smart control technology, Noritz achieved highly efficient water heating. The design adapts to diverse living environments, featuring a stable supply through a heat pump and gas power system with solar power integration, disaster resilience, and superior operational ability.



Company History

1951

Founded in Kobe as Noritzu Bath Industry

1956

Established research facilities within the Hyogo Prefectural Industrial Promotion Hall (currently Hyogo Prefectural Institute of Technology)



1957

Issued first corporate bonds as a Japanese small-to medium-sized enterprise



1962

Established the Akashi Factory in Akashi, Hyogo Prefecture



1968

Changed trade name to Noritz Corporation

1984

Listed in the Second Section of the Osaka Securities Exchange market
Changed company logo. Changed English notation to "NORITZ"



1985

Listed in the Second Section of the Tokyo Stock Exchange market

1986

Completed construction of an R&D center in Minami Futami, Akashi City, Hyogo Prefecture



1990

Akashi Main Factory constructed



1993

Overseas expansion-commencement of operations in China
Established Shanghai Shuixian Noritz Co., Ltd., a joint venture in Shanghai

2002

Commenced operations in North America
Established Noritz America Corporation in California



2004

Established Noritz Hong Kong Co., Ltd. and Noritz (Shanghai) Home Appliance Co., Ltd.

2011

Launched the medium-term management plan from 2011 to 2016

Completed the construction of the Eco-Products R&D Center

2011

Merged with Noritz Electronics Technology Inc.
Merged a portion of Harman's sales function into Noritz



2013

Completed construction of the Contact Center



2017

Launched the medium-term management plan from 2017 to 2020

2021

Launched the medium-term management plan from 2021 to 2023

2021

Noritz and Kobe University entered into a comprehensive collaboration agreement aimed at fostering innovation in the fields of decarbonization, DX, and wellness



2024

Launched the medium-term management plan from 2024 to 2026

2025

Made Oghara MFG Co., Ltd. a subsidiary

Noritz Today

Our core technologies

Combustion control technology

Combustion methods compatible with the regulations and decarbonization of each country

Heat exchange technology

Heat-recovery heat exchangers that recycle exhaust heat

Fluid control technology

Technology that controls fluids such as water, gas, and air

High added-value technology lineup

Water heaters

Low NOx and premixed burner design
Hydrogen combustion technology

Kitchen appliances

Smart Eco burners
Improved thermal efficiency

Heat-recovery
heat exchangers

PRO-TEC Mecha

New functions

Aqua Ozone
ozonated water
disinfection unit

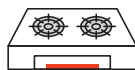
Hiito human
thermal model
technology

Residential-use water
heaters and HVAC business



Water heaters, hydronic heating systems, gas fan heaters, gas cogeneration systems, water storage tanks for fuel cells, solar water heaters

Kitchen appliance business



Built-in gas cookers, countertop gas cookers, range hoods, built-in combination microwave ovens

Non-residential business



Commercial-use water heaters, thermal solutions, filtration devices, industrial-use solar power generation systems, repair and maintenance

Business

Founded

1951

Share of Japan's
water heater market

About 40 %

Customer (user)
relationships

5.06 million
(in Japan)

Net assets

¥145,029 million
(consolidated)

Consolidated equity ratio

59.0 %
(in the Noritz Group)

Employees

5,934 employees
(in the Noritz Group)

R&D personnel

505 R&D personnel
(in the Noritz Group)

All employees working
outside Japan

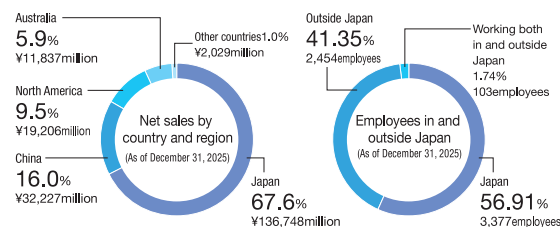
41.4 %

Manufacturing sites

8 factories in Japan
7 factories overseas

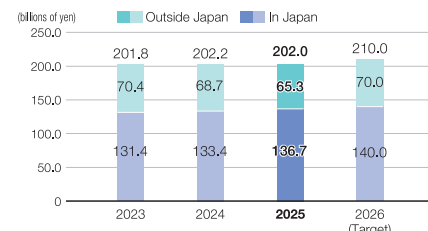
Global expansion

Operations in
18 countries and areas



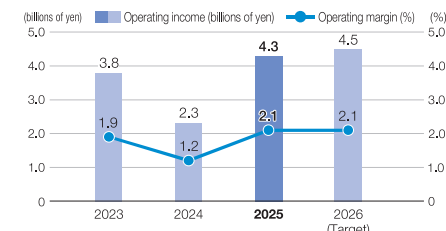
Financial data

Net sales

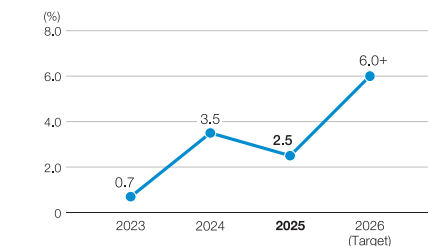


* Effective from the fiscal year ended December 31, 2024, the method for calculating reportable segments has been changed. Accordingly, the figures for the fiscal year ended December 31, 2023, have been reclassified to reflect the new calculation method for comparative purposes.

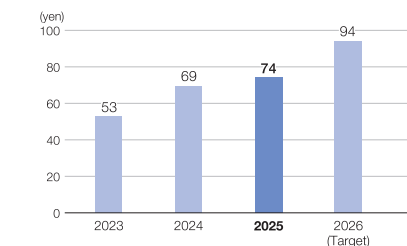
Operating income and margin



Return on equity (ROE)



Dividend per share

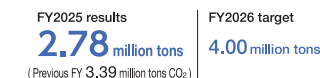


Non-financial data

CO₂ emissions from usage of the Group's products in Japan



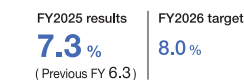
Amount of CO₂ reduced by the Group outside Japan



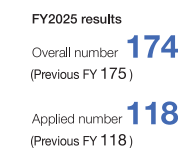
CO₂ emissions from the Group's operations in Japan¹



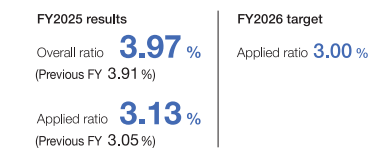
Ratio of female managers at Noritz Corporation



Number of employees with disabilities employed by the Group in Japan^{2,3,4}



Ratio of employees with disabilities employed by the Group in Japan^{2,3,4}



1. The result for 2025 is currently being verified by a third-party organization, and was calculated using the method for calculating emissions from municipal gas consumption in fiscal 2024 because the method for fiscal 2025 has not been published at the time of preparing this report.
2. Figures are as of June 30 for each year.
3. The number of employees and the ratio of employees are calculated by counting people with severe disabilities as 2 people, and people with disabilities who work with short hours as 0.5 people.
4. The statutory employment rate for persons with disabilities is 2.5% from April 2024 to June 2026 and will be 2.7% starting July 2026.