

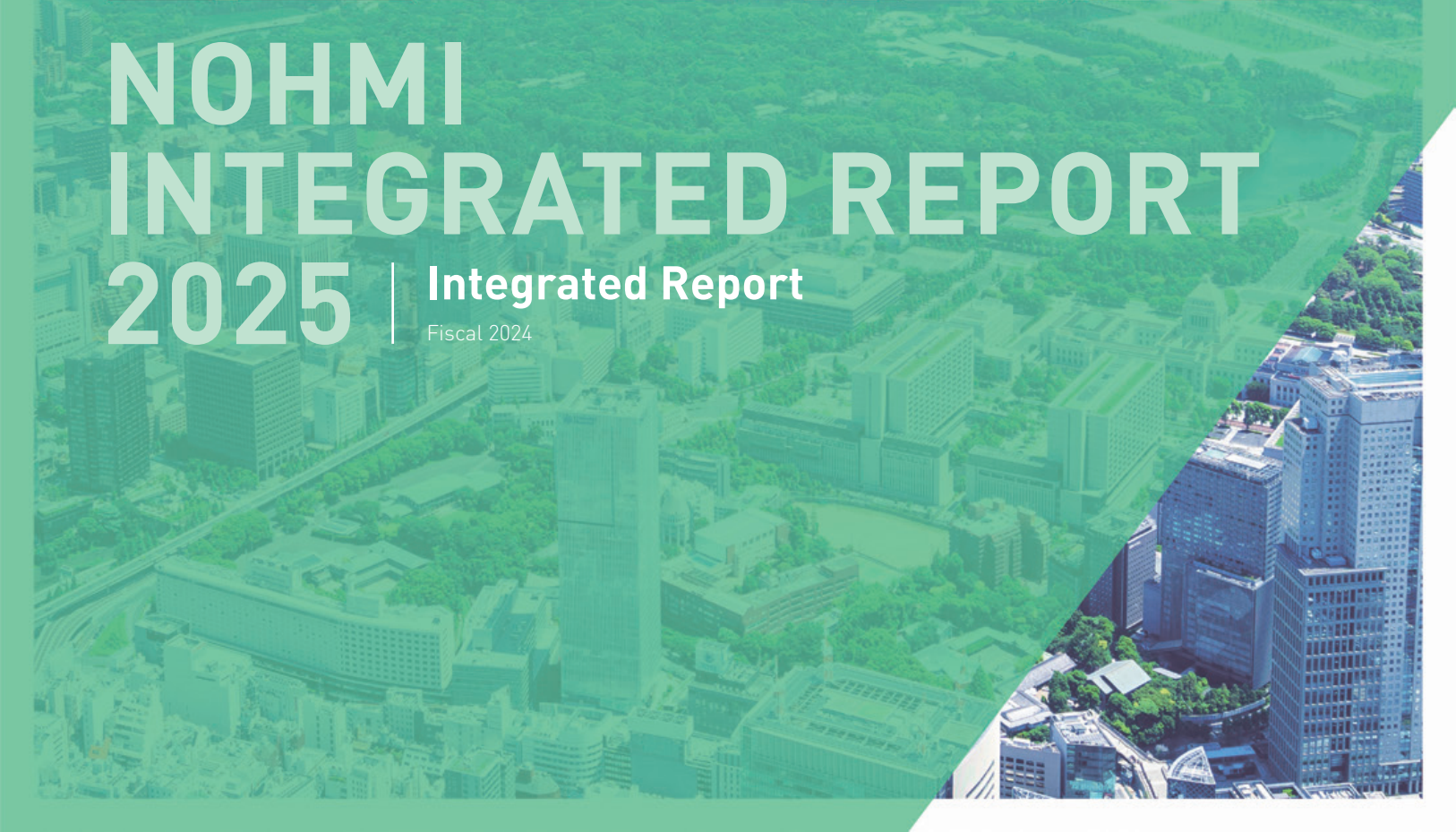
NOHMI

NOHMI BOSAI LTD.



NOHMI INTEGRATED REPORT 2025

Integrated Report
Fiscal 2024



Profile

NOHMI BOSAI LTD. is a pioneer in the disaster prevention business in Japan, active for more than a century dating back to the establishment of predecessor company Nohmi Shokai in 1916. Offering automatic fire alarm and fire extinguishing systems, the Company has developed into a leading comprehensive disaster prevention enterprise in Japan. Under an integrated structure covering everything from R&D to system design/engineering, manufacturing, sales, installation and maintenance, the Company can provide the leading edge in multifaceted disaster prevention systems. In addition to a strong domestic presence, the Company is actively expanding to overseas markets, such as Southeast Asia.



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Company Creed

As a pioneer in the disaster prevention business, we are committed to the mission and contribute to the safety of society.

Management Principle

Under a comprehensive system, from research and development to maintenance, we will continue to provide the latest and optimal disaster prevention systems to protect life and property from disaster, throughout Japan and the rest of the world.



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Editorial policy

The purpose of this report is to enable stakeholders to acquire a deeper understanding of Nohmi Bosai, its business activities and wider initiatives. It is designed as a comprehensive information and communication tool featuring financial and non-financial content, including basic information, financial data, management strategies and sustainability information. Some topics in the report are covered in more detail on the Company's corporate website, and we encourage readers to use this report in conjunction with the website.

Cautionary note regarding forward-looking statements

Forward-looking statements in this integrated report are estimates based on information available to the Company as of the publication date. Known and unknown risks and uncertainties are inherent in such forward-looking statements. Please be aware that actual results may differ substantially from expectations, due to changes in various key factors upon which estimates are formed. In addition, the Company will not in any case whatsoever guarantee achievement of forward-looking statements made in this integrated report.

Nohmi Bosai History

Pioneer in disaster prevention business with Japan's first

1916

Teruichi Nohmi established Nohmi Shokai in Osaka

1924

Triggered by the Great Kanto Earthquake in previous year, entered disaster prevention business with sale of automatic fire alarm systems

1944

Nohmi Shokai dissolved, and Nippon Bosai Tsushin Kogyo Co., Ltd. newly established

1948

Changed company name to Nohmi Bosai Kogyo Co., Ltd.

Teruichi Nohmi
Founder



1962

Listed on Second Section of Tokyo Stock Exchange

1964

Head office building and Menuuma Factory completed



Menuuma Factory, at time of completion
(Menuuma-machi, Osato-gun, Saitama
(now, Kumagaya, Saitama))

Management history

1916–1960

Decision to pursue fire protection business prompted by scenes of destruction in wake of the Great Kanto Earthquake

1961–1980

Development of new systems and equipment as pioneer in disaster prevention business

Product history

1933

Installed the first automatic fire alarm system at Sanjusangen-do Temple, designated a national treasure

1934

Installed the first marine automatic fire alarm systems on *Nihonkai-Maru* and *Chokai-Maru*, in accordance with Ship Safety Act

1936

Installed automatic fire alarm systems at the Imperial Palace, Okukyuden, where the Emperor lived



Photo to commemorate
installation at the Imperial Palace

1956

Installed the first hot line insulator washing systems at Chiba Thermal Power Station, operated by Tokyo Electric Power Company

1957

Installed sprinkler systems on *Argentina-Maru*, marking first use of such system on maritime vessel

1962

Installed the first fire protection system in a Japanese highway tunnel, Kajiwara-Tennozsan Tunnel on Meishin Expressway

1968

Installed the first fire protection system in Japan's first office skyscraper, Kasumigaseki Building

1972

Developed equipment for fire and smoke control system

1974

Developed fire protection systems for LNG bases

1979

Launched sales of Mamoru-kun, residential-use fire alarm equipment



Mamoru-kun

installation of automatic fire alarm systems

1981

Established Taiwan Nohmi Bosai Kogyo Co., Ltd. (now, Nohmi Taiwan Ltd.)

1989

Changed company name to NOHMI BOSAI LTD.



1991

Listed on First Section of Tokyo Stock Exchange

1995

Established joint venture Nohmi Secom Fire Protection (Beijing) Co., Ltd. (now, Shanghai Nohmi Fire Protection Equipment Co., Ltd.) in China

2008

Established joint venture Unitech Nohmi Fire Protection System Pvt. Ltd. (now, Nohmi Bosai (India) Pvt. Ltd.) in India

2010

Opened R&D center in Misato, Saitama

2016

Celebrated 100th anniversary

2017

Opened exhibition facility "Nohmi Technorium Menuma"

Expanded Menuma Factory

2022

Relocated Mitaka Factory into newly constructed building

Moved to Prime Market of Tokyo Stock Exchange

2024

Transitioned from company with an Audit & Supervisory Board to company with an Audit & Supervisory Committee



Menuma Factory



Mitaka Factory

1981–2000

Development of competitive strength in disaster prevention business globally

1983

Installed the first aircraft-use smoke detectors on airplanes of Japan Airlines

1987

Developed fire alarm systems using optical LAN
Installed fire protection systems in Seikan Tunnel and fire extinguishing systems on Seto Ohashi Bridge

1999

Began selling Sqall, a fire extinguishing system for indoor parking lots, and SR100, an automatic water spray system for large spaces



SR100

2001–

Approaches to prevent disaster continue to evolve in tandem with changes in society

2006

Began selling DRYMIST, an outdoor heat-cooling system

2014

Won Good Design Gold Award for manual fire alarm box with ring-shaped location lamp

2019

Began selling TASKis, cloud-based disaster response support software

2021

Released "Panic in the Office," a virtual reality fire experience

2024

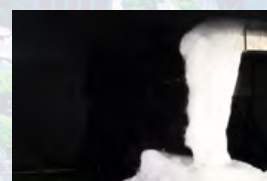
Developed environment-friendly fire extinguishing foam that does not use PFAS (fluorinated organic compounds)



DRYMIST



Manual fire alarm box with ring-shaped location lamp



Fire extinguishing foam that does not use PFAS

Nohmi Bosai Today

At a glance



Created

1916

Founded

1924

Employees (consolidated)

2,875

(as of March 31, 2025)



Net sales (consolidated)

¥ 133,696 million

(Fiscal 2024)



Operating income (consolidated)

¥ 15,677 million

(Fiscal 2024)



Total assets (consolidated)

¥ 166,877 million

(as of March 31, 2025)



ROE

8.8%

(Fiscal 2024)

Domestic and overseas sites

(as of March 31, 2025)

Overseas sites: **5**

A representative office was opened in Thailand in November 2024.

India

Shanghai

Taiwan

Thailand

Singapore

Domestic sites:
more than **100**Factories and
research
laboratories:
5



Group companies

31 companies

(as of September 30, 2025)



M&A

7 companies

(announced from April 2022 through September 2025)



Operating margin

11.7 %

(Fiscal 2024)



Ratio of outside directors

54.5 %

(as of June 26, 2025)



Payout ratio

40.5 %

(Fiscal 2024)



GHG emission reduction rate

44 % reduction from that of fiscal 2018

(Fiscal 2024)

No. 1 in domestic sales among comprehensive disaster prevention enterprises

Nohmi Bosai is Japan's No. 1 comprehensive disaster prevention enterprise. Founded more than a century ago, we continue to lead the industry. As a pioneer in the disaster prevention business, our greatest strength is our ability to consistently provide a wide range of cutting-edge disaster prevention systems, including automatic fire alarm and fire extinguishing systems. We have a high market share not only in systems for general structures such as buildings but also in systems for special facilities.

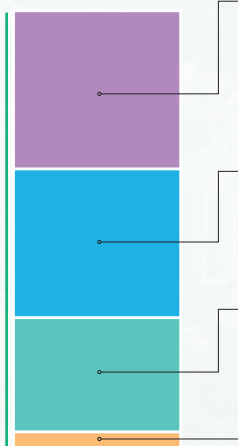
Business segment

Net sales breakdown by segment

(Fiscal 2024)

Consolidated net sales

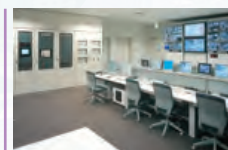
¥133,696 million



¥47,971 million

Fire Alarm Systems

Manufacture and sale of automatic fire alarm systems, environment monitoring systems, fire and smoke control systems, and other products and the installation of these systems



¥45,119 million

Fire Extinguishing Systems

Manufacture and sale of sprinkler systems, foam fire extinguishing systems, fire protection systems for industrial plants and tunnels, and other products and the installation of these systems



¥34,644 million

Maintenance Services

Maintenance/inspection services and repair/renewal services for fire protection equipment



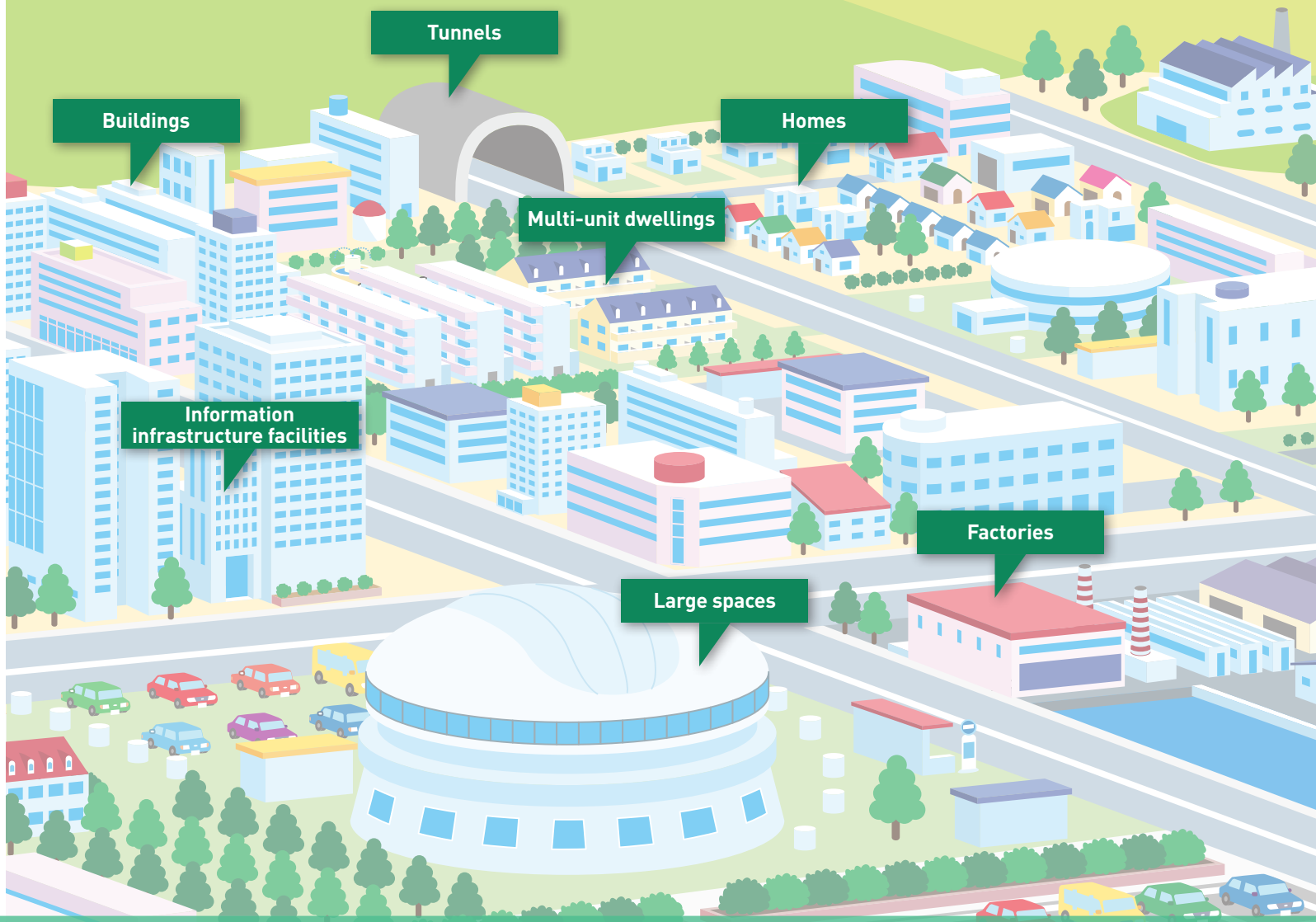
¥5,961 million

Others

Installation and maintenance of parking lot management systems and other activities

Nohmi Bosai—Here, There, Everywhere

Nohmi Bosai creates a safe and secure environment in people's everyday surroundings.



Tunnels



Key systems and equipment
Reporting systems,
fire extinguishing systems,
water spray systems

Homes



Key systems and equipment
Residential-use fire alarm
equipment, fire extinguishers,
emergency kits

Multi-unit dwellings



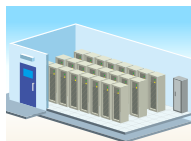
Key systems and equipment
Systems for multi-unit
dwellings

Buildings



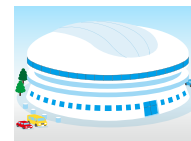
Key systems and equipment
Automatic fire alarm systems,
fire extinguishing systems, fire
and smoke control systems,
emergency voice alarm
systems, air sampling smoke
detection systems

Information infrastructure facilities



Key systems and equipment
Air sampling smoke detection
systems, nitrogen gas fire
suppression systems,
fire extinguishers

Large spaces



Key systems and equipment
Automatic fire alarm systems,
water cannon systems

Cultural assets



Key systems and equipment
Automatic fire alarm systems,
infrared flame detectors,
fire extinguishing systems

Heliports



Key systems and equipment
Automatic fire alarm systems,
heliport fire extinguishing
systems, hangar fire
extinguishing systems, water
pressurization systems

Waste incineration plants

Cultural assets

Small-scale medical and social welfare facilities

Plants and hazardous material storage (handling) facilities

Heliports

Ships

Waste incineration plants



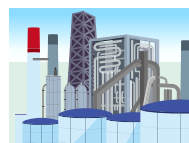
Key systems and equipment
Infrared radiation temperature
sensors, fire protection systems
for waste incineration plants,
equipment with package-type
fire extinguishing agents

Small-scale medical and social welfare facilities



Key systems and equipment
Sprinklers connected to
municipal water supply, fire
extinguishers, automatic
fire alarm systems, fire
notification devices

Plants and hazardous material storage (handling) facilities



Key systems and equipment
Automatic fire alarm systems,
air sampling smoke detection
systems, package-type foam
fire extinguishing systems

Factories



Key systems and equipment
Automatic fire alarm systems,
air sampling smoke detection
systems, package-type foam
fire extinguishing systems

Ships



Key systems and equipment
Ship-use fire detection and
alarm systems, dedicated smoke
detection and fire extinguishing
systems for ships, carbon dioxide
fire extinguishing systems

Special content on website (Japanese only)



Nohmi Bosai's Value Creation Process

Underpinned by technologies accumulated over a long corporate history and a market-acknowledged reputation for reliability, Nohmi Bosai will work toward realization of a society in which anyone can live happily by contributing to the creation of a safer and more secure society as a pioneer in the disaster prevention business.

Input

(As of March 31, 2025)



Human capital

Employees with a sense of duty

Number of employees groupwide:

2,875



Financial capital

Solid financial position

Net worth (consolidated):

¥128,835 million



Social capital

Trust built over more than a century

Domestic agents, distributors:

173 companies

Overseas agents, distributors:

15 companies



Manufactured capital

Extensive know-how related to disaster prevention

Domestic factories: 2

Overseas factories: 2

(including factories of Group companies)



Intellectual capital

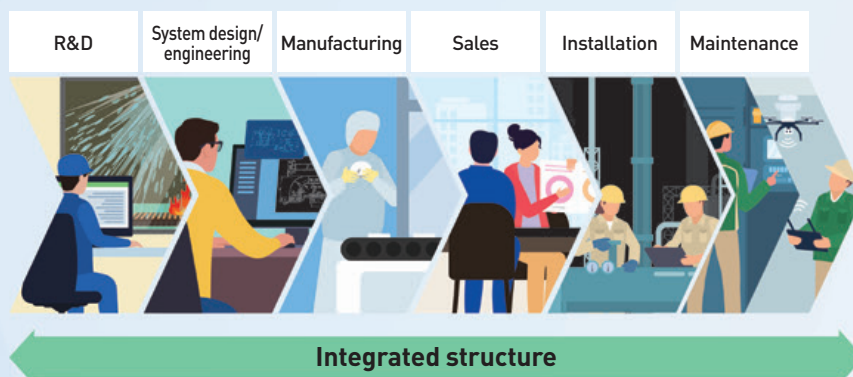
High technical expertise

R&D expenses (consolidated):

¥2,840 million

Business model

Integrated structure, from R&D through maintenance



Mission as a pioneer in disaster prevention business

Technology and trust underpinned by long history

Cover disaster prevention needs across wide range of structures, including homes, buildings, industrial plants and factories, road tunnels and cultural assets



Company creed and management principle

[Details on page 01](#)

Outcome

**Realize a society
where anyone can
live happily**

Growth strategy

Medium- to Long-Term Vision 2028 —Shaping the Customers' Expectations—

Shaping the Customers'
Expectations



▶ Details on page 16

Enrich knowledge of
personnel and
organizations

Co-create with
customers

Growth
investment

Personnel Strategy
for Dynamic Growth

Future Co-creation
Project

Investment Plan
for the Future

Digital transformation (DX)

Create a supply chain for a stronger system of
stably supplying products and services

Respond to issues by increasing corporate value through
sustainability management

Material issues

- 1** Offer solutions for protecting life and property
from all kinds of disasters
- 2** Promote human resources development and
ensure diversity as ways to respect personal
autonomy and initiative
- 3** Embrace global environmental protection initiatives,
starting by realizing carbon-neutral status
- 4** Adopt management practices appropriate to a
company seeking to ensure safety and security

▶ Details on page 31

Basic sustainability policy ▶ Details on page 30

Nohmi Bosai Group's ideal state

**Offer original disaster
prevention systems**

**Offer optimal disaster
prevention solutions**

**Help resolve customers' issues
in all aspects of disaster
prevention and monitoring**

**Establish a system of installation
and maintenance that responds
to an aging workforce and
labor shortages**

**Expand business coverage
to all kinds of disasters as a
comprehensive disaster
prevention enterprise**

Message from New Chairman and New President



Takeshi Okamura

Chairman and Representative Director

Masahiro Hasegawa

President and Representative Director

In the first year of Stage III, we will strengthen and develop management structures under a new framework that supports progress toward Medium- to Long-Term Vision 2028 goals as we also strive to improve corporate value.

As a pioneer in the disaster prevention business, the Nohmi Bosai Group has offered safety and security to society for 100 years. We formulated a business plan—Medium- to Long-Term Vision 2028—to further improve corporate value. Our vision statement calls for us to shape safety to meet customers' expectations and realize a society where anyone can live happily. Medium- to Long-Term Vision 2028 clarifies the basic orientation of business strategies and the ideal state and future we see for ourselves, guiding us as we explore new domains of pursuit while deepening our presence in existing domains. Our core objective is to see a society with zero fire damage or loss, but at the same time, we seek to expand our business footprint to include solutions that protect life and property from all kinds of disasters, not only fire-related events.

After Stage II of Medium- to Long-Term Vision 2028 ended in fiscal 2024, Nohmi Bosai immediately embarked on the final segment, Stage III, which runs from fiscal 2025 through fiscal 2028. To extend the successful results of goals met during the first two stages of Medium- to Long-Term Vision 2028 and continue pursuing business strategies adopted to reach our desired ideal, while fueling corporate growth, we changed the management structure, effective June 2025, with Takeshi Okamura moving from the role of president and representative director to the position of chairman and representative director, and Masahiro Hasegawa filling the vacancy thus created as president and representative director.

Fiscal 2025, ending March 31, 2026, is the first year of Stage III, which is the last leg of the Medium- to Long-Term Vision 2028 journey. Under the new management structure, Nohmi Bosai will focus more than ever on investing in the future. Key measures will include increasing earnings and improving profit margins in existing businesses by enhancing human capital, expanding business through robust M&A activity in disaster prevention-related domains and peripheral industries, and creating and upscaling new businesses.

We would like to thank all stakeholders for their continued understanding and support of the Nohmi Bosai Group.

Message from the President



Masahiro Hasegawa

President and
Representative Director

We will demonstrate leadership in disaster prevention and remain committed to shaping safety to meet customers' expectations and thus fulfill the mission to protect life, property and the environment from disaster, which goes back to our establishment.

I have held fast to the concept of protecting life and property from disaster since joining Nohmi Bosai.

I joined Nohmi Bosai in 1978. Over the years, my feeling that this is a very good company has only grown stronger. While management at so many big corporations ponders how to best express their purpose, the concept of protecting life and property from disaster described in our management principle is extremely easy to grasp and perfectly indicates the direction we must take and maintain. I also find it quite wonderful that every employee throughout the Group understands that our equipment, facilities and systems contribute to the safety and security of society. Everyone acts with this awareness in mind.

The year 2026 will mark our 110th anniversary. Challenges may frustrate efforts to continue providing safety and security, including the need to develop new technologies related to disaster prevention and necessary forays into new businesses connected to disaster prevention. But even if we encounter obstacles, we will persevere, always keeping in mind the desire to contribute to a safer society.

We achieved fiscal 2024 and Medium- to Long-Term Vision 2028 Stage II targets by a wide margin.

In fiscal 2024, Nohmi Bosai posted higher earnings and income for the second straight year, with net sales reaching an all-time high for the second year in a row, and operating income climbing to the highest point since fiscal 2019.

The market environment was more favorable than expected, substantiated by a third consecutive year of record-high orders and order backlog. The construction industry experienced a boom once the impact of the COVID-19 pandemic subsided, and the positive trend persists even now. Demand was, and continues to be, fueled by brisk investment activity across Japan, especially for urban redevelopment and the construction of data centers, logistics facilities and semiconductor factories.

Fiscal 2024 was the last year of Stage II in Medium- to Long-Term Vision 2028—"Shaping the Customers' Expectations." Although management was resigned to the possibility that the stated three-year performance targets might not be achieved by the end of Stage II, we not only hit net sales and operating margin targets but surpassed them.

The measures outlined in our medium- to long-term vision are also steadily producing tangible results. The goal of the Future Co-creation Project is to develop ideas for new businesses, and new services have in fact been created. For example, we expanded our menu of virtual reality (VR) content, which allows users to experience in the safe confines of a virtual space disaster situations triggered by fires or earthquakes. The

immersive VR experience contributes to enhanced disaster prevention training and education. Another service, Stockle+, launched commercially in May 2024, connects food banks to companies wanting to donate emergency supplies nearing expiration. Orders for this service are growing. And N-HOPS, an app that helps local governments set up and operate evacuation centers in a disaster, is currently being tested by several local governments.

During Stage II, we also took a robust approach to investing for future growth. Seeking to expand business, we looked into peripheral industries and domains related to disaster prevention, with an emphasis on building stronger ties with high-voltage and low-voltage electric power companies, executing three M&A deals with companies in Hokkaido, Miyagi Prefecture and Oita Prefecture, respectively. This recent M&A activity opened up possibilities for business expansion but also exposed a shortage of resources for post-merger integration (PMI) efforts. We recognize that measures to reinforce our operating structure are urgently required.

While Stage II definitely ended positively, as of April 2024, the construction industry is subject to caps on overtime work, a requirement that has caused a serious labor shortage across the industry as well as a higher backlog of construction projects that have yet to start or have been delayed. For Nohmi Bosai, addressing caps and securing labor are critical issues. For several years already, the Company has been introducing measures to curb overtime and strengthen human capital.

These measures are showing some success, substantiated by a steady decrease in overtime hours per employee. This achievement reflects several factors, namely, hiring more on-site personnel for construction, maintenance and inspection work, reducing the workload per person by evenly distributing tasks to available personnel and promoting operational improvements by using IT tools. Going forward, we will maintain steps to reduce overtime hours along with initiatives to enrich human capital by promoting a good work-life balance, enhancing training programs to quickly develop human resources into valuable contributors and cultivating a comfortable work environment. In short, we will employ various measures to further enhance and utilize our human capital.

At the same time, we face the challenge of unrelenting price increases. The cost of raw materials has increased, along with the cost of utilities, logistics and labor. We have to pass on to customers any portion of cost increases that we are unable to absorb on our own. The uncertainty that prevails is unlikely to clear up. Against this backdrop, we must strive to improve our cost ratio and secure profitability by streamlining production and logistics, while revising prices on our own products and services.

As announced on November 27, 2024, following a whistleblower tip, we launched an internal investigation into the possibility of a lack of work experience required of individuals sitting for the technical certification exam, a prerequisite for obtaining a certificate of

Message from the President

qualification for a managing engineer. The investigation revealed that some employees had taken the technical certification exam and obtained the certificate of qualification for managing engineer without having sufficient work experience in a supervisory role, as required under the Construction Business Act. In response, we established an external investigation committee to look into the facts and analyze the root causes that led to the alleged wrongdoing. On July 29, 2025, the committee presented to the Board of Directors a report confirming that qualifications, including ones for managing engineer certification, had been obtained fraudulently by some employees within the Nohmi Bosai Group. We informed the Ministry of Land, Infrastructure, Transport and Tourism of the committee's findings on July 30, 2025, and are currently working under the guidance of relevant government agencies to formulate and implement measures to prevent a recurrence of improper certification activities. In addition, the external investigation committee indicated that a root cause of the situation lay with officers, specifically, their lack of sensitivity to and awareness of the risks associated with unethical means to certification. In response, the Board of Directors resolved at its meeting on August 7, 2025, to take disciplinary action against the officers. Here, again, on behalf of the board, I extend my deepest apologies to customers and all affected parties for the great concern and inconvenience caused.

I will be focusing on three points to guide Nohmi Bosai toward future growth.

In my role as president, at the corporate helm of Nohmi Bosai, I will focus on three points.

The first point is to cultivate a comfortable workplace. We will enhance the skills of our human resources and implement various measures to promote a positive attitude among employees that motivates them to fulfill their duties.

The second point is to thoroughly implement a bottom-up approach to management. Since on-site work is the source of earnings for all Nohmi Bosai divisions, we will promote measures to make not only desk work but also on-site work more attractive.

The third point is to obtain earnings. Securing stable financial resources is imperative for the success of the measures noted above. We remain committed to improving profitability.

These three points are essential for achieving the targets set out in Stage III of Medium- to Long-Term Vision 2028. Stage III is a four-year roadmap of strategies, beginning April 1, 2025—fiscal 2025—and running through fiscal 2028, which ends March 31, 2029. While we have not changed our net sales target—¥170 billion—from the anticipated level disclosed when Medium- to Long-Term Vision 2028 was unveiled, we have raised the bar for operating margin and return on equity (ROE). We are now aiming for an operating margin above 12% instead of above 10% and

ROE of 10% or higher, up from 9% or higher. Improving the operating margin while staying on track for the net sales target is a significant challenge—indeed, an extremely high hurdle to clear—but I believe we can rise to this challenge by extending the track record we have built to date and implementing new initiatives.

As for the business environment, even as construction costs continue to rise, the manufacturing industry is earmarking more funds for domestic investment and bringing production back to Japan to strengthen supply chains and offset the impact of a weak yen. This shift has spurred robust demand for construction, including renovations, that should persist until at least 2028 and provide a tailwind opportunity for Nohmi Bosai to enhance its fiscal performance.

We will work steadily to achieve Medium- to Long-Term Vision 2028 Stage III goals and shape safety to meet customers' expectations.

Stage III sets out three priority measures.

The first priority measure is to expand earnings and improve profit margins in existing businesses. Achieving these goals will require a sustained and thorough approach to recruitment, development and placement of human resources, and accelerated initiatives to achieve DX.

For the human resources part of the above measure, we will continue the personnel strategy for dynamic growth, with a focus on human capital management. Although business is favorable, we have not been able to review placement of human resources for work assignments as quickly as needed, a shortcoming that presents the risk of lost opportunities. This issue requires attention. It is therefore imperative that we hire more people and train them as quickly as possible. Our objective is to increase the number of recruitment contacts and actively deploy the talent acquired through this channel to existing business pursuits with high profit margins. In line with the results of Stage II, we have reoriented the trajectory of our human resources strategy and set and disclosed key performance indicators (KPIs). For example, we decided on a target score for the annual employee engagement survey and will use it as an indicator to gauge the success of our human resources strategy.

Regarding DX, we will significantly increase resources to enhance customer value and reduce non-core operations. Service styles will evolve with the establishment of a dedicated system for cloud services, including the already launched TASKis and N-HOPS, which is currently in development, and efforts to introduce and apply new service styles. We are also pursuing a change in how we deliver customer services, including inspection processes and installation methods. For internal DX, we will continue to look into ways that the increased digitization from the COVID-19 pandemic can be successfully applied to automation. We will strive to put such automation into practice.

We will continue to identify disaster prevention needs, which change with the times, and address these needs with new products and services.



The second priority measure is business expansion. For this, we will actively seize M&A opportunities in peripheral industries and domains related to disaster prevention. During Stage II, we worked to forge stronger ties with high-voltage and low-voltage electric power companies. We will continue to expand our business presence through M&A. However, as I mentioned earlier, the recent M&A activity exposed a shortage of resources for PMI efforts, so a dedicated team was established to begin activities with the start of Stage III and reinforce the PMI structure. Stage III has only just begun, but we have already announced several M&A deals, including a few large-scale arrangements based on business expansion measures.

The third priority measure is to create new businesses and promote upscaling. Efforts will hinge on initiatives under the Future Co-creation Project. We will continue to invite and develop new business ideas gathered during Stage II, while considering approaches, such as collaborations, alliances and investments, that utilize resources beyond what we ourselves possess to facilitate entry into new fields. We will establish specialized teams for each service created during Stage II, underpinned by a structure that leads to results, and then during Stage III, we intend to accelerate efforts to scale up these businesses.

The financial strategy being pursued during Stage III will support our ability to realize management conscious of capital costs and stock prices. Our policy will be to effectively utilize cash on hand to improve profitability and actively invest for growth. We aim to cut costs through infrastructure improvements, including enhanced factory efficiency, sharpen our competitive edge by investing in human capital and expand our business presence through M&A. We have also announced a capital allocation policy that reflects these aims. In addition, we set a target of 50% for the dividend payout ratio and will strive to provide a solid return to shareholders even as we maintain a robust approach to investment.

Amid changes in society and the environment, we are steadfast in our commitment to engage in businesses aimed at safety and security.

We identified four important social issues (materiality) that we have to address if we are to effectively strengthen

sustainability—offer solutions for protecting life and property from all kinds of disasters; promote human resources development and ensure diversity as ways to respect personal autonomy and initiative; embrace global environmental protection initiatives, starting by realizing carbon-neutral status; and adopt management practices appropriate to a company seeking to ensure safety and security—and they are highly compatible with the strategies set out in Stage III.

On the environmental front, the Nohmi Bosai Group in its entirety is solidly behind efforts to curb greenhouse gas emissions. Of note, we are just one step away from reaching our medium-term target of reducing greenhouse gas emissions 45% by fiscal 2030 over fiscal 2018 levels (Scope 1, 2). Moreover, we remain committed to measures taken to date as we consider efforts necessary to cooperate with our supply chain and calculate a carbon footprint (CFP) for products to achieve our long-term target of zero greenhouse gas emissions (Scope 1, 2) by 2045.

Meanwhile, we have launched initiatives related to human rights. We established a subcommittee to gradually advance human rights due diligence, with an emphasis on identifying human rights risks and exploring and implementing responses. We will fulfill our responsibility to respect human rights as we develop our businesses, including the establishment of remedies to human rights abuses.

In recent years, global temperatures have risen, a situation believed to be contributing to the increasing frequency and geographical spread of floods and wildfires. We strongly believe that we, as a company with a mission to protect life and property from disaster, can apply accumulated technologies and know-how to measures that will help resolve and mitigate the extent of future disasters.

As society and the environment change, so too will disaster prevention measures. Times may change, but Nohmi Bosai remains committed in thought and deed to providing the latest and best in disaster prevention systems to keep society safe and secure. We will continue to demonstrate leadership in extending the ring of disaster prevention to include every employee, all companies under the Group umbrella and the entire value chain. This arrangement will enable us to provide safety in a wide range of fields.

I ask stakeholders for their continued support and encouragement of our efforts.

Medium- to Long-Term Vision 2028—Shaping the Customers' Expectations—

Medium- to Long-Term Vision 2028

Medium- to long-term vision statement



Shape safety to meet customers' expectations and realize a society where anyone can live happily.

Nohmi Bosai's ideal state

1

Offer original disaster prevention systems mainly to existing business domains.

2

Offer optimal disaster prevention solutions based on customers' issues.

3

Help resolve customers' issues in all aspects of disaster prevention and monitoring.

4

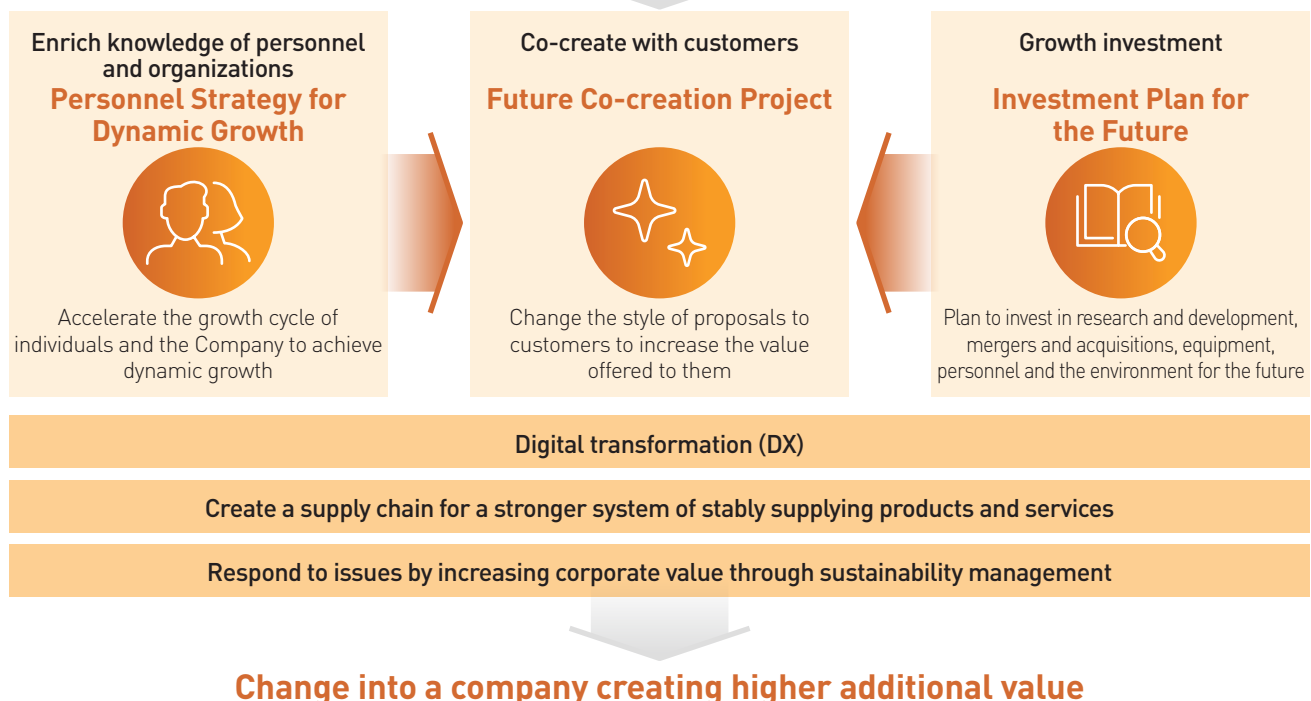
Establish a system of installation and maintenance that responds to an aging workforce and labor shortages.

5

Expand business coverage to all kinds of disasters as a comprehensive disaster prevention enterprise.

Realizing the medium- to long-term vision statement

For shaping safety to meet customers' expectations



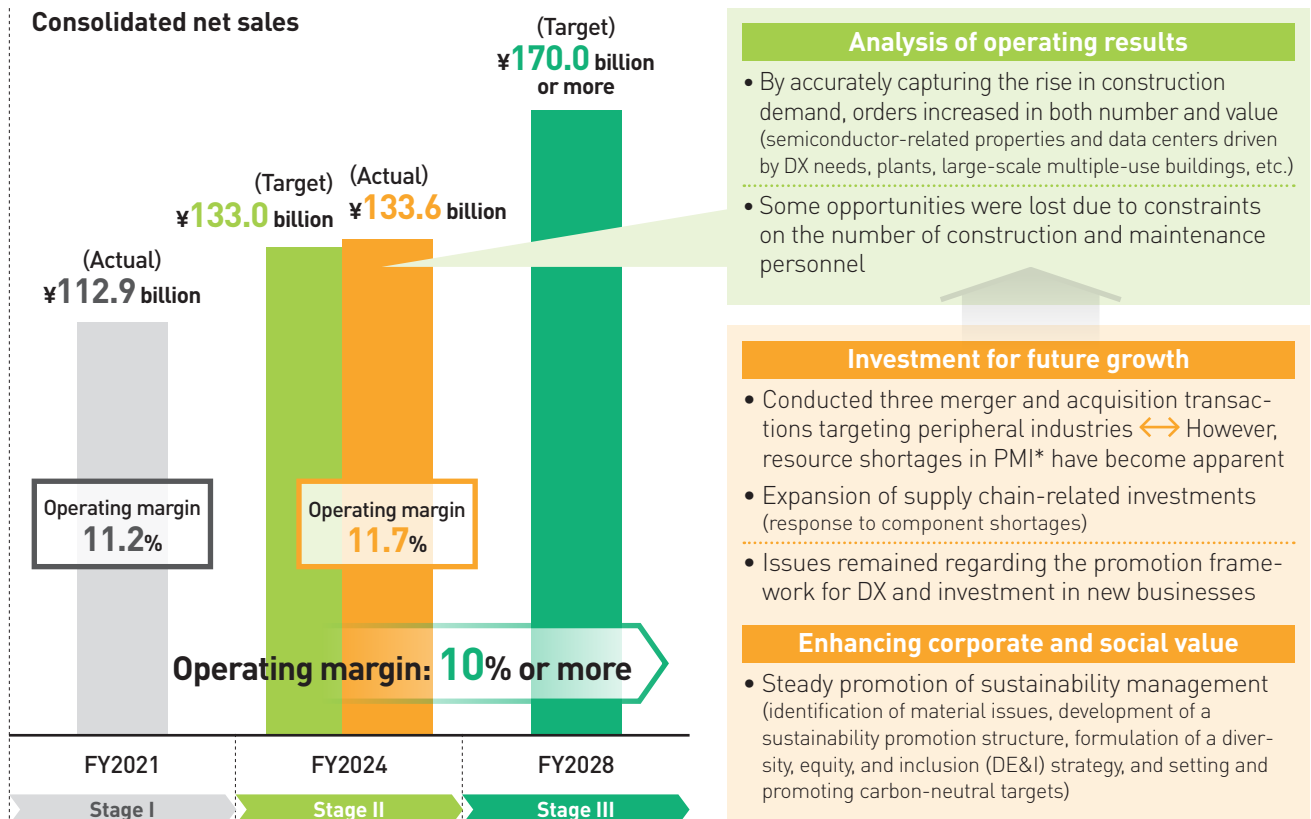
Medium- to Long-Term Vision 2028



Stage II—previous medium-term business plan (FY2022-FY2024)

Review of Stage II—previous medium-term business plan

Achieved both net sales and operating margin targets



* PMI (post-merger integration): Integration process to maximize the effects of mergers and acquisitions

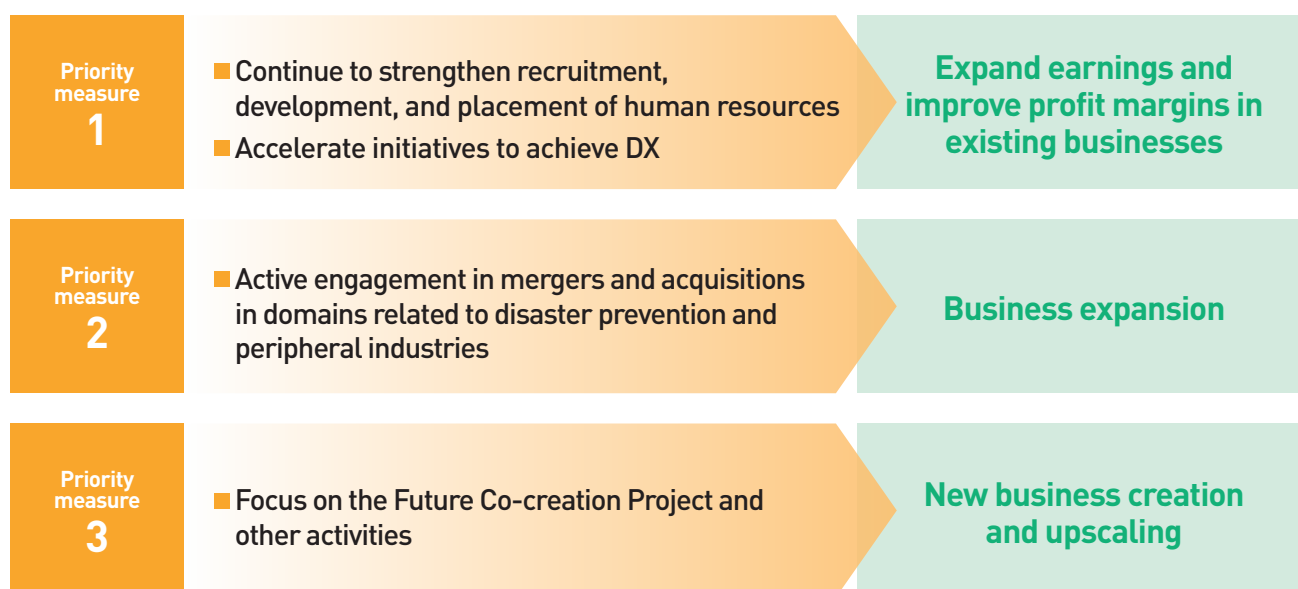
Stage III—new medium-term business plan (FY2025–FY2028)

Performance targets for FY2028

While the net sales target is maintained, the operating margin and ROE will be raised from the initial targets based on the actual results for fiscal 2024.

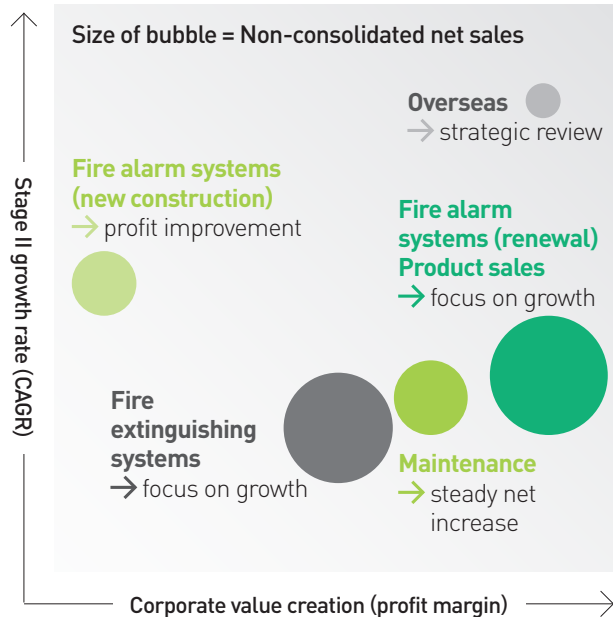
	Actual results for FY2024	Initial target for FY2028		Revised target for FY2028
Net sales	¥133.6 billion	¥170 billion or more	No change	¥170 billion or more
Operating margin	11.7%	10.0% or more	+2.0 pt	12.0% or more
ROE	8.8%	9.0% or more	+1.0 pt	10.0% or more
Dividend payout ratio	40.5%	50.0%	No change	50.0%

Orientation of strategy



Future orientation through review of the current business portfolio and human resources allocation

Aggressively enhance resources in existing businesses and actively invest in businesses with high margins



Fire alarm systems (renewal), Product sales

→ Growth through **aggressive increase of resources**

Maintenance

→ Net increase due to **steady accumulation of new properties**

Fire extinguishing systems (buildings, plants, road tunnels, etc.)

→ Growth through **aggressive injection of resources** and expansion of equipment sales

Fire alarm systems (new construction)

→ Improvement of profitability through price revisions and order acceptability assessments

Overseas

→ Review strategies for growth

Initiatives to achieve digital transformation (DX)

Significantly enhance resources to focus on enhancing customer value and reducing non-core operations

Change the styles of services

- Promote new introduction and development through the establishment of a dedicated system for cloud services (TASKis, N-HOPS (under development), etc.)

NohmiDisaster Prevention Support System

TASKis
Task Information System

n-hops

Change customer services

- Standardization following nationwide expansion of inspection process reforms
- Expand the results of installation process improvements
- Transform the flow from sales to order processing

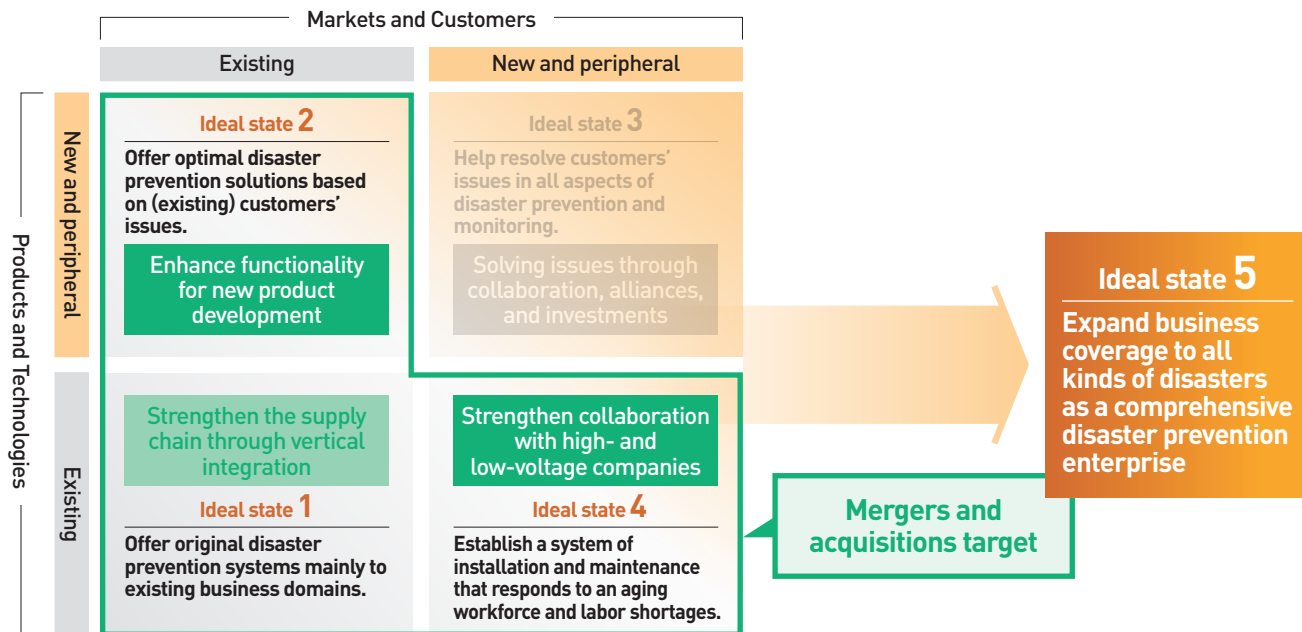
Internal digitization Reduction of non-core operations

- Aim for paperless operations across the Company
- Formulate an integrated digital transformation strategy
- Maximize the benefits of RPA implementation
- Actively promote business improvement through generative AI

Enhance customer value

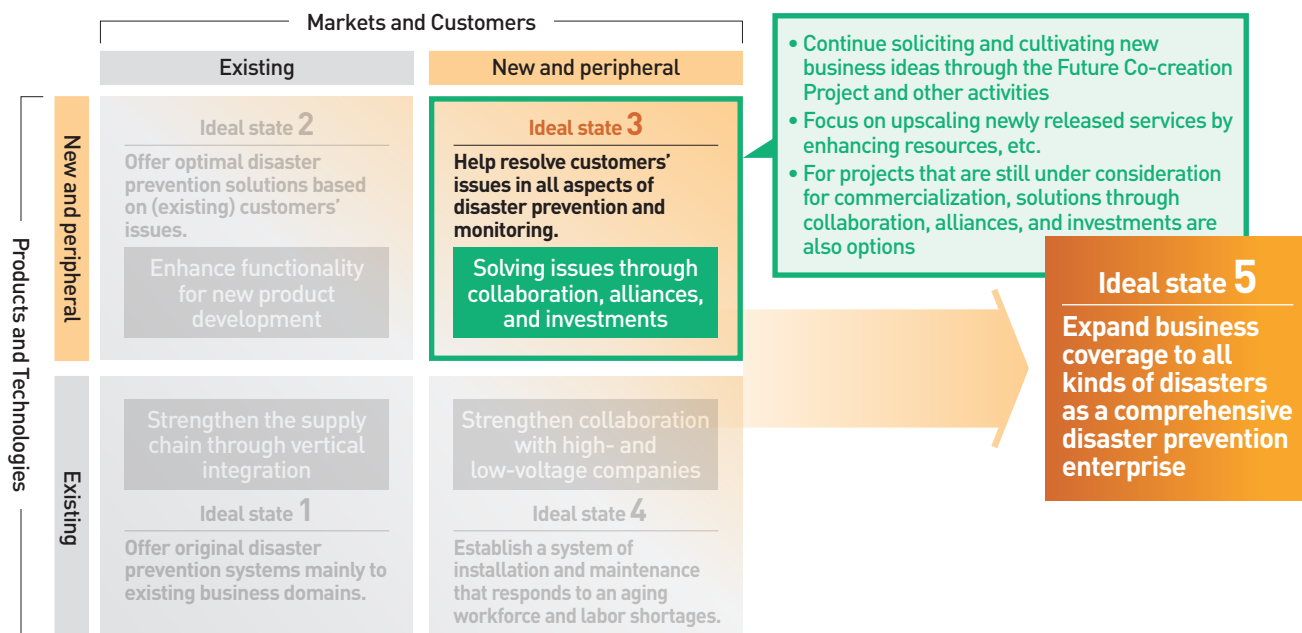
Achieving business expansion through aggressive mergers and acquisitions

Reinforce the system to promote mergers and acquisitions and PMI operations by enhancing resources



Orientation of new business creation originating from the Future Co-creation Project

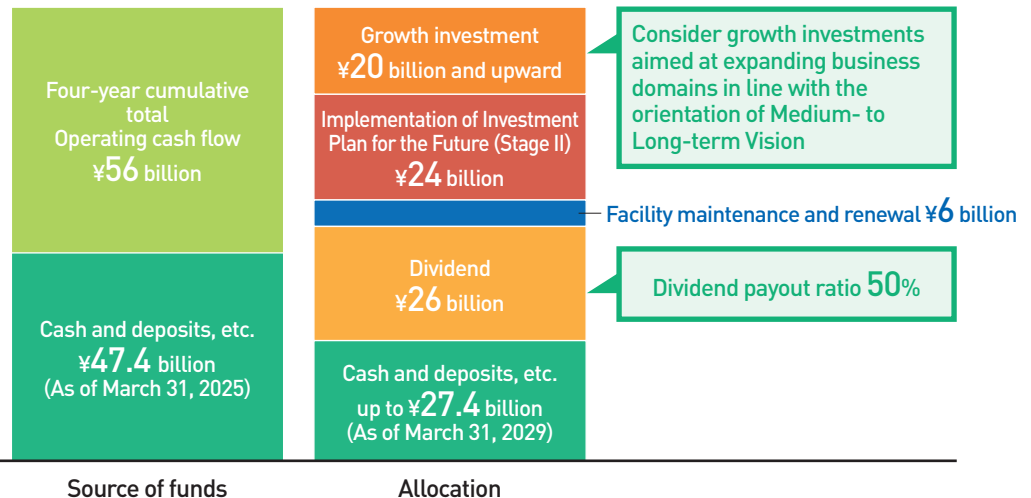
Upscaling newly created services and expanding into new domains through collaboration and investment



Financial strategy: Capital allocation policy

- Full utilization of enhanced human capital, etc. + securely capturing merger and acquisition opportunities by strengthening the system
- Investments to strengthen the foundation required for growth completed in Investment Plan for the Future in Stage II
Further implement growth investments while leveraging our strengthened foundations, and achieve ROE of 10% in FY2028
- Borrowings may be utilized as necessary for additional growth investments
- Set a target dividend payout ratio of 50% (consider raising this ratio as appropriate in light of investment conditions and other factors)

Capital allocation policy (FY2025-FY2028)



Sustainability enhancement: Relationship between material issues and medium- to long-term vision

Material issues

1 Offer solutions for protecting life and property from all kinds of disasters

We will reinforce the structure for providing fire protection systems and services to help realize a society free from accidents involving fires, as we expand our business presence to all types of disaster categories and draw on digital technology to enhance product and service capabilities.

2 Promote human resources development and ensure diversity as ways to respect personal autonomy and initiative

We will cultivate a corporate culture that fosters personal growth, promote diversity and inclusion, and create workplaces where employees feel their work is rewarding.

3 Embrace global environmental protection initiatives, starting by realizing carbon-neutral status

We will work toward carbon-neutral status while contributing to a better environment through products, services and proactive responses to restrictions on chemical substances.

4 Adopt management practices appropriate to a company seeking to ensure safety and security

We will realize a robust supply chain, adopt corporate management practices conscious of human rights and strengthen our resilience to disasters through business continuity planning.

Orientation of activities in Stage III of Medium- to Long-Term Vision

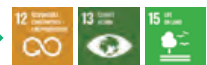
In addition to continuing activities for the Future Co-creation Project to solve social issues in all disaster domains, we will strengthen and promote our marketing functions to realize a society free from accidents involving fires.

Create a work environment in which everyone feels motivated and comfortable, and secure human resources necessary to achieve our business strategy and improve productivity per employee.

Set a medium-term target of reducing greenhouse gas emissions by 45% compared with FY2018 levels by FY2030, and promote this target by establishing KPIs that break down the target into specific items.

- 1) Strict compliance
- 2) Strengthen parts procurement, stabilize production systems, and ensure delivery deadlines are met. Streamline operations through DX and secure and develop human resources. Collaborate with suppliers to enhance technical capabilities as well as production efficiency and strengthen supply chain.
- 3) Promote consideration of human rights due diligence.
- 4) We will consider further measures to strengthen resilience at all business facilities nationwide in anticipation of a Nankai Trough earthquake.

Related SDGs



Message from Officer in Charge of Finance



Guided by our capital allocation policy, we apply a financial strategy that combines stability with efficiency to achieve sustainable growth.

Yasuhiro Ono
Executive Officer

Key financial activities in fiscal 2024

Leverage financial strategy that takes into account capital costs and stock price

In May 2024, Nohmi Bosai announced a policy in response to a request from the Tokyo Stock Exchange to implement management conscious of capital costs and stock price. We promoted various initiatives, recognizing the need for management more conscious of capital costs and stock price to achieve sustainable growth and improve corporate value over the medium to long term. Specifically, we actively invested to improve the corporate infrastructure, focusing on human capital, production facilities and internal systems, while enhancing capital efficiency by strengthening return to shareholders. Concurrently with this review of capital allocation, we are striving to lower our cost of equity by further strengthening our investor relations activities.

The favorable external environment of fiscal 2024 allowed investments, especially into human capital, to begin to bear fruit, and we reached intermediate targets for net sales and operating margin as described in Medium- to Long-Term Vision 2028. Of note, we exceeded our initial operating margin target of above 10% with an actual figure of 11.7%. Also, since ROE rose to 8.8%, management revised the ROE target from the perspective of capital efficiency. We had been working toward ROE of at least 9% by fiscal 2028 but raised our expectations to at least 10% and aim to achieve even higher capital efficiency.

As for our financial strategy, I believe we must maintain a robust approach to growth investments to boost high profit

margins even higher over the medium to long term. We proposed Investment Plan for the Future as a key part of the Group's business plan, Medium- to Long-Term Vision 2028, and over three years up to and including fiscal 2024, we laid out a direction for investing ¥30 billion and explored possible investment targets. The details were largely decided over these three years but many aspects have yet to be implemented. Going forward, we will steadily execute the investment plan but, in parallel, will consider new growth investments that will pave the way for future development.

Regarding return to shareholders, we were aiming for a consolidated payout ratio of 40% by fiscal 2024 and are aiming for 50% from fiscal 2025 onward. But we surpassed the level for fiscal 2024, hitting 40.5%. The dividend for fiscal 2025 will likely increase ¥24 year on year, to ¥100 per share. At Nohmi

Bosai, we believe that a stable financial position is vital to our ability to consistently demonstrate our role in disaster prevention through businesses that contribute to a safer society. This perspective drives efforts to provide stable dividends to shareholders over the long term. We will not stray from our basic policy of paying stable dividends, but we are also acutely aware that enhanced capital efficiency is essential for higher corporate value over the medium to long term. For this reason, and given the status of internal reserves, we decided to raise the return to shareholders as we pursue growth investment opportunities. We will keep a close watch on financial stability and efficiency while considering the balance between investment and return to shareholders, and will execute our financial strategy flexibly.

Capital allocation policy

Enhance transparency of financial strategy to realize sustainable growth

Our capital allocation policy during Stage III (fiscal 2025–fiscal 2028) in Medium- to Long-Term Vision 2028 clarifies the path we will follow to increase growth investments and return to shareholders while prioritizing financial stability and, ultimately, enhance capital efficiency. (See page 21 for details.) During Stage III, we will achieve performance targets, including ROE, by fully utilizing strengthened human capital and also by maximizing M&A opportunities. For this goal, at least ¥20 billion will be earmarked for growth investments, including M&A. As I mentioned earlier, the plan to invest ¥30 billion scheduled for Stage II (fiscal 2022–fiscal 2024) is moving into the execution phase, which will naturally lead to cash outflow, probably somewhere around ¥24 billion. Moreover, because we are targeting a payout ratio of 50%, cumulative dividends over the four years of Stage III are likely to be in the vicinity of ¥26 billion. Such amounts definitely reflect our vigorous approach to allocating capital to investments and dividends. We intend to

source funds for this purpose primarily from operating cash flow and cash on hand. That said, we may also borrow funds if necessary, depending on the progress of investment activities, with due consideration to financial stability.

By disclosing our capital allocation policy, which specifies amounts, I believe stakeholders can visualize our financial strategy with greater clarity. We also maintain a policy of lowering the cost of equity through enhanced investor relations activities, but we hope shareholders and investors will draw on our capital allocation policy to deepen their understanding of Nohmi Bosai. We will use any feedback received to fine-tune our financial strategy. As fiscal 2025 began, we announced a large-scale M&A in line with the capital allocation policy. All companies under the Nohmi Bosai Group umbrella will continue to work as a united team to achieve growth that exceeds the expectations of stakeholders. I ask for your continued support.

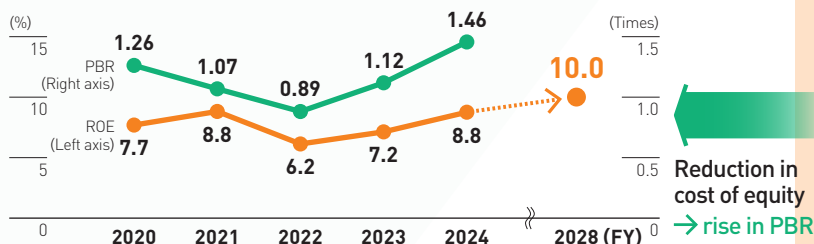
Actions to implement management that is conscious of cost of capital and stock price

Orient management of business more toward cost of capital and stock price to continue enhancing our medium- and long-term corporate value

**Increase
ROE to 10.0% or more
by FY2028**

- Improving profitability
- Strengthening shareholder returns

Improvement of
capital efficiency



**Fulfill Medium- to Long-Term
Vision 2028**

Specific Initiatives

1. Improving profitability

Priority measures Investment for growth

- Build a foundation → Achieve cost reduction
- Human capital investment → Increase competitiveness
- Utilize mergers and acquisitions → Expand business domains

2. Strengthening shareholder returns

- Set a new dividend payout ratio target
- Acquire treasury shares

3. Enhancing IR activities

- Continuous dialogue with shareholders and investors
- Improvement in the quality and quantity of disclosed information, etc.

Dividend policy

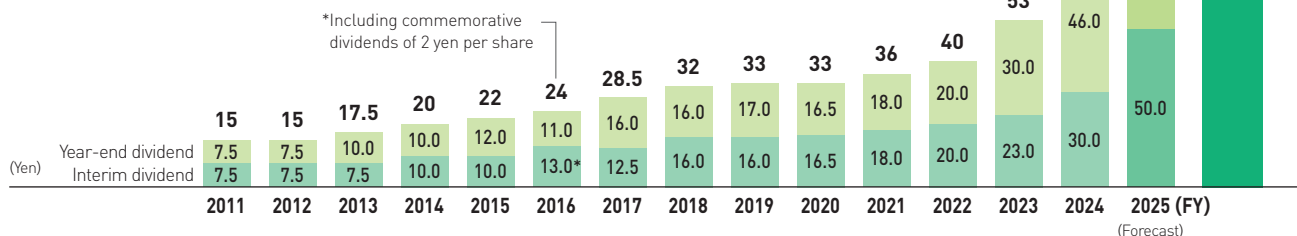
Achieved a consolidated dividend payout ratio of 40% in FY2024 in Stage II (40.5%)

Set a target of 50% for FY2025 and beyond

(For FY2026 and beyond, further expansion will be considered taking into account investment, etc.)

Trend in dividend per share

We have not reduced dividends, excluding extraordinary dividends, since FY1978.



Dividend payout ratio 50.6% 31.4% 21.9% 21.4% 20.0% 20.8% 18.8% 24.7% 18.9% 26.1% 23.2% 34.4% 37.3% 40.5% **50.9%**

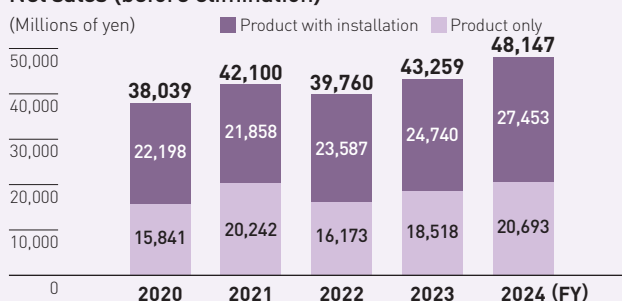
Business Overview by Segment

Fire Alarm Systems

Fire alarm systems quickly detect smoke and heat and initiate an alarm to alert people in a building that a fire has broken out. We provide a wide range of systems to protect life and property from fire, from systems for residences to those for large-scale facilities.



Net sales (before elimination)

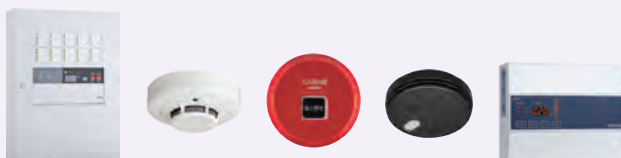


Segment income/Operating margin



Main products

Automatic fire alarm systems, fire and smoke control systems, gas leakage detectors, emergency voice alarm systems, evacuation guidance systems, disaster prevention systems for residences, environment monitoring systems



Main product recipients

Office buildings, commercial facilities, condominiums, hotels, logistical warehouses, residences and others

Business features and strengths

- Installation standards, etc., for fire protection equipment and other systems, including automatic fire alarm systems, are stipulated by laws and regulations.
- There are two main sales channels.
 "Selling products with installation":
 We sell and install our products.
 "Selling products only": We sell our products without installation.
- In addition to newly constructed buildings, we proactively offer proposals for renewing existing buildings.
- Our strengths include high technical expertise, high-level installation capabilities and an extensive network of distributors.

- Another strength lies in high-value-added products such as our aspirating smoke detector (ASD) suitable for specific applications where smoke detection is not required by laws and regulations.

Results for fiscal 2024

While both the new building and renewal markets remained strong, there were concerns about labor shortages due to the impact of the regulatory cap on overtime applied in the construction industry in April 2024. However, by streamlining installation management operations and expanding the workforce, among other efforts, we achieved higher sales and higher income. Orders, backlog and net sales all reached record highs. Regarding segment income, we were able to maintain the operating margin due partly to the positive effect of price revisions conducted systematically in response to rising prices of raw materials and other factors. We increased segment income to nearly the record-high level of fiscal 2021.

Future outlook

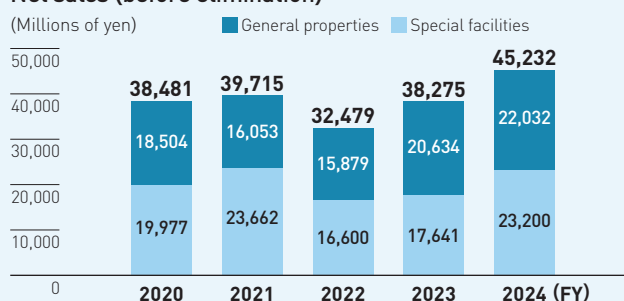
We expect that robust construction demand will continue. In addition to demands such as those for urban redevelopment and the construction of new data centers, there continues to be high potential demand for system renewals. On the other hand, challenges centered on rising costs, including raw material and labor costs, and responses to labor shortages remain. We intend to address these challenges by making careful decisions about orders accepted, while expanding the workforce and streamlining installation management operations.

Fire Extinguishing Systems

Fire extinguishing systems use water, foam and gases such as nitrogen to extinguish and suppress fires. We provide a wide variety of fire extinguishing systems, primarily for large buildings.



Net sales (before elimination)



Segment income/Operating margin



Main products

Fire extinguishing systems such as sprinklers, systems to protect cultural assets, fire protection systems for industrial plants, fire protection systems for tunnels



Main product recipients

< General properties >

Office buildings, commercial facilities, condominiums and others

< Special facilities >

Plants, factories, power plants, cultural assets, road tunnels and others

Business features and strengths

- Installation standards, etc., for fire protection equipment and other systems, including fire extinguishing systems, are stipulated by laws and regulations.
- For fire extinguishing systems, installation is typically included.
- We offer a wide range of systems not only for general buildings but also for special facilities such as plants, cultural assets and road tunnels.
- Solutions for special facilities such as plants and tunnels are one of our strengths. Our strong engineering capabilities and track record to date are highly commended.

Results for fiscal 2024

Orders for general properties such as buildings and special facilities such as plants and tunnels were strong enough that both net sales and segment income surpassed their respective record-high results of fiscal 2019. The operating margin also recovered due partly to high demand for systems for special facilities, an area in which we excel. This recovery included a return of manufacturing to Japan and the construction of new logistical warehouses. While we strived to increase installation capabilities and streamline operations, we continued to face a shortage of installation personnel. Nevertheless, orders and backlog hit record highs.

Future outlook

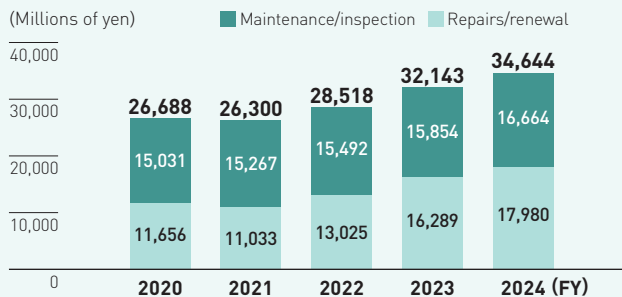
As demand mainly for urban redevelopment and the construction of logistical warehouses, semiconductor-related facilities and power generation facilities is expected to remain strong, demand for fire extinguishing systems for these facilities is expected to stay high. Many fire extinguishing system installation projects require long installation periods, and there continues to be a shortage of installation personnel to handle these projects. However, we will address this issue by strengthening our installation capabilities, such as by expanding the workforce.

Maintenance Services

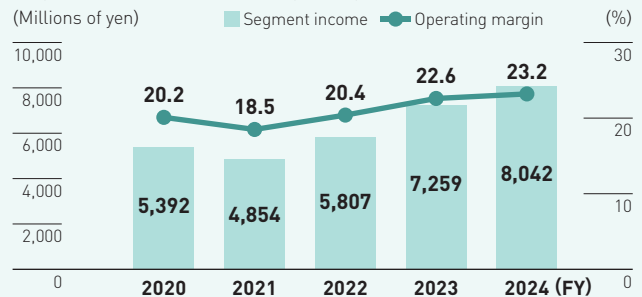
Fire protection systems require more than just the installation of the best equipment in the right places. Maintenance and inspections are essential to ensure that the quality of inherent components enables systems to function properly. As a manufacturer, we know fire protection systems inside and out. This expertise ensures that customers have access to high-value-added services from this segment.



Net sales (before elimination)



Segment income/Operating margin



Main services

Maintenance/inspection services and repair/renewal services for fire protection equipment



Business features and strengths

- There are mainly two services.
 - "Maintenance/inspection":

Mainly constitutes inspections of fire protection equipment such as automatic fire alarm systems, fire extinguishing systems and others. Inspections are conducted twice a year by qualified personnel in accordance with laws and regulations.
 - "Repair/renewal":

Includes repair of defects in properties covered by inspection contracts, the replacement of components and renewal work for overall fire protection systems.
- Since no all-inclusive legal requirement to renew fire protection systems exists, we proactively propose renewals at appropriate times to ensure that systems can be used with increased safety and security.
- The performance of "maintenance/inspection" does not tend to fluctuate significantly in the short term, but as "repair/renewal"

includes work for large properties, performance can fluctuate in the short term.

- As a manufacturer, we handle everything from the manufacture and installation of fire protection systems to maintenance, inspection and renewal. In this way, we provide high-value-added services.

Results for fiscal 2024

Demand was more buoyant than forecast, particularly for renewals, and demand for maintenance and inspections also grew steadily. Under these circumstances, while some opportunities were lost due to labor shortages, we expanded the workforce and promoted proactive sales activities such as renewal proposals. As a result, orders, backlog, net sales and segment income all reached record highs for the second consecutive fiscal year.

Future outlook

Due to the strong construction demand, the number of fire protection systems we install is expected to increase considerably. To strengthen our structure to maintain and inspect such fire protection systems and propose renewals, we intend to systematically make investments to expand the workforce and streamline operations. As social awareness of safety increases, demand for renewals and other services is expected to remain high. We will actively allocate resources to respond to this demand.

Special
Feature:

PROTECVIEW



Mikio Inoue

General Manager of Environmental System Division

We launched a new model, PROTECVIEW, to realize a higher level of safety and security possible only through the use of an aspirating smoke detector (ASD).

Japan's Fire Service Act requires that businesses of a certain size and larger install and maintain fire protection equipment. However, air conditioning equipment in constant operation at data centers, in clean rooms at semiconductor factories and in other high-airflow environments dilutes and disperses smoke particles to levels too low for early detection by traditional, mandatory detectors.

Seeking to provide a system that detects smoke in such environments at an early stage and to bring the situation under human control quickly, Nohmi Bosai marked a domestic first with the debut of an ASD in 1985 and then later, in 2011, released PROTECVIEW, developed in-house. PROTECVIEW, installed many times since its market release, currently boasts 100,000 times*¹ the smoke detection sensitivity of mandatory detectors, recognizing even low concentrations of smoke particles at an early stage. Increasingly, this system is being installed not only in clean rooms and at data centers but also in typically unmanned places, such as electrical rooms at manufacturing plants.

Sales of ASDs have surpassed 30,000 units to date. As a system, PROTECVIEW captured the largest slice of the domestic pie*² in 2024.

Building trust through years of dedication to smoke detection technology and access to comprehensive support

One reason PROTECVIEW is the choice of so many customers is that we have poured years of know-how in smoke particle detection into its development and have continued to emphasize production with an unwavering commitment to super-high-sensitivity smoke detection. For example, even after model changes, we have always used the total scattered light detection method, wherein a light-receiving element detects light scattered by smoke particles and a wide range of particle sizes.

Another reason is that we maintain an independent sales section dedicated to the ASD. Complementing the Environmental System Division, which oversees marketing strategies, specialists are deployed to offices all over Japan, and each person assigned to a customer account handles everything from proposal-based sales to design, installation support and maintenance. This integrated approach enables Nohmi Bosai to provide thorough customer support. Close relationships with customers underpin their trust in us.

First new model in 14 years to meet need for safety and security fine-tuned to the times

In May 2025, we unveiled the first new model of PROTECVIEW in 14 years. The previous model was not outdated and still offered sufficient smoke detection capabilities. However, given ever-evolving technological infrastructures and an increasing frequency in factory fires, we decided improvement in smoke detection performance was necessary. With a view toward expanding the availability of our products beyond the home market of Japan to markets globally, we felt it was imperative to strive for a system with the world's highest level of smoke detection performance. We also considered it important to address network connectivity and enhance dust resistance measures to encourage use across a wider range of environments.

Updated with an emphasis on improved performance, new features and enhanced ease-of-use

The new PROTECVIEW boasts updated smoke detection performance, achieved by doubling the number of light-receiving elements to two and thereby improving the sensor's ability to detect black smoke, which features smaller particle diameters than those of white smoke. This feature gives PROTECVIEW enhanced sensitivity to detect particles across a wider range, from super-high to low level (0.0001 to 20%/m³*1).

In addition, the new model is the first smoke detection system to offer Ethernet connectivity, networking a control panel, an ASD and a monitoring computer for flexible and efficient operation. We also enhanced software operability, including an updated screen for the monitoring computer, and completely redesigned the internal structure of the sensor, with improved dust resistance of about 30% over that of the previous model.

We revamped the exterior design as well, emphasizing visibility and operability. Installation size is unchanged, however, to facilitate future equipment upgrades.

Contributing to safety and security of society overall with no interruption to customers' business operations

In recent years, more and more companies have been giving thought to installing an ASD as part of their business continuity plans. It is now a recognized aspect of corporate social responsibility for companies to protect human life and ensure key operations remain online even if disaster or other unforeseen event occurs, and that if operations are unexpectedly interrupted, measures are already in place to restore the normal status as quickly as possible. Especially today, with infrastructure facilities and devices so interconnected and networked, the shutdown of even one key facility can have a huge impact on daily life. Also of note, if a semiconductor factory is damaged by fire or some other disaster and output ceases, there is a trickle-down effect that disrupts production of devices essential to daily life, which can in turn affect the global economy. PROTECVIEW ultimately supports the social infrastructure by protecting our customers' facilities.

Looking ahead, we will continue to update smoke detection performance but also keep on developing systems with an eye toward the evolution of networked functions and cloud compatibility, fueled by progress in the digital transformation of society. We aim to provide more competitive products by staying abreast of the latest information and conducting basic research while identifying the needs of markets overseas.

Going forward, we will provide PROTECVIEW fine-tuned to changing times and contribute to the safety and security of society.

*1 Measurement conditions: Based on results obtained with our smoke density measuring device and a dilution model

*2 Market share forecast (domestic) for ASDs in 2024

Source: "Comprehensive list of data center business market studies, 2025 edition for market" by Fuji Chimera Research Institute, Inc.



Control panel for ASD



PROTECVIEW
(detection panel connection type)



PROTECVIEW
(stand-alone type)



Nohmi Bosai—Sustainability

Nohmi Bosai's long-standing company creed is to be "a pioneer in the disaster prevention business, and we are committed to the mission and contribute to the safety of society." A management principle was designed and adopted to live up to this creed.

Guided by this creed and its management principle, Nohmi Bosai has from its earliest days consistently contributed to the safety of society. Going forward, the Company is determined to maintain this stance. To clarify the role that Nohmi Bosai must fulfill in its efforts to contribute to realizing a sustainable society, management established a basic sustainability policy.

Company Creed

As a pioneer in the disaster prevention business, we are committed to the mission and contribute to the safety of society.

Management Principle

Under a comprehensive system, from research and development to maintenance, we will continue to provide the latest and optimal disaster prevention systems to protect life and property from disaster, throughout Japan and the rest of the world.

Basic Sustainability Policy

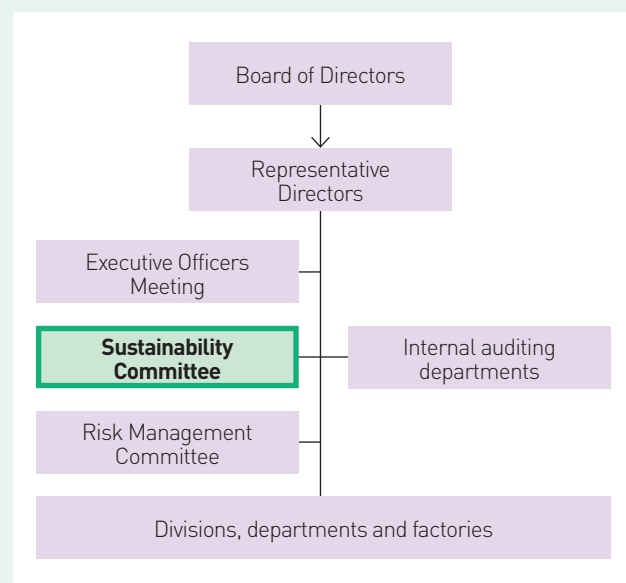
For many years, the Nohmi Bosai Group has pursued ways to make society safer. Having the technologies and trust backed up by our history, we are seeking a society free from accidents involving fires. Also, we are working to protect life and property from all kinds of disasters and to create a sustainable society.

Sustainability promotion structure

To gain greater leverage from initiatives addressing issues about sustainability, Nohmi Bosai established a working group in September 2022 to promote sustainability management and embarked on such activities as formulating a basic policy, identifying material issues, designing action plans and improving the sustainability promotion structure.

March 2023 saw the establishment of the Sustainability Committee, which functions in an advisory capacity to the president and representative director and discusses policies and measures based on material issues. The president and representative director chairs the committee, and executive officers, including ones responsible for corporate divisions (Corporate Planning Department, CSR Promotion Department, General Affairs Department, Human Resources Department and Human Resources Development Department) are members. Regular meetings are held twice a year, but the committee convenes as necessary.

Sustainability Committee status



Nohmi Bosai—Materiality

Since its early days more than 100 years ago, Nohmi Bosai has been committed to contributing to a safer society through the business of protecting life and property from disaster. Today, the world is focused on corporate activities that address sustainability. Against this backdrop, management identified key social issues—materiality—that Nohmi Bosai should embrace to clearly demonstrate to stakeholders how the Company's strengths benefit society.

Materiality identification process

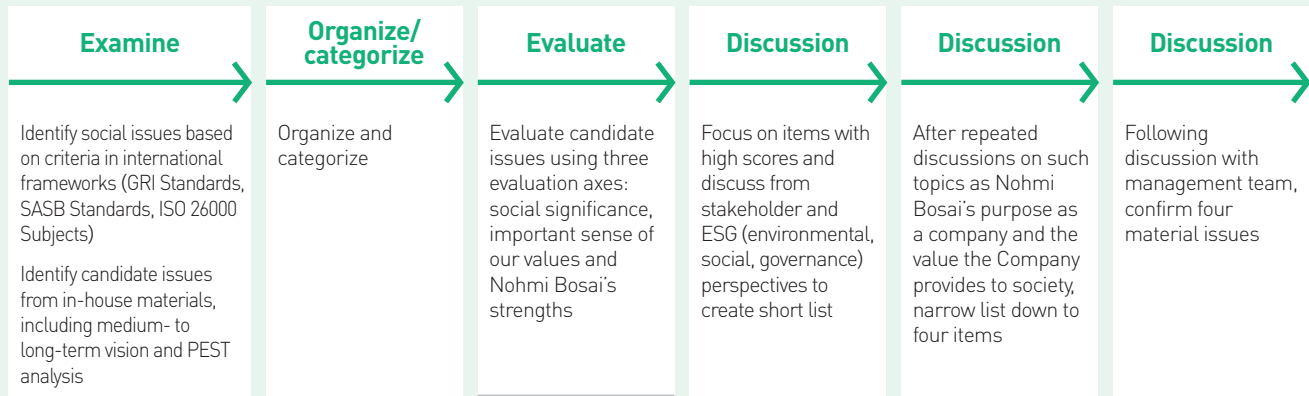
Nohmi Bosai established an in-house working group to promote sustainability management and used this group to pinpoint social issues that the Company should address from two perspectives—most relevant to the needs of society and most relevant to the Company's own business activities—in accordance with the international sustainability frameworks Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB) Standards and ISO 26000 Subjects. Candidate issues taken from the medium- to long-term vision, PEST (political, economic, social and technological)

analysis and other materials were added, creating a list of 50 items.

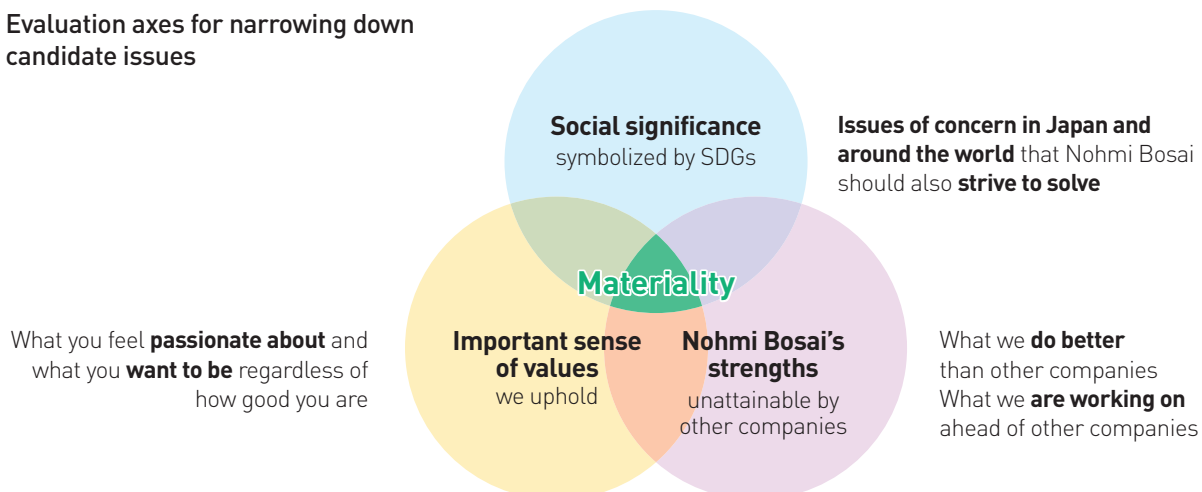
The working group then evaluated these 50 items from three axes—social significance, important sense of our values and Nohmi Bosai's strengths—discussed the items that had the highest scores and eventually pared the list down to four items. After discussion with the management team, these four items were confirmed and approved as material issues for Nohmi Bosai to tackle.

Throughout the Company, Nohmi Bosai is implementing initiatives specific to the four identified material issues.

Materiality identification process












Evaluation axes for narrowing down candidate issues



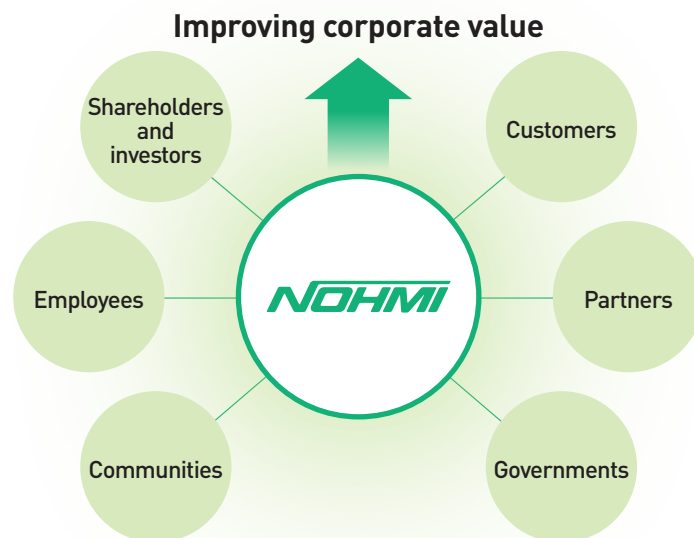
Nohmi Bosai—Materiality

Four material issues

1 Materiality	Offer solutions for protecting life and property from all kinds of disasters We will reinforce the structure for providing fire protection systems and services to help realize a society free from accidents involving fires, as we expand our business presence to all types of disaster categories and draw on digital technology to enhance product and service capabilities.	 
2 Materiality	Promote human resources development and ensure diversity as ways to respect personal autonomy and initiative We will cultivate a corporate culture that fosters personal growth, promote diversity and inclusion, and create workplaces where employees feel their work is rewarding.	 
3 Materiality	Embrace global environmental protection initiatives, starting by realizing carbon-neutral status We will work toward carbon-neutral status while contributing to a better environment through products, services and proactive responses to restrictions on chemical substances.	  
4 Materiality	Adopt management practices appropriate to a company seeking to ensure safety and security We will realize a robust supply chain, adopt corporate management practices conscious of human rights and strengthen our resilience to disasters through business continuity planning.	 

Involvement with stakeholders

We will ensure that everyone connected to Nohmi Bosai—customers, shareholders and investors, partners, employees, all levels of government and communities—is aware of our material issues. We will tackle social issues in cooperation with these stakeholder groups, strive to build strong bonds of trust with stakeholders and improve corporate value.



Offer solutions for protecting life and property from all kinds of disasters

Today natural disasters are occurring with greater severity, leading to heightened awareness of the need to prepare for and prevent disasters. In addition, aging buildings and public infrastructure are sure to become increasingly more important social issues. Nohmi Bosai has accumulated diverse experience and know-how related to disaster prevention, particularly fire protection, since its early days in business. Of course, we strive to contribute to public safety, security and sustainability by effectively incorporating this experience and know-how into our products and systems, but we also pursue initiatives to create new solutions for customers and society at large.

Developing systems and services to realize a society with zero fire damage or loss and to cultivate business domains

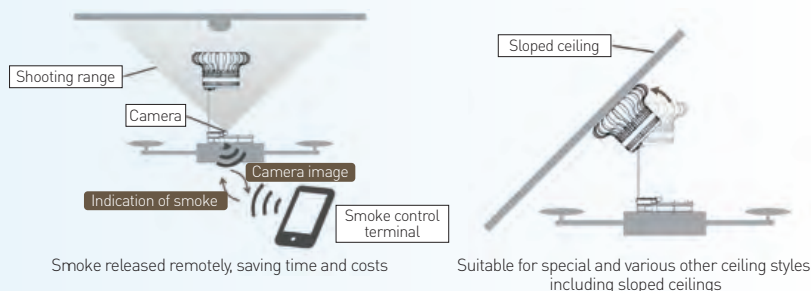
Just over 100 years have passed since the Great Kanto Earthquake, a catastrophic event that prompted Nohmi Bosai's founder to redirect the company's energy into the disaster prevention business. During this time, measures to prevent disaster or at least mitigate the extent of damage have constantly evolved to meet changes in society. In this context, Nohmi Bosai has been committed to realizing a society with

zero fire damage or loss and to accurately identifying needs matched to the times to pioneer many product firsts in Japan. Eliminating fire damage will continue to be an important social issue and a priority for us. We will remain committed to our founding principles and draw on the technology and know-how we have accumulated to provide safe and reliable products and services that meet diverse customer requirements.

New products, new services

Drone technology deployed in the development of a new smoke detector testing device

We applied drone technology to develop a smoke detector testing device, the industry's first drone-based testing device to obtain the performance rating required for legally mandated inspections. Put into operation at client facilities under maintenance service contracts in spring 2025, this product makes it possible to conduct smoke detector tests more safely and more efficiently in high places and unstable locations, a task that previously posed many challenges.



Launched sales of the LPWA Wireless Alarm System for wireless communication between alarm panels

Sales of the LPWA Wireless Alarm System began in spring 2025. This system uses LoRa®, a low-power, long-distance communication technology known as LPWA (low power wide area), to wirelessly communicate between alarm panels, thereby reducing wiring work and providing system scalability.

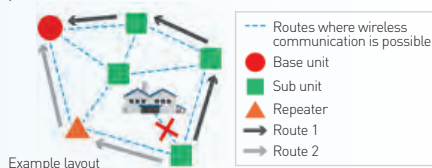
Since no wiring is required between alarm panels, the system is perfect for installation at cultural properties where the need to preserve the aesthetics of these locations would necessitate buried wiring. In addition, the system helps curb installation costs.

* LoRa® is a registered trademark of Semtech Corporation or its affiliates.

Features of LPWA Wireless Alarm System

Feature 1 Nohmi original wireless communication method

We achieved our own stable communication by combining technology to bypass unstable routes with technology to prevent communication collisions.

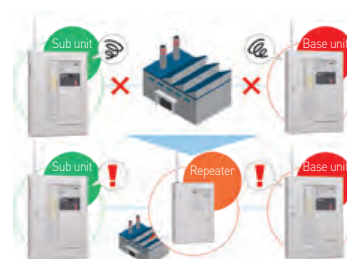


Feature 2 Scalable system

Because no wiring is required between alarm panels, the system can be added to existing systems and installed in places where physical wiring would be difficult to mount or when a building is expanded.

Feature 3 Repeater relay signals

When obstacles such as buildings impede signal transmission, a repeater can be installed to relay signals.



Materiality 1 Offer solutions for protecting life and property from all kinds of disasters

Cross-boundary learning in Kamaishi and Rikuzentakata, Iwate Prefecture



Ruins of earthquake (Kesen Junior High School)



Tsunami Memorial Hall
(Kamaishi City, Iwate Prefecture)



Kamaishi Memorial Park

Communicating ideas and shaping safety and disaster prevention to meet customers' expectations

Since 2021, Nohmi Bosai has been conducting cross-boundary learning programs in which participants stay in areas bearing the scars of disaster and learn about the aftermath reality and subsequent recovery and restoration efforts in these places to foster creation of new disaster prevention solutions. Participating employees obtained disaster prevention specialist qualification* in advance, toured ruins of the Great East Japan Earthquake and the devastating tsunami, and met with local government representatives and members of the community who have been working hard to rebuild the area. We will continue to expand involvement in this program as it is sure to fuel ideas for new disaster prevention solutions.

* Support for obtaining private qualification of disaster prevention specialist

Specialists in disaster prevention facilitate responses to diverse disaster prevention issues

Disaster prevention specialists are expected to conduct activities that help communities improve disaster prevention capabilities at various locations of society, based on the principles of self-help, mutual aid and collaboration. This private qualification certifies that the recipient has acquired sufficient awareness and a certain level of knowledge and skills to fulfill such expectations. As a pioneer in the disaster prevention business, Nohmi Bosai encourages employees to obtain disaster prevention specialist qualification because, through the process, they gain greater awareness and expertise and are better able to ensure safety not only in the Company's own operations but more broadly across the social landscape. Over a three-year period, beginning in fiscal 2025, we expect about 200 employees to obtain certification, representing some 10% of our workforce. (The number stood at 41 as of fiscal 2024 year-end, on March 31, 2025.)

VOICE

Cross-boundary learning not only leads to business creation for Nohmi Bosai but also offers employees an opportunity to better navigate a career path

Cross-boundary learning is an opportunity for employees active as disaster prevention professionals to embrace new challenges. Many employees join Nohmi Bosai with a strong desire to protect lives and property from disasters, but for some employees, daily work responsibilities keep them so busy that they miss opportunities to reflect on their careers or the meaning of their work. Cross-boundary learning offers an excellent chance for these employees to reflect on their careers and rediscover meaning in their work. From a secretariat perspective, it is immensely gratifying to see how cross-boundary learning has motivated them to set new goals and explore new challenges.

One young participant was amazed that employees could be so passionate about

disaster prevention and be so forthcoming about their aspirations. Through the program, this employee was motivated to launch an organizational culture reform project aimed at generating a similar result in the employee's own department. Cross-boundary learning not only hones the ability to directly develop business ideas but also incentivizes employees to embrace that challenge.

In fiscal 2024, we brought past participants together for our first follow-up session. Going forward, we will explore approaches to providing follow-up support and raise awareness of cross-boundary learning Companywide. This arrangement will fuel the creation of solutions applicable to all kinds of disaster prevention scenarios.



From left

Yuko Yananose,
Human Resources Development Department

Yuta Hara,
Human Resources Department
(In charge of Human Resources Development Department's cross-boundary learning program until fiscal 2024)

VOICE

Delivering disaster prevention knowledge to the public— The power of connections realized through event presentations

Participating in the Gokko Land event gave us insights into society's growing interest in disaster prevention that were not necessarily apparent in our daily work. We encountered many preschool-aged children who correctly responded to questions in a disaster prevention quiz. We were amazed by the high level of interest in disaster prevention not only from the youngsters but from attending parents as well. It was a delightful surprise when children, spotting capsule toys resembling a manual fire alarm box, yelled, "I've seen that before!" and "You use it if a fire breaks out!"

Having "Disaster Prevention Specialist" on a business card serves as an opportunity to let customers know when we exchange business cards that Nohmi Bosai is addressing disaster

risks other than fire. Obtaining disaster prevention specialist qualifications, being involved in cross-boundary learning and participating in related events have also expanded our interactions with other departments within the Company, leading to smoother workflow and enhanced knowledge sharing. In particular, the cross-boundary learning program presented us with the experience of evacuating due to a tsunami. Now we are always aware wherever we are of what action to take if disaster strikes.

We look beyond fires to other types of disasters and are forming ideas for new patent applications. We will also strive to communicate soft solutions, that is, those involving information, based on shared knowledge and experience.



From left

Maki Miyazawa,
System Design Center, Sales Development Division

Erika Akahoshi,
Technical Department 2, Technical Division

Original game available at Gokko Land "Mezase Bosai Master!"



"Mezase Bosai Master!" menu screen



New game "Bosai Goods wo Atsumeyo!"



Scene from in-person event Gokko Land Expo

Awareness-building activities using games allow children to improve knowledge of disaster prevention while having fun

Gokko Land is an educational app from Kids Star Inc. that enables children to learn how society works through hands-on content from actual companies and brands. In 2023, Nohmi Bosai used Gokko Land as a portal to launch an original disaster prevention-themed series called "Mezase Bosai Master!" (Be a Master in Disaster Prevention!) with two games—"Hinan Kunren Challenge!" (Take the Evacuation Drill Challenge!) and "Mezase Bosai Quiz Ou!" (Ace the Disaster Prevention Quiz!). In May 2025, a third game was added to the menu—"Bosai Goods wo Atsumeyo!" (Let's Collect Disaster Prevention Items!). This game hinges on the theme of the earthquakes and floods that have been occurring more frequently in recent years, and the game's setting is a disaster prevention experience center where evacuation drills are conducted. Players must reach the evacuation site, and as they move toward this destination, they encounter various disaster prevention items and become familiar with them. The objective is to give children the knowledge to check the status of emergency preparedness in their own homes.

In addition, Gokko Land Expo, a real-life event recreating the world of Gokko Land, was rolled out in July 2024 at large commercial facilities across the country, with Nohmi Bosai participating as an exhibitor. For these events, we organized workshops for children and their parents at five locations in fiscal 2024 and 15 locations in fiscal 2025, where employees certified as disaster prevention specialists conducted a disaster mitigation quiz and taught participants how to make disaster mitigation bottles. We also offered these workshops at Kids Expo, a program at Expo 2025 Osaka, Kansai, in October 2025.

Going forward, we will continue to provide opportunities through activities for parents and children to effortlessly come into contact with disaster prevention, a process leading to heightened disaster prevention awareness and improved preparations overall.

Virtual Reality Content VR fire experience VR earthquake and tsunami experience



Iwate Tsunami Memorial Museum
(Rikuzentakata City, Iwate Prefecture)



Tsunami Memorial Hall
(Kamaishi City, Iwate Prefecture)



Tsunami Memorial Hall
(Kamaishi City, Iwate Prefecture)

Correctly recognizing danger and threat of disaster, and motivating people to engage in disaster prevention training and education

“Panic in the Office,” the virtual reality (VR) fire experience, was released in April 2022 as content to simulate a realistic disaster that would spur active interest in disaster prevention training and education. The program has been integrated into corporate disaster prevention training, was featured at disaster prevention events organized by local governments and even found its way into disaster prevention education programs at schools, for an aggregate user count of more than 7,000 people.

In August 2025, Nohmi Bosai released a sequel, “Your decision for saving lives,” a VR earthquake and tsunami experience. In the sequel, the story unfolds as participants respond to questions about their ability to take action during an earthquake or tsunami. At the end of the VR experience, the program determines participants’ disaster prevention ability level. Prior to the release, Nohmi Bosai organized a trial session in Kamaishi, Iwate Prefecture, welcoming involvement from local government officials tasked with disaster preparedness as well as teachers and students from Kamaishi-Higashi Junior High School. Feedback from the students, who belong to a generation with no memory or firsthand knowledge of the Great East Japan Earthquake, noted that the VR experience was very authentic, creating a real sense of the speed and force of the tsunami, in a way that cannot be conveyed through ordinary video footage, and that they were now inclined to take disaster prevention studies more seriously. Through “Your decision for saving lives,” people will gain a deeper understanding of the devastation caused by the tsunami in the wake of the Great East Japan Earthquake and hopefully incorporate the program into drills simulating the occurrence of a major Nankai Trough earthquake and tsunami, which would also be catastrophic. We hope this program will contribute to enhanced disaster prevention awareness and help people learn what actions to take to save lives.

VOICE

As a disaster prevention company, could we have done more? Volunteering in the disaster-stricken areas awakened this feeling in me

From my volunteer work in Ishinomaki, Miyagi Prefecture, immediately after the Great East Japan Earthquake, and the devastation I witnessed in my hometown of Kamaishi, Iwate Prefecture, I realized that there are limits to disaster prevention measures implemented solely on the equipment side and that people need something to encourage them to improve disaster prevention awareness. The starting point for creating this VR content was a strong desire to help Nohmi Bosai evolve into a company that contributes more to society, through a process that begins by utilizing the knowledge and know-how accumulated in-house about fires and eventually expands to include natural disasters as well.

We have received great encouragement from adults who tried the program, either incorporated into disaster prevention drills or at disaster prevention events. Their feedback included

comments like “More people should try this” and “I want to use the program in events and classes that I lead.” I have also come to understand that targeting initiatives at younger generations is essential for creating a society with a high level of disaster prevention awareness in the future. The event at Kamaishi-Higashi Junior High School was the first of a growing number of success stories, substantiated by an increase in the number of schools using the program and opportunities to provide follow-up lessons after the VR experience. I find this very rewarding. For our third VR experience project, currently in development, we are working with the Mount Fuji Research Institute, Yamanashi Prefectural Government on content for volcanic disasters.

It is said that people need to be able to imagine a process or outcome in order to act to achieve that process or outcome. In this age of rampant natural



Akifumi Sasaki,
Strategic Products Sales Division

disasters, our goal is to provide as many people as possible with the opportunity to experience a variety of very realistic disaster scenarios in the safety of the virtual world to improve disaster preparedness and enable people to take appropriate action to save lives in an emergency.

VOICE

Making the public smile through an extra chance to use emergency supplies— Challenge that began with idea of *mottainai* (“waste not, want not”)

The idea for Stockle+ was born from the complexity and challenges of managing stocks of emergency supplies that Kota Yamano, who handled this, encountered when he was working in the General Affairs Department. When the supplies were replaced every five to seven years, he spent a lot of time adjusting delivery dates and figuring out how to dispose of unwanted items, disrupting his regular responsibilities. In addition, at the time he took on the role, he lacked information about what the role entailed, causing some confusion and a sense of helplessness as the situation at hand became overwhelming. Having been faced with the unavoidable decision to throw expired food away, he had a feeling that there had to be a better option that eventually turned into a desire to

solve the problem in a way useful to society. Later, he submitted his idea to the new business creation project within the Company, which ultimately led to the realization of the Stockle+ service.

It is very rewarding when we hear from Stockle+ users who say that the service has enabled their own company to contribute to society and that their company also applauds the effort. When I saw the smiles on the faces of people at food banks and universities where donated supplies were delivered, I really felt glad to be part of the Stockle+ service.

Going forward, we will continue to strengthen collaboration with food banks and expand the range of donated items to include more than just food.

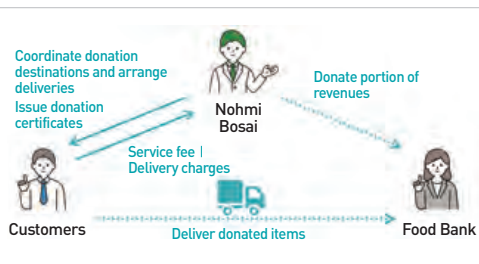


From left
Chiho Wakiyama, Kota Yamano,
Strategic Products Sales Division

New service contributing to society through delivery of replaced emergency supplies **Stockle+**



Emergency-use bottled water distributed to universities in Tokyo



Stockle+ structure



Matching companies wanting to donate emergency supplies with NPOs (food banks)

Stockle+ is a circular service that allows companies to donate to food banks and other organizations stocks of emergency supplies that would otherwise be thrown out when inventories are replaced, thereby contributing to society and reducing the workload of the departments charged with managing emergency supplies.

Nohmi Bosai has been offering Stockle+ since 2024, and to date, more than 10 companies have signed up, and more than 15 organizations have received donated items. Currently, the service distributes emergency supplies at events, bringing smiles to both the donating and receiving sides. A new initiative has also been launched to support students struggling with high prices. In addition, Stockle+ is intended to streamline communication between companies using the service and food banks and to extend the list of accepted items for donation as well as the scope of support.

We will continue to promote Stockle+ not only as a convenient inventory management support service but also as a brand that connects companies and society and encourages actions that lead to a future filled with every possible smile opportunity.

Materiality 1 Offer solutions for protecting life and property from all kinds of disasters

App supporting evacuation center opening and operation

N-HOPS



Evacuation center entrance
(demonstration test)



Using the app
(demonstration test)



N-HOPS app to support opening and operating evacuation centers

Web app developed to support opening of evacuation centers to enhance people's ability to reliably set up evacuation centers

Who will establish evacuation centers in a disaster, and how will such locations be set up? These are common issues for many local governments. N-HOPS, an app developed by Nohmi Bosai to support opening and operating evacuation centers, addresses these issues.

N-HOPS is a web app that has turned an evacuation center manual into a unique digital support guide that takes users through a "what to do next" process of one action per page. Actions can be customized to each evacuation center, allowing intuitive operation by anyone. We provide consistent support from training during normal times to guidance for emergency situations.

In a demonstration test in Shibuya-ku, Tokyo, more than 90% of the participants rated the app "useful for setting up evacuation centers," and everyone indicated that they would recommend that the app be adopted. In the city of Kasukabe, Saitama Prefecture, a test was run to compare the app with a paper manual. The test confirmed that the group using N-HOPS was able to proceed with setup and operation work more smoothly and confidently.

The objective is to create a world in which anyone can set up an evacuation center with confidence and without hesitation. Anticipating a full release of the app in fiscal 2026, Nohmi Bosai will continue to improve the service by performing additional verification tests and incorporating feedback from users.

VOICE

Fine-tuned for on-site use Applied thorough on-site perspective in developing app

Even if manuals exist for opening and running evacuation centers, people working on-site have repeatedly pointed to challenges, such as not knowing exactly which actions to take and admitting that the opening and running of the centers depends on individual skills. The concept for N-HOPS was born from an awareness of such issues.

From the early stages of development, we engaged in dialogue with more than 100 local governments, central government ministries and agencies, and various disaster prevention organizations across the country. We participated in and observed evacuation center drills at numerous locations, carefully gathering comments directly from people on the front lines. The process of identifying shared issues while addressing different operating frameworks

and challenges faced by each local government was not an easy one.

N-HOPS' editing function allows customization matched to criteria specific to each local government and even further to each evacuation center. The goal of the app is to create a world in which opening and operating an evacuation center can be accomplished by anyone, thereby ensuring consistency in the quality of evacuation center openings and operations regardless of who is delegated the responsibility. We will continue to work with people in the field to raise "useful disaster prevention systems" to the next level. At the same time, we will give serious consideration to feedback from participants in demonstration tests for such matters as resident-led training for opening an evacuation center and the app's screen design in consideration of potential use by elderly users.



From left
Natsumi Kono, Kenta Yamada,
Corporate Planning Department

VOICE

Idea behind SONA-E

Background to acquiring naming rights and Nohmi Bosai's social mission

The backdrop to Nohmi Bosai acquiring naming rights for the Saitama Prefectural Disaster-Prevention Learning Center SONA-E was a strong link between the Company's desire to protect life and property from disaster and the purpose of this facility. The center, which attracts visitors of all ages, welcomes about 60,000 visitors annually and will present visitors keenly interested in disaster prevention with an excellent opportunity to learn about the Nohmi Bosai brand.

From the outset, after receiving information about the naming rights and considering their social significance and the strong affinity with

our brand, I immediately began considering a bid. When I visited the center, I was deeply impressed by the staff's sincere approach to disaster prevention education and the diverse array of events. My desire to support this facility grew even stronger.

The naming rights will not only increase opportunities for more people to learn about Nohmi Bosai's efforts and content, such as VR experiences and Gokko Land, but also lead to disaster prevention education and contribute to the local community. I hope that through SONA-E we will create new connections with disaster prevention-conscious experts.



Kazutaka Okabe,
General Manager of Public Relations Department

Saitama Prefectural Disaster-Prevention Learning Center NOHMI BOSAI SONA-E



Nohmi Bosai SONA-E entrance



Kazutaka Okabe, General Manager of PR Dept.
and SONA-E's staff members



Earthquake experience vehicle

Acquired naming rights for the center to raise public awareness of disaster prevention

Located in the city of Konosu, Saitama Prefecture, the Saitama Prefectural Disaster-Prevention Learning Center is a place to have fun experiencing simulated disasters such as earthquakes and learn how to respond to them. The center's objective is to create a disaster-resistant community.

Nohmi Bosai acquired the naming rights for the center, which took the name NOHMI BOSAI SONA-E as of October 1, 2024. The center provides insight into disaster prevention and associated technologies and helps visitors develop the ability to quickly respond in a disaster situation through simulated experiences to gauge responses to an earthquake, storm, fire and smoke, all in an engaging format. Admission is free, and various disaster prevention events are offered. The center, which welcomes approximately 60,000 visitors annually, has held more than 300 events.

We hope joint efforts with the center will lead to greater public interest in disaster prevention. Through our local involvement in Saitama Prefecture, we hope to contribute to society at large.

2

Materiality

Promote human resources development and ensure diversity as ways to respect personal autonomy and initiative

Due to the continued graying of society and the decreased workforce, the time is coming when a shortage of workers will erode the competitive edge companies have honed. To capture new business opportunities in our changing society, Nohmi Bosai will robustly approach human resources development as ways to respect personal autonomy and initiative while drawing on the diversification of human resources to create new added value and expand business activities.

Human capital management policy

Nohmi Bosai set a personnel strategy for dynamic growth as a pillar of “Medium- to Long-Term Vision 2028—Shaping the Customers’ Expectations—.” This strategy will help realize the medium- to long-term vision with measures that accelerate growth from both an employee perspective and an organizational perspective. Toward this end, we feel it is important to respect the individuality of each and every employee and foster a corporate culture that provides opportunities for employees with different abilities and values to thrive and grow.







We will continue to strengthen human capital management based on a new orientation of strategy defined under “Medium- to Long-Term Vision 2028 Stage III,” announced in May 2025.

Orientation of strategy

- **Workstyle:** Further promote work-life balance
- **Recruitment:** Focus on acquiring human resources (installation and maintenance personnel, etc.) necessary to achieve business strategies
- **Personnel system:** Build a motivating and comfortable work environment
- **Transfer and placement:** Achieve strategic transfers and placement that value personal career aspirations and set up a human resources portfolio
- **Development:** Establish a human resources development system for early deployment
- **DE&I:** Create opportunities for competent individuals with diverse abilities and values to flourish and develop

Indicators related to human capital management

Our targets and results for indicators related to human capital management are presented below.

Workstyle		Performance indicators for work-life balance (FY2024 results)	Future targets
		<ul style="list-style-type: none"> Annual paid leave usage rate: 70.7% Childcare leave usage rate by male employees: 29.6% 	<ul style="list-style-type: none"> 75% or higher (FY2028) 60% or higher (FY2028)
Recruitment		Performance indicators for acquiring human resources necessary to achieve business strategies (FY2024 results)	Future targets
		<ul style="list-style-type: none"> Nohmi Bosai: +97 people Group companies: +56 people Net sales per person: +5.5% over average of FY2019–FY2023 (non-consolidated) 	<ul style="list-style-type: none"> +400 people (FY2025–FY2028) +100 people (FY2025–FY2028) +5% over average of FY2019–FY2023 (FY2028)
Personnel system		Performance indicators for a motivating and comfortable work environment (FY2024 results)	Future targets
		<ul style="list-style-type: none"> Workstyle score: 3.7*1 Evaluation score: 3.2*1 	<ul style="list-style-type: none"> 4.0 or higher*1 (FY2028) 3.5 or higher*1 (FY2028) Implement measures by FY2026
Transfer and placement		Performance indicator for achieving strategic transfers and placement (FY2024 results)	Future targets
		<ul style="list-style-type: none"> Growth opportunity score: 3.5*1 	<ul style="list-style-type: none"> 3.8 or higher*1 (FY2028)
Development		Performance indicator for establishing a human resources development system (FY2024 results)	Future targets
		<ul style="list-style-type: none"> Number of skills (specialized) training courses: 163 	<ul style="list-style-type: none"> Increase of 50% over FY2024 level (FY2028)
DE&I		Female employees promoted to senior positions (equivalent to manager**) (FY2024 results)	Future targets
		<ul style="list-style-type: none"> 15 people 	<ul style="list-style-type: none"> Above 30 (FY2028) 40 (FY2029)
		Statutory employment rate for persons with disabilities (FY2024 results)	Future targets
		<ul style="list-style-type: none"> 2.37% 	<ul style="list-style-type: none"> Over statutory employment rate

*1 Explanatory factor for engagement score the Company uses as indicator

*2 Nohmi Bosai has adopted a professional qualification system whereby employees are promoted based on personal abilities. Those who have reached a level of ability that facilitates organizational management at the section level are promoted to a “senior position” category. A senior position is deemed equivalent to a managerial position, paving the way for a management role at the section level or above through personnel transfers or corporate restructuring.

DE&I activities

We are focusing on mid-career recruitment. Over the past three years, we have hired an average of 69 people per year, with mid-career employees accounting for about 53% of total annual hires. Competition among companies to capture the interest of job-seeking new graduates is expected to intensify against the backdrop of a declining birthrate and an aging population. Therefore, maintaining our mid-career recruitment approach, we plan to hire about 80 people a year, or 50% of annual hiring, to secure personnel who are immediately ready to work.

The ratio of mid-career hires across the Company stands at 31%, with 17% of senior positions filled by mid-career hires. At

Nohmi Bosai, qualified and capable employees are promoted to senior positions regardless of whether they are new graduates or mid-career hires. This policy will continue. We intend to at least maintain but ultimately increase the ratio of mid-career hires in management positions, with the current 17% minimum as the minimum baseline.

We also hired an average of five foreign nationals annually over the past three years and plan to hire one person in fiscal 2025. To boost the retention rate of our foreign employees, we provide counseling sessions for them as well as relevant guidance for their superiors.

Past initiatives

Fiscal 2021	<ul style="list-style-type: none"> ■ Launched working group to promote active participation of women in the workplace <ul style="list-style-type: none"> · Seeking to support the career development and growth of female employees, created a vision for more active participation of women in the workplace and identified issues · Presented management with measures to achieve the vision
Fiscal 2022	<ul style="list-style-type: none"> ■ Implemented Companywide training on unconscious bias (e-learning participation rate: 82.4%) ■ Established the Committee for Promoting Active Participation of Women in the Workplace permanently <ul style="list-style-type: none"> · Building on activities by the working group to promote active participation of women in the workplace in fiscal 2021, established three subcommittees within the Committee for Promoting Active Participation of Women in the Workplace to address specific issues, implemented dialogue with executives, including outside directors, training sessions by external speakers and examination of initiatives, and updated Board of Directors and Executive Officers Meeting on status of activities
Fiscal 2023	<ul style="list-style-type: none"> ■ Implemented unconscious bias awareness training for department managers (online training participation rate: 94.6%) ■ Consolidated three subcommittees of Committee for Promoting Active Participation of Women in the Workplace into two, which continued activities from previous fiscal year <ul style="list-style-type: none"> · Hosted information-exchange event on balancing work and raising children · Initiated diverse workstyles (introduced shared offices, implemented survey on status of use of remote work inside and outside the Company and on productivity) ■ Held counseling sessions and networking events for new foreign employees <ul style="list-style-type: none"> · Held informal talks, counseling sessions and networking events with the president and other executives to help foreign employees adapt to the workplace and their assignments
Fiscal 2024	<ul style="list-style-type: none"> ■ Inaugurated Human Resources Planning/DE&I Promotion Group <ul style="list-style-type: none"> · Formulated a diversity, equity & inclusion (DE&I) strategy ■ Implemented unconscious bias awareness training for line managers (online training participation rate: 98.6%) ■ Provided training for foreign employees and their supervisors to promote greater understanding of different cultures <ul style="list-style-type: none"> · Ran training programs to promote mutual understanding between non-Japanese employees and their superiors to create a more welcoming environment for human resources with diverse abilities and values and to foster a corporate culture and workplace atmosphere where these employees can thrive

Efforts for personal autonomy and initiative

Autonomy and initiative fuel the growth and development of employees. We believe that employees should think and act independently and pursue initiative by fully harnessing their own potential, and that they should voluntarily continue to expand their own skills and expertise. This requires a healthy work environment with a positive corporate culture that supports self-directed learning. As an example, we provide

training to improve digital skills. Since the training program's launch in fiscal 2021, 602 people have participated, and the number of departments promoting robotic process automation (RPA) is increasing. Going forward, we will continue to strengthen human resources development and thereby accelerate initiatives to achieve DX, a priority measure under Stage III of Medium- to Long-Term Vision 2028.

Materiality 2 Promote human resources development and ensure diversity as ways to respect personal autonomy and initiative

Health and productivity management

Nohmi Bosai Declaration on Health and Productivity Management

Our company creed is to contribute to the safety of society through our disaster prevention business, a creed we strive to uphold. Employees who support the Company are integral to the enduring nature of our creed.

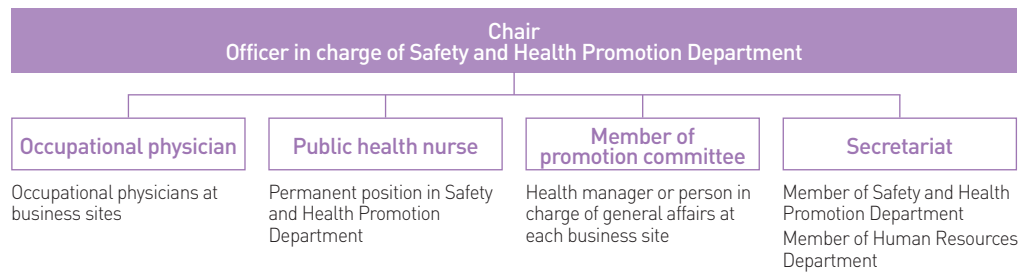
At Nohmi Bosai, we believe that a work environment where employees are healthy in both mind and body and feel motivated in their work will fuel corporate growth and foster employee happiness, which ultimately benefits society.

Toward this end, the Company and its employees cooperate in promoting health and productivity management.

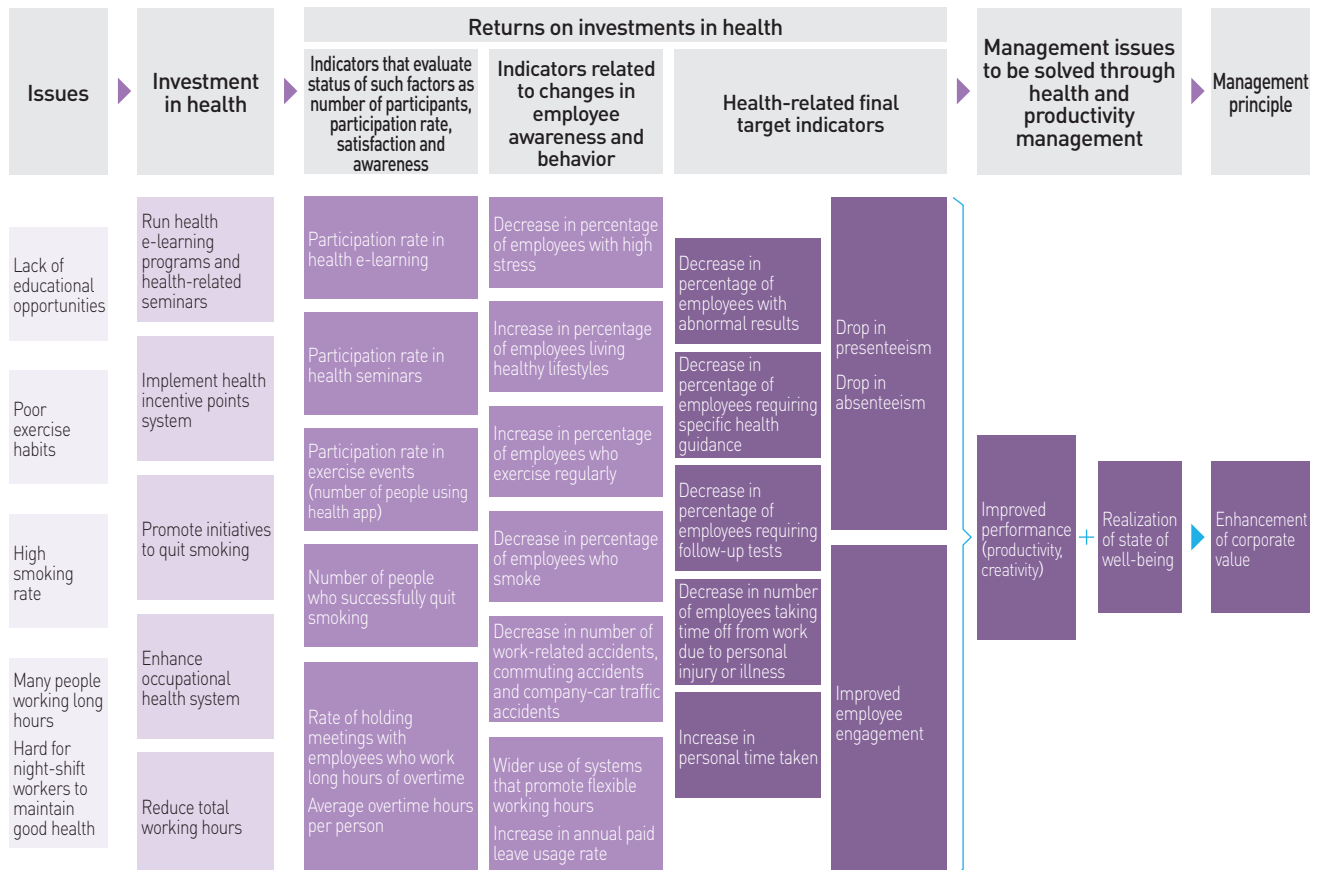
Key points

- Maintain a 100% participation rate in health checkups and encourage employees to undergo follow-up tests and obtain specific health guidance when required
- Comply with laws and regulations, including measures to prevent exposure to secondhand smoke
- Promote health awareness activities
- Realize healthy work-life balance through such measures as decreased working hours

Health Promotion Committee



Strategic map



Health maintenance and promotion initiatives

Improve employees' self-care abilities

1. Operation of in-house portal site "Your Health and Safety"

- Monthly distribution of useful health advice (including about heatstroke prevention, help to quit smoking, encouragement to exercise and measures for hay fever relief)

2. Health-related e-learning programs

Participation rate

- How to interpret health checkup results 98.0%
- Health and productivity management 97.0%
- Health management in work using information devices 96.5%
- Basic information about smoking 96.2%
- Menopausal symptoms 94.3%
- Female hormones, male hormones 93.3%

3. Hosting health events

- Events include seminars on diet and methods to quit smoking, chair yoga and mindfulness meditation, stress management, seminars on alleviating eyestrain, breast cancer seminars and walking events.



Chair yoga and mindfulness meditation



Seminar on diet and methods to quit smoking

Certified as an Outstanding Organization of KENKO Investment for Health

For six consecutive years, Nohmi Bosai's initiatives have earned recognition as an outstanding organization under the KENKO Investment for Health program (large enterprise category), operated by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



2025
健康経営優良法人
KENKO Investment for Health
大規模法人部門

Key initiatives (targets and results) historical data

As of July 31, 2025

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	Actual				Target	
Health checkup participation rate	100%	100%	100%	100%	100%	100%
Percentage of employees undergoing follow-up tests	70.2%	54.3%	62.0%	61.8%	61.7%	90%
Percentage of employees requiring specific health guidance	24.3%	23.1%	21.8%	23.3%	Currently being tallied	15%
Specific health guidance completion rate	11.6%	31.0%	26.3%	24.5%	Currently being tallied	30%
Percentage of employees with abnormal results	-	-	-	51.6%	58.7%	55%
Percentage of employees with ideal body weight	-	-	-	73.4%	71.7%	75%
Percentage of employees who eat breakfast (almost daily)	74.4%	72.5%	70.6%	70.9%	71.6%	75%
Percentage of employees who walk an average of 8,000 steps or more per day	22.6%	23.4%	25.7%	27.2%	39.0%	45%
Percentage of employees who sleep enough to feel sufficiently rested	62.1%	64.2%	61.7%	56.9%	59.3%	65%
Frequency of alcohol consumption (more than two to three days of no alcohol per week)	75.0%	47.9%	74.7%	77.4%	80.1%	85%
Alcohol consumption (including less than 180 mL or none at all)	46.6%	46.1%	44.8%	43.6%	40.1%	45%
Percentage of smokers	23.7%	22.3%	22.5%	21.9%	21.3%	20%
Stress check participation rate	96.2%	96.1%	97.0%	96.5%	96.2%	98%
Percentage of employees with high stress	7.5%	9.3%	8.5%	6.8%	6.9%	6.5%
Annual paid leave usage rate	67.6%	71.4%	75.6%	69.9%	70.7%	70%
Childcare leave usage rate by male employees	-	-	-	30.8%	29.6%	50%
Average overtime hours	-	-	-	21.2 hours	19.9 hours	-
Average years of service	16.0 years	16.8 years	15.8 years	16.2 years	15.8 years	-
Actual measured value of absenteeism*1	-	-	0.9 day	0.7 day	0.8 day	0.5 day
Rate of productivity loss due to presenteeism*2 [Number of people surveyed/valid response rate]	-	-	-	17.2% [1,473/74%]	18.5% [1,796/84%]	15%

*1 Absenteeism: All employee average days of absence taken due to injury or illness, tracked using attendance data (Number of people surveyed: All employees)

*2 Presenteeism: Determined through monthly survey based on SPQ (Single-Item Presenteeism Question), developed by the University of Tokyo, monthly average of respondents

Materiality 2 Promote human resources development and ensure diversity as ways to respect personal autonomy and initiative

Workstyle reform

We are pursuing workstyle reform to create a rewarding and comfortable work environment for employees. New regulations to limit overtime work in the construction industry went into effect in April 2024. To comply with upper-limit legislation, we aim to optimize working hours and are introducing different approaches to work, including measures to curb long hours of overtime.

Current initiatives

- Increasing number of departments with flextime option
- Introducing system to support reduced working hours
- Reinforcing leave program for caring for family members
- Released “handbook for supporting work-caregiving balance”
- Strengthening support for return to work after illness and for balancing work and medical treatment
- Introducing special paid leave to deal with one’s own medical problem or family-related issues
- Systematically training new graduates and mid-career hires
- Promoting childcare leave taken by male employees



Promoting childcare leave taken by male employees

In fiscal 2024, we organized one training session for managers to encourage male employees to take childcare leave and four “Fathers’ Classes” webinars.

Introducing special paid leave to deal with one’s own medical problem or family-related issues

Up to 80 days of annual paid leave can be carried forward, and from unused leave in excess of 80 days, 40 days can be held as unused expired leave. Employees can apply this unused paid leave to days taken to care for family members. In addition, employees can take 20 days of special paid leave each year to deal with one’s own medical problem or family-related issues, including illness and medical treatment for themselves or family members.

Opened Career Support Desk

The function of the Employment Consultation Desk was expanded, leading to the establishment of the Career Support Desk. Until then, we had provided support over the phone, by email and through in-person meetings, but increasingly diverse concerns raised by individuals prompted us to rename the portal and strengthen the consultation system to respond more carefully and quickly to evolving needs. The Career Support Desk began operating in April 2025 as a platform for employees to obtain career-oriented advice.



Phone



Email, chat



In-person meeting

Initiatives going forward

- Continue to encourage male employees to take childcare leave
- Support men and women with options that enable them to balance career and raising children
- Promote creation of comfortable workplace using digital technology
- Expand data utilization and enhance operational efficiency by going paperless Companywide
- Digitize administrative operations and promote DX shift to underpin compliance with upper limits on overtime work
- Review systems to inspire employees to work harder
- Strengthen human capital necessary for workstyle reform

3

Materiality

Embrace global environmental protection initiatives, starting by realizing carbon-neutral status

Nohmi Bosai recognizes that responding to climate change is a priority management issue, and the Company has set “embracing global environmental protection initiatives, starting by realizing carbon-neutral status” as a point of materiality (important issue). To strengthen environment-oriented initiatives in corporate activities, we established an environmental doctrine and a basic environmental policy under our company creed and management principle and take a Companywide approach to environmental protection activities.

Environmental Doctrine and Basic Environmental Policy

In fiscal 2022, Nohmi Bosai established a basic sustainability policy in line with the company creed and management principle, and identified four material issues, one of which is the environment. Amid dramatic changes surrounding the environment, we recently revised our environmental doctrine and basic environmental policy to demonstrate even more clearly the corporate perspective and attitude that guide efforts to protect the global environment, including measures to achieve carbon neutrality.

Environmental Doctrine

NOHMI BOSAI LTD. sees efforts to preserve the global environment as an important priority and seeks to contribute to developing a sustainable society by reducing the impact of its business activities on the environment.

Basic Environmental Policy

Seeking to continuously improve its environmental management system, NOHMI BOSAI LTD. is committed to efforts addressing the environmental issues noted below.

(1) Observance of laws and regulations

Nohmi Bosai will comply with environment-related laws, regulations, agreements and other established requirements, and fulfill its corporate social responsibility.

(2) Preventing global warming

Nohmi Bosai will strive to continuously decrease greenhouse gas emissions in all business activities.

(3) Providing environment-friendly products and services

Nohmi Bosai will promote the development of next-generation products and services geared toward realizing a resource-saving, decarbonized society and strive to reduce the environmental burden from its products and services.

(4) Initiatives to support a recycling-oriented society

Nohmi Bosai will embrace resource-saving measures and promote wider efforts to reduce, reuse and recycle waste and thereby contribute to creating a recycling-oriented society.

(5) Preventing environmental pollution from chemical substances

Nohmi Bosai will vigorously work to comply with chemical substance regulations to prevent environmental pollution.

(6) Companywide understanding of basic environmental policy

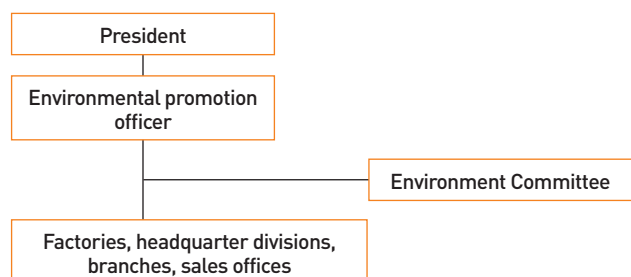
Nohmi Bosai will make its basic environmental policy widely known to all employees and, through education, internal public relations and other approaches, raise awareness among all employees so that they are motivated to tackle environmental issues without corporate prodding.

(7) Public disclosure

Nohmi Bosai will take a robust approach to disclosing information externally that details efforts implemented under the basic environmental policy.

Promotion structure

For Nohmi Bosai, all employees are central to our environmental activities. They are environmental promoters engaged in environmental considerations daily, focusing on efforts to prevent direct release of greenhouse gases and reduce indirect emissions. General managers—environmental promotion managers—report results to the Environment Committee for use in future planning.

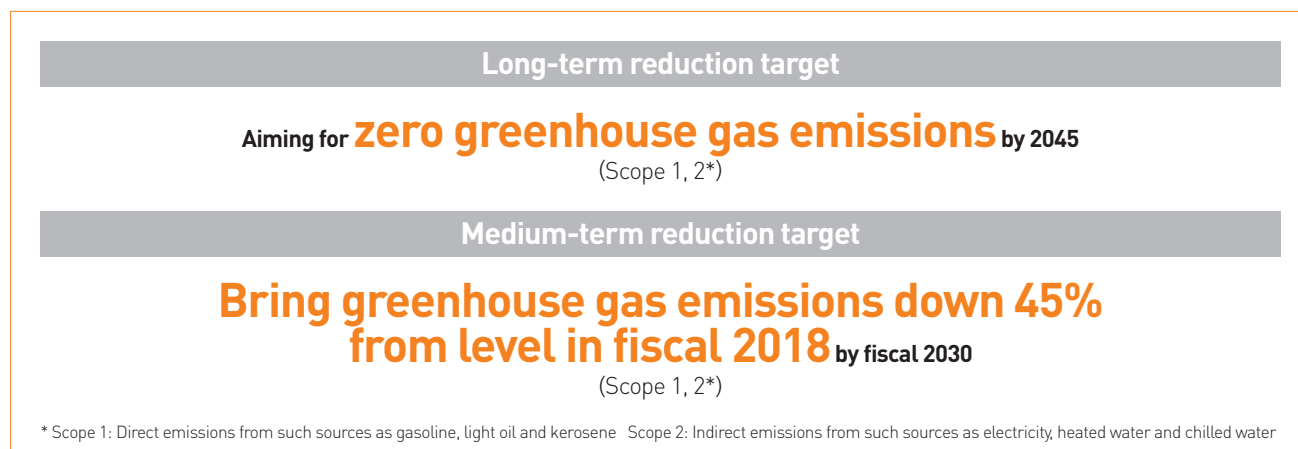


Materiality 3 Embrace global environmental protection initiatives, starting by realizing carbon-neutral status

Initiatives to reduce greenhouse gases

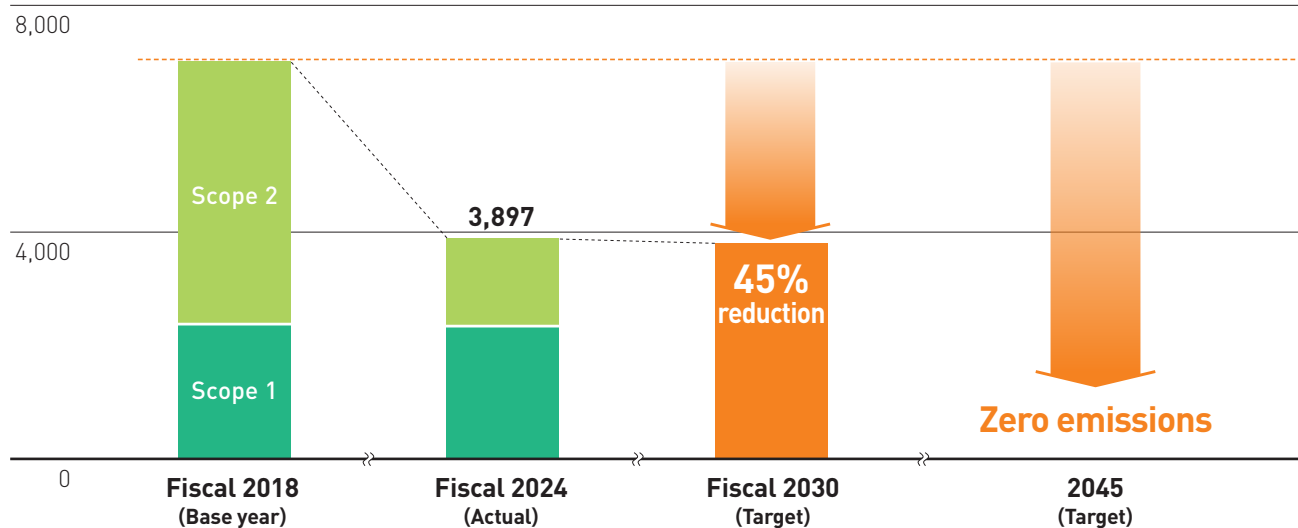
Seeking to achieve carbon neutrality, Nohmi Bosai set medium- to long-term reduction targets applicable to Scope 1 and 2 greenhouse gas emissions. For Scope 3, we currently calculate emissions only on a non-consolidated basis, but going forward, we expect to be able to calculate emissions and set reduction targets groupwide. We remain committed to

efforts to help slow global warming. Toward this end, we will reduce consumption of electricity, gas, fuel (gasoline, heavy oil, light oil, kerosene), paper and other natural resources and also plan to financially support organizations involved in tree-planting activities to increase forest areas and implement measures that contribute to society.



Trends and targets for Scope 1 and 2 greenhouse gas emissions

(t-CO₂)



* Nohmi Bosai Group consolidated basis * Calculated using market standard

Scope 3 greenhouse gas emissions data

Fiscal 2023 **192,505 t-CO₂**

Fiscal 2024 **191,628 t-CO₂**

* Non-consolidated basis

Concrete activities

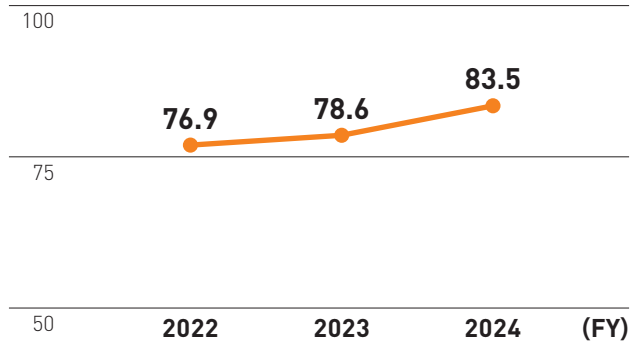
Promoting wider use of electric vehicles

Nohmi Bosai backs the current shift toward electric vehicles (EVs)* for business use.

* A general term for electric cars, hybrid cars, plug-in hybrid cars, fuel-cell vehicles

Percentage of electric vehicles in corporate fleet

(%)



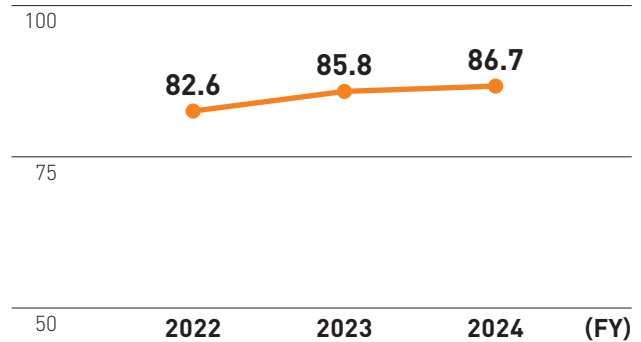
* Non-consolidated basis

Converting to renewable electricity

We are promoting procurement of electricity derived from renewable energy, that is, renewable electricity.

Percentage of electricity consumption from renewable electricity

(%)

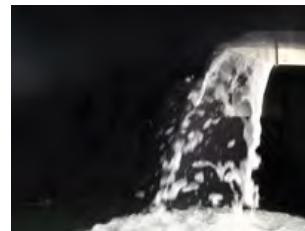


* Non-consolidated basis

Promoting commercialization of environment-friendly fire extinguishing foam

Nohmi Bosai conducted a full review of constituent chemicals in its fire extinguishing foam and, utilizing foam fire extinguishing technology accumulated over many years, developed a fire extinguishing foam that does not use PFAS (fluorinated organic compounds), which have become questionable due to their possible adverse effect on human health. The first delivery of this fire extinguishing foam system has been completed. We will strive to preserve the natural environment and maintain social systems that contribute to realizing a sustainable society, while developing fire extinguishing foam that does not use PFAS to avoid any negative consequences stemming from tighter regulations on our business.

Comparison of foam condition in a smoky environment



Ordinary fire extinguishing foam that does not use PFAS on the market



Newly developed fire extinguishing foam that does not use PFAS

ISO 14001 certification obtained

As proof of our commitment to global environmental protection activities, we obtained collective ISO 14001 certification for the Mitaka Factory and the Menuuma Factory. ISO 14001 is an internationally recognized standard that sets criteria for environmental management and audits.



ISO 14001 certification

Materiality 3 Embrace global environmental protection initiatives, starting by realizing carbon-neutral status

CEILING MIST

The heat of summer is becoming increasingly more extreme every year. Debilitatingly hot temperatures not only raise the risk of heatstroke but also directly impact corporate productivity and profits. Concurrently, companies are being asked to conserve energy by cutting electricity consumption and by switching to non-fossil fuels or other alternative energy sources, and face rapidly changing circumstances in which traditional responses to mitigate the impact of rising summer temperatures are no longer viable. In June 2025, Japan enacted a revised ministerial ordinance under the Industrial Safety and Health Act, which requires companies to take specific



At sheet-metal fabrication facility in Gifu Prefecture

measures to protect workers from heatstroke, with penalties for non-compliance.

At Nohmi Bosai, we see responses to offset the heat as a type of disaster prevention project and are working to develop and adopt climate change countermeasure technologies exemplified by CEILING MIST.

CEILING MIST is a Nohmi Bosai original cooling system suitable for medium- to large-sized spaces. It delivers a synergistic effect by utilizing environmental technology to compensate for the drawbacks of ceiling fans, which are susceptible to heat buildup, and DRYMIST, which can leave floors and equipment slightly wet. The technology, which has been shown to reduce standard effective temperature (SET or perceived temperature), sweat weight (amount of sweat) and body surface temperature, was recognized as a verified technology under the Ministry of the Environment's Fiscal 2024 Environmental Technology Verification (ETV) Program. We obtained a patent for the technology on May 1, 2025.



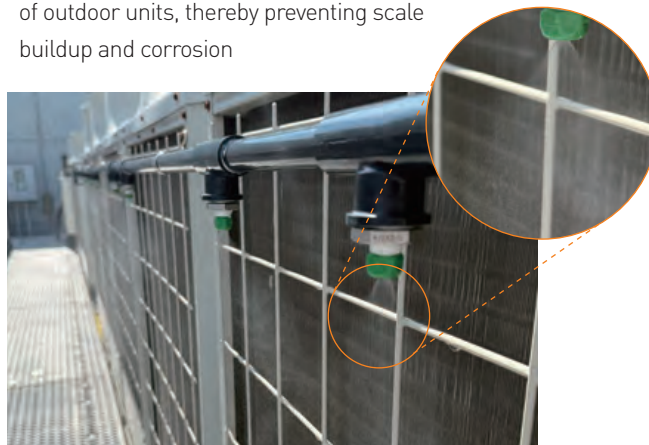
Sprinkling system for outdoor units of air conditioners

Nohmi Bosai has decided to start selling the E mizu Shower System, made by DAICEN MEMBRANE-SYSTEMS Ltd. This is a sprinkling system that automatically sprays RO water, purified using a reverse osmosis (RO) membrane, on the aluminum fins of outdoor units. The water improves the cooling efficiency of the air-conditioning system and contributes to significantly reducing power consumption and electricity costs. These features are particularly attractive to operators of data centers, as these facilities tend to consume large amounts of power, and rising electricity costs in recent years have put considerable pressure on profitability. We expect the system to be in high demand as a solution for enhanced outdoor unit operation.

As customers often asked us about outdoor units, we had been looking for a partner to work with. Now, with access to the E mizu Shower System, we will be in a good position to help solve customers' issues regarding outdoor units and address their need to reduce the environmental burden. Sales of the E mizu Shower System are set to begin in autumn 2025.

Features of sprinkling system for outdoor units of air conditioners

- Reduces electricity consumption and CO₂ emissions
- Purifies tap water using RO membrane and kills bacteria with ultraviolet rays before sprinkling water on the aluminum fins of outdoor units, thereby preventing scale buildup and corrosion



System installed in outdoor units on rooftop of Nohmi Bosai head office

Received CDP 2024 score of B in climate change category

Nohmi Bosai received a score of B, the third-highest grade, in a survey on climate change initiatives conducted by CDP in 2024. CDP is a U.K.-based non-governmental organization that investigates and evaluates the efforts of companies in mitigating environmental issues. Recognizing that responding to climate change is a priority management issue, we have set “embracing global environmental protection initiatives, starting

by realizing carbon-neutral status” as a point of materiality (important issue). We have set greenhouse gas reduction targets and are working on activities to meet these targets. Going forward, we will continue to contribute to realizing a sustainable society through our business activities.



Morino Project tree-planting volunteers

As part of its environmental activities, Nohmi Bosai supports the Morino Project* and is engaged in tree-planting activities to create disaster preventive forests that help block or at least minimize the impact of water-, wind- or fire-driven disasters on an area. In 2025, 69 employees participated in the Asahi City Coastal Disaster Mitigation Forest Tree-Planting Festival 2025, Coastal Disaster Mitigation Forest to Protect the Future

(at Iioka Beach in the city of Asahi, Chiba Prefecture). The event earned positive comments such as “The children were very excited to be planting trees and everyone, parents and children alike, enjoyed doing something together” and “It was a good opportunity for families to talk about disaster prevention and social contributions.”

* Public interest incorporated foundation established to develop forests that protect living things from natural disasters



Information disclosure in line with TCFD recommendations

Nohmi Bosai supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). These recommendations encourage companies to disclose governance, strategy, risk management and metrics and targets regarding climate change. The Company discloses information in line with TCFD recommendations.

We also pursue measures to reduce risks and create opportunities, using analyses of the impacts (risks and opportunities) posed by climate change on our business.



Strategies

We pinpointed risks and opportunities brought about by climate change and implemented scenario analyses.

We opted for two scenarios: a 2°C scenario*¹ in which transitional impacts become apparent, and a 4°C scenario*² in which physical impacts become apparent. We applied such data as WEO*³, issued by IEA*⁴, to qualitatively assess the financial impact in 2050.

*1 2°C scenario: Where tougher restrictions aimed at realizing a decarbonized society along with technological innovation promote changes in society to keep the global temperature rise within a sustainable range










*2 4°C scenario: Where no useful measures to achieve a decarbonized society are put forward, temperatures continue to rise and abnormal weather and natural disasters become more severe

*3 World Energy Outlook

*4 International Energy Agency

Materiality 3 Embrace global environmental protection initiatives, starting by realizing carbon-neutral status

Assessing risks and opportunities

Major category	Minor category	Risks and opportunities	Impact	Timeline*
Transitional risks (2°C scenario)	 Policies and regulations	Higher energy and raw material procurement costs due to introduction of carbon pricing	Medium	Medium to long term
	 Technology	Higher R&D costs on products and services geared toward decarbonization	Medium	Medium to long term
	 Market	Blunted competitiveness due to delayed response to market changes paralleling transition to a decarbonized society	Large	Long term
Opportunities (2°C scenario)	 Energy sources	Market expansion paralleling transition to decarbonized energy system	Large	Medium to long term
	 Products and services	Growth in demand through development of products and services that contribute to decarbonization	Large	Long term
	 Resource efficiency and resilience	Lower electricity costs achieved by streamlining manufacturing processes and promoting energy-saving measures	Small	Medium to long term
Physical risks (4°C scenario)	 Chronic	Reduced productivity in installation, maintenance and inspections due to heat stress	Small	Medium to long term
	 Acute	Higher costs due to factory shutdowns and installation delays caused by intensifying weather disasters	Medium	Medium to long term
Opportunities (4°C scenario)	 Products and services	Growth in demand through development of products and services that address climate change	Medium	Long term

* Timeline is defined as follows: medium term is around 2030, and long term is around 2050.

Impacts and countermeasures/policies for each scenario

	2°C scenario	4°C scenario
Impacts (Analysis results and considerations)	<ul style="list-style-type: none"> ■ Costs may rise due to introduction of carbon pricing and R&D on products and services geared toward decarbonization. ■ Delay in responding to market changes accompanying transition to a decarbonized society might blunt competitive edge. ■ But demand could increase thanks to market expansion associated with transition to decarbonized energy system and development of products and services that contribute to decarbonization. 	<ul style="list-style-type: none"> ■ Intensifying weather disasters might lead to costs associated with suspension of operations at Company factories and installation delays at project sites. ■ But demand could expand through development of products and services that address climate change.
Countermeasures and policies	<ul style="list-style-type: none"> ■ Promote introduction of renewable energy facilities and procurement of electricity generated from renewable energy to achieve carbon-neutral status ■ Promote development of products and services for a decarbonized society 	<ul style="list-style-type: none"> ■ Further enhance comprehensiveness of BCP measures for manufacturing, installation, maintenance and inspection in preparation for unforeseen circumstances ■ Promote development of products, such as DRYMIST, that effectively address issue of rising temperatures, as well as products and services that respond to weather disasters of increasing intensity

Risk management

The Sustainability Committee evaluates risks and opportunities resulting from climate change, discusses approaches to mitigate risks and capitalize on opportunities, and updates the Board of Directors on important issues. In addition, the Risk

Management Committee, which functions as a risk control structure, works with the Sustainability Committee to build a Companywide risk management system.



Materiality

Adopt management practices appropriate to a company seeking to ensure safety and security

Nohmi Bosai will continue to contribute to realizing a sustainable society by providing society with safety and security through its business activities. To implement management appropriate to a company that supports society this way, we will pursue efforts to build a robust supply chain, ensure corporate management that respects human rights and reinforce disaster resilience, that is, formulate a strong business continuity plan.

Compliance

The Nohmi Bosai Group views compliance not merely as adherence to laws and regulations but rather as an ongoing response to the diverse expectations of all stakeholders. Therefore, we provide learning opportunities to develop human resources who understand the importance of the work involved in the disaster prevention business, which protects life and property, and who can contribute to society through this

business. Specifically, we drew up the Corporate Code of Conduct and Corporate Standards of Conduct as guidelines for all executives and employees, and distributed the information in booklets. We also include compliance content in rank-specific training and other programs, as appropriate, as well as compliance-focused e-learning courses for Group executives and employees.

Receipt of investigation report about qualification fraud from external investigation committee

As announced on November 27, 2024, following a whistleblower tip, we launched an internal investigation into the possibility of a lack of work experience required of individuals sitting for the technical certification exam, a prerequisite for obtaining a certificate of qualification for a managing engineer. The investigation revealed that some employees had taken the technical certification exam and obtained the certificate of qualification for managing engineer without having sufficient work experience in a supervisory role, as required under the Construction Business Act.

In response, a third-party law firm with no vested interest in either Nohmi Bosai or its parent company set up an independent, neutral and objective external investigation committee to look into the facts and analyze the root causes. On July 29, 2025, the committee presented its findings to the Company. The investigation report confirmed that qualifications, including managing engineer certification, had been obtained fraudulently by some employees at companies within the Nohmi Bosai Group. The Ministry of Land, Infrastructure, Transport and Tourism was informed of the situation on July 30, 2025, and the Fire and Disaster Management Agency of the Ministry of Internal Affairs and Communications was notified the next day, July 31, 2025.

Reason external investigation committee was established

Given the fact that some people sitting for the technical certification exam, which is a prerequisite for obtaining certification as a managing engineer, lacked sufficient work experience for exam eligibility, the external investigation committee was established to look into what led to this situation,

aiming for an objective investigation into the eligibility of people who obtained certification as managing engineers.

Matters entrusted to the external investigation committee

Responsibilities included investigating qualifications held by all recipients of managing engineer certificates within the Group, investigating possible cases of unethically obtained managing engineer certificates used in prime contractor construction work, investigating the causes that led to this situation and proposing measures to prevent a recurrence.

Proposal of measures to prevent recurrence

The investigation report recommended the following measures to prevent a recurrence.

- Improve the individual characteristics of the employees of the Nohmi Bosai Group
- Review compliance education
- Dissolve the closed nature of the organization
- Improve and strengthen the monitoring system regarding the eligibility requirements
- Strengthen the risk management system
- Thoroughly change executives' mindset
- Strengthen the monitoring of the branch offices and Group companies

Disciplinary action against executives

Acknowledging that the root cause of this situation tracked back to issues with executives such as a lack of sensitivity to and awareness of risk and inadequate risk management, at its meeting on August 7, 2025, the Board of Directors approved disciplinary action against the executives involved.

Responses going forward

Nohmi Bosai established a dedicated task force and review teams, as described below, to translate the above-mentioned recommendations by the external investigation committee into concrete measures, to clarify respective responsibilities and to ensure systematic implementation of the measures. Under this structure, specific measures will be drafted to prevent a recurrence of qualification fraud and underpin stringent efforts to ensure a similar situation does not happen again.

Name: Task Force to Prevent the Recurrence of the Incidents of Improper Procurement of Certifications

Head: Masahiro Hasegawa
(President and Representative Director)

Role: Supervise overall efforts to formulate and implement measures to prevent a recurrence of qualification fraud

Focus: Formulate and monitor overall policy and roadmap, issue instructions to each team and monitor progress

Name: Corporate Revitalization and Strengthening Team

Supervisor: Shinya Ikeda (Executive Officer)

Role: Eliminate closed nature of organization, strengthen risk management system and implement personnel transfers at managerial level

Focus:

1. Verify closed nature of organization, identify issues and implement improvements
2. Consider restructuring and establishing new organization to strengthen the Company
3. Review placement of qualified individuals (registered, dedicated engineers at sales offices, managing engineers, fire defense equipment officers and engineers with other types of qualifications)
4. Verify Companywide risk management system (roles and functions of divisions, Group management and various committees)

Review teams

Name: Corporate Climate and Education Reform Team

Supervisor: Kazuki Takumi (Executive Officer)

Role: Promote change in attitude of all employees and management throughout the Group, and take on responsibility for raising awareness of norms and transforming corporate culture

Focus:

1. Improve individual characteristics of employees
2. Review compliance education
3. Change executives' mindset (Consider executive-oriented training)

Name: Enhanced Risk Management and Group Monitoring Team

Supervisor: Ryoichi Kato (Managing Executive Officer)

Role: Strengthen monitoring system of the Company and Group companies, and establish and reinforce system to check eligibility requirements, and properly manage application desk

Focus:

1. Check eligibility requirements, properly operate application system and reinforce qualification management
2. Strengthen monitoring of branch offices and Group companies (review and augment audit criteria)

For details on the findings of the external investigation committee, please follow the link below.

https://www.nohmi.co.jp/information/k/p6slida0000000n7u-att/gaibutyousahoukokoueng_p.pdf

Human rights due diligence

To put corporate management conscious of human rights into practice, we launched initiatives in fiscal 2025 that will reinforce human rights due diligence.

Human rights due diligence refers to actions that a company takes to identify and then prevent or mitigate human

rights violations within the company, its group companies and its suppliers, evaluate the effectiveness of these actions and explain and disclose information about how violations are addressed.

Outside Directors' Dialogue



Tetsuya Sumi
Outside Director

Michio Abe
Outside Director
Audit & Supervisory Committee Member

In this discussion opportunity, two of Nohmi Bosai's outside directors covered a range of topics, including the Company's strengths, an evaluation of governance and prospects and issues for achieving Medium- to Long-Term Vision 2028.

Industrious company committed to securing the safety of society

■ **Sumi** I spent many years at non-life insurance companies, so I share a deep affinity with Nohmi Bosai in its approach to shaping customers' expectations and realizing a society where anyone can live happily. In addition, through discussions at the Board of Directors and the opportunity to go on factory tours, I have come to understand the dedication and sincerity that all employees put into their work. I am very favorably impressed.

■ **Abe** Since I have considerable experience at a manufacturing company and saw Nohmi Bosai products on factories' production floors, I was already familiar with the Company and its commitment to disaster prevention, which is essential to manufacturers. The Company's development capabilities are amazing, delivering products applicable to various disaster scenarios. Nohmi Bosai's products are imbued with a corporate philosophy that believes protecting society from disasters is much more than simply making alarms—it entails providing an entire system. I would also add that, shortly after I was appointed as an outside director, I was briefed on recovery efforts following a fire incident. The people who went to the disaster site to address the situation in person as well as those in-house who handled the system design and arrangements for replacement equipment, along with outsourced support staff, all demonstrated exceptional teamwork and had the system up and running incredibly fast, indeed, faster than the typical recovery time frame. This is extremely important from a social infrastructure perspective. I was surprised that Nohmi Bosai had the capacity to achieve such a speedy fire prevention system recovery.

■ **Sumi** Many such excellent qualities and capabilities define Nohmi Bosai from a corporate perspective, but for the average consumer, the name Nohmi Bosai probably does not evoke a clear image of what kind of company it is. I think emphasis should be placed on sharpening the brand strategy and other methods to enhance the appeal of the Company externally.

To achieve Medium- to Long-Term Vision 2028

■ **Sumi** As I look back on fiscal 2024, something that impressed me was that the Board of Directors considered a variety of agenda items every month, including investments, M&A and updates to mission-critical systems. I felt the Company was making steady progress in achieving results by taking advantage of the booming construction industry, by aligning business activities with demand conditions and by implementing the investment plan outlined in Medium- to Long-Term Vision 2028. I now understand why a company with more than a century of history continues to mark double-digit growth.

■ **Abe** Many companies find the road to realizing their medium- to long-term vision is not as smooth as they thought it would be. But Nohmi Bosai is not one of them. Indeed, the Company completed Stage II of Medium- to Long-Term Vision 2028 successfully, highlighted by achieving net sales and operating margin targets. This is another great example of the power of teamwork. If we compare the three stages of Medium- to Long-Term Vision 2028 to a triple jump, Stage II was the strong step before the big leap.

■ **Sumi** During Stage II, Nohmi Bosai took a robust approach to investments, including M&A, and definitely reinforced the structure for promoting future PMI (post-merger integration) work. Management responded appropriately to individual investment projects but creating separate opportunities to confirm and discuss the extent of progress on investment plans from an overall perspective was also needed. Management looks to Investment Plan for the Future, a framework for growth investment, to guide investment activities. But I think the Company would benefit from regular confirmation of how individual investment projects affect the overall investment picture, how much they contribute to results and how investments are performing relative to the total target amount.

■ **Abe** As part of its large-scale capital investment package, Nohmi Bosai is currently upgrading production facilities and reinforcing its R&D capabilities. These efforts should add greater

corporate robustness to future pursuits. Looking back at Stage II, I get the impression that the overseas expansion strategy was a little weak. Market stagnation caused by the COVID-19 pandemic may have eroded the potential of this strategy, but management does need to determine a general direction for overseas expansion and figure out which countries and regions will be the focus of a wider Nohmi Bosai presence. From a business point of view, disaster prevention has tremendous potential, given that disasters and accidents occur all over the world. I think Nohmi Bosai should highlight the excellent quality and performance of its products and consider expanding beyond areas where it already has an established presence.

■ **Sumi** Stage III, which got underway in fiscal 2025, will see investments already made bear fruit, with Nohmi Bosai reaping the rewards. Against the backdrop of a continued increase in M&A deals, concerns exist over the need for expertise beyond what the Company currently possesses and the effect of a labor shortage on operations. I think it is important to draw knowledge from external sources but equally important to reinforce PMI capabilities.



■ **Abe** Enhanced management and administrative efficiency will be essential going forward. As business expands, so does the need for more employees. But right now, Japan's working population is shrinking. Nohmi

Bosai must utilize DX and labor-saving measures to boost productivity while maintaining safety and service quality. Safety is taken far more seriously here than at other companies. Also, achieving Stage III targets is certainly important, but there is more to tackle beyond Stage III. I have high hopes that Nohmi Bosai will succeed by taking steps to demonstrate latent development capabilities and know-how and expand business even further.

■ **Sumi** When growth accelerates by means such as the overseas expansion that Mr. Abe mentioned, management must recognize that such growth hinges on good governance, risk management and compliance. Unfortunately, on July 30, 2025, Nohmi Bosai made public the findings of an external investigation committee that looked into unethical means used by some employees to gain certification as managing engineers. Management must reflect deeply on this situation and review the fundamentals for legal compliance in the Company's daily operations to prevent a recurrence.

■ **Abe** As outside directors, we will also play a role in preventing a similar incident from happening again.

Expectations placed on a pioneer in disaster prevention

■ **Sumi** In addition to information about agenda items, the Board of Directors uses examples to explain Nohmi Bosai's role in dealing with previous accidents. That is extremely insightful. However, as I

mentioned earlier, the success of Stage III hinges on discussing agenda items as well as on having an extensive conversation about growth strategies, brand strategies and other key themes. It would be even better if we could invite people from outside the Board of Directors to join our meetings and further enrich the diversity of perspectives for a deeper exploration of topics.



■ **Abe** I get the impression that all directors have a shared vision for making Nohmi Bosai even better and that the Board of Directors delves sufficiently into the issues put forward at its meetings. As an outside director, like you, I have had the opportunity to visit factories, branches and other sites. And I receive background information in advance of meetings, which enables us to consider issues to be discussed with a deeper understanding of Nohmi Bosai's current and future business activities. The time allotted for meetings is enough for pursuing in-depth discussions. Nohmi Bosai is a company with an Audit & Supervisory Committee, and while my first priority as a member of the Audit & Supervisory Committee is the audit function, I am free to comment on policies. The fact that I can enhance the scope of discussions with a broader perspective facilitated by my external viewpoint is an aspect of my job that I find quite rewarding.

■ **Sumi** Looking to the future, I think Nohmi Bosai should definitely explore new fields of endeavor but also come up with ideas for preventing disasters and accidents from occurring in the first place, in the same way preventive medicine keeps people in good health. I know the Future Co-creation Project and other initiatives are in progress, but the opinions of young employees are valuable too. By readily incorporating their ideas into challenges, management will motivate employees, which will inevitably fuel corporate momentum. I believe this approach would convey Nohmi Bosai's value—its usefulness in a corporate sense—to the world.

■ **Abe** Efforts to strengthen brand power, showcasing Nohmi Bosai as a pioneer in disaster prevention in Japan, will also improve corporate value. An excellent tool for this task is the recently developed material that allows users to experience a fire, an earthquake or a tsunami in the safe realm of virtual reality. If additional content could be incorporated into school education programs, more people would recognize Nohmi Bosai in the context of daily life.

■ **Sumi** It is also important that employees as well as partners share the corporate approach of realizing a society where anyone can live happily. And it is equally important to deepen discussions on specific initiatives to promote awareness of this approach more extensively. Through these efforts, I believe Nohmi Bosai will grow and develop as a stronger organization.

Corporate Governance

Fundamental approach

We recognize the importance of enhancing corporate governance to achieve sustainable growth and improve medium- to long-term corporate value.

On the basis of this recognition, we are working to ensure the transparency and fairness of our corporate management and to engage in rapid business decision-making.

Furthermore, to build relationships of trust with our shareholders and all our other stakeholders, we disclose information timely and appropriately and do our utmost to provide accountability.

We enforce thorough compliance with corporate ethics and the internal rules of the Group, and we dedicate ourselves to compliance-based management to prevent misconduct.

Overview of our corporate governance structure

As a company with an Audit & Supervisory Committee, we have established a structure in which the Board of Directors, made up of directors who are well versed in the Company's business and business segments, and independent outside directors with wide-ranging knowledge and experience, makes management decisions and supervises operations, while the Audit & Supervisory Committee, where outside directors form the majority, performs auditing fairly and independently. Furthermore, by having Audit & Supervisory Committee members, who are in charge of auditing the execution of duties by directors, serve as members of the Board of Directors, we are strengthening the oversight functions of the Board of Directors and further enhancing corporate governance by reinforcing the monitoring system.

The Board of Directors is responsible for making important management decisions and overseeing business operations with the goals of maximizing corporate value, ensuring the transparency and fairness of corporate management and engaging in rapid business decision-making. The board is made up of 11 directors, including seven directors (excluding directors who serve as Audit & Supervisory Committee members), three of whom are outside directors, and four directors who serve as

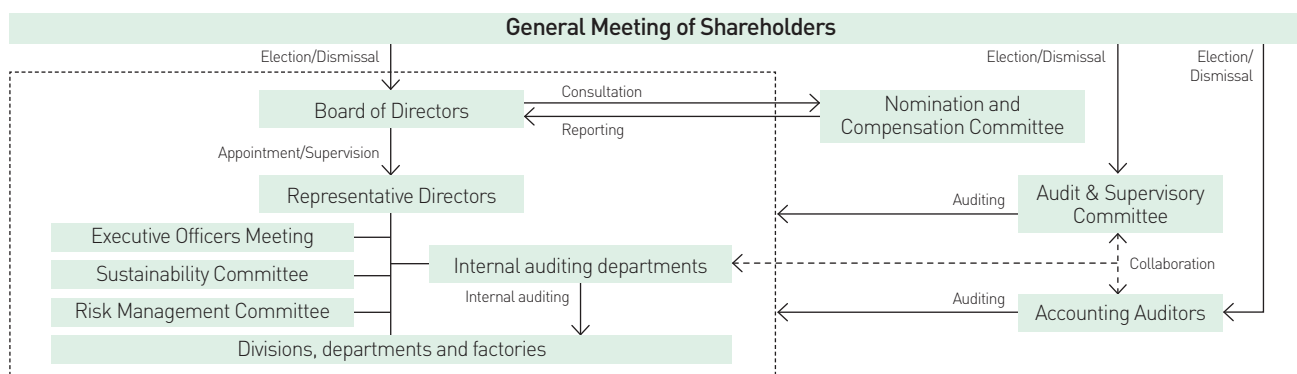
Audit & Supervisory Committee members, three of whom are outside directors. As a matter of policy, the majority of directors are independent outside directors to strengthen the board's oversight functions. Within this structure, we have established a Nomination and Compensation Committee as a voluntary advisory body to the Board of Directors. The Nomination and Compensation Committee reinforces the independence, objectivity and accountability of the Board of Directors' functions regarding the nomination and compensation of directors. Furthermore, we have introduced an executive officer system to enhance the agility of our management.

For risk management, we have formulated the Risk Management Regulations and established a risk management structure. The Risk Management Committee carries out activities to prevent risks from materializing and is chaired by the executive in charge of the CSR Promotion Department. Executives in charge of the Corporate Planning Department, General Affairs Department, Public Relations Department and other departments serve as standing members.

With this format, we have enhanced our corporate governance by establishing a business management structure and by formulating business management and operation regulations.

Our corporate governance structure is shown below.

Corporate governance structure



Nomination of candidates for director

To ensure that the Board of Directors makes decisions appropriately and speedily, the diversity, size, balance, overall expertise and experience of the Board of Directors are taken into consideration when candidates for director are nominated. In addition, the majority of the members of the board are independent outside directors in order to assemble a diversity of knowledge and to strengthen the board's oversight functions. On the basis of these factors, we nominate for executive directors those persons particularly well versed in the Company's business and business segments who possess exceptional knowledge, experience and abilities. We nominate for non-executive directors those persons who have a wide range of knowledge and extensive experience.

The possession of knowledge, experience and abilities necessary for auditing are taken into consideration to make comprehensive decisions concerning the nomination of

candidates for directors to serve as Audit & Supervisory Committee members. In addition, we include as candidates for Full-time Audit & Supervisory Committee members those persons who are well versed in the Company's business and business segments.

If something arises that leads to a director being deemed unable to appropriately execute his or her duties, the Board of Directors uses a report from the Nomination and Compensation Committee to decide how to handle the issue.

On the basis of the report issued by the Nomination and Compensation Committee, the Board of Directors deliberates and decides on the nomination of specific candidates.

The candidates for directors who serve as Audit & Supervisory Committee members are nominated with the approval of the Audit & Supervisory Committee.

Skill matrix for directors

Name Position	Corporate Management	Sales Strategy	Technology, R&D, Production	Finance and Accounting	Legal, Compliance, Risk Management	Human Resources and Labor, Diversity	Overseas Knowledge and Insight	Disaster Management Knowledge and Insight
Takeshi Okamura Director	●	●		●	●	●	●	●
Masahiro Hasegawa Director	●	●	●			●		●
Masayuki Nakamura Director	●	●	●					●
Takehiko Senda Director	●	●		●			●	
Shin Shiotani Outside Director (Independent)	●	●		●	●			
Keiko Hirano Outside Director (Independent)	●					●		●
Tetsuya Sumi Outside Director (Independent)	●	●			●			
Hiroyuki Fujii Director Full-time Audit & Supervisory Committee Member			●	●	●			●
Akiko Nagahama Outside Director Audit & Supervisory Committee Member (Independent)					●	●		
Masahito Fukuda Outside Director Audit & Supervisory Committee Member (Independent)	●	●			●	●		
Michio Abe Outside Director Audit & Supervisory Committee Member (Independent)	●		●				●	

* The above matrix is not a comprehensive description of all the knowledge, insights and experience of individual directors.

Audits by Audit & Supervisory Committee members and internal audits

The Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee by a resolution of the 80th Annual General Meeting of Shareholders, held on June 25, 2024.

The Audit & Supervisory Committee, composed of four Audit & Supervisory Committee members including three outside directors, ensures the effectiveness of its audits by periodically exchanging opinions with the representative directors and the accounting auditors, and by deliberating and resolving matters by using reports from the executive officers and the internal auditing departments. Furthermore, the Company has a Full-time Audit & Supervisory Committee member who attends important meetings such as the Executive Officers Meeting and the Risk Management Committee. The member also accompanies the accounting auditors and the internal auditing departments during their on-site audits and reports the results to the Audit & Supervisory Committee, with the aim of enriching the Company's audits.

The Company's internal auditing departments, which are independent from other operational departments, are the Internal Control Supervision Department and the Quality Control Department. The Internal Control Supervision Department collaborates with the Audit & Supervisory Committee and the accounting auditors to systematically audit the finances and overall operations of all departments, including those of Group companies. The Quality Control Department systematically conducts audits of the quality of the products and services of all departments, including those of Group companies. The internal auditing departments report the results of these audits to the president, Audit & Supervisory Committee, Executive Officers Meeting and Board of Directors. They provide recommendations and instructions for improvements and require departments to

regularly report on the status of their improvement activities, seeking to address any issues that arise. The Internal Control Supervision Department also performs its required tasks under the system for evaluating and auditing internal controls over financial reporting in accordance with the Japanese Financial Instruments and Exchange Act.

In addition to holding regular meetings, the accounting auditors, Audit & Supervisory Committee members and the Internal Control Supervision Department coordinate with, communicate with and report to each other as necessary.

Attendance at Audit & Supervisory Board meetings and Audit & Supervisory Committee meetings in fiscal 2024^{*1}

Name	Name of meeting	No. of meetings held	No. of meetings attended
Hiroshi Kondo ^{*2}	Audit & Supervisory Board	3	3
Hiroyuki Fujii ^{*2}	Audit & Supervisory Board	3	3
	Audit & Supervisory Committee	8	8
Yasuhiro Takahashi ^{*2}	Audit & Supervisory Board	3	3
	Audit & Supervisory Board	3	3
Akiko Nagahama ^{*2}	Audit & Supervisory Board	3	3
	Audit & Supervisory Committee	8	8
Masahito Fukuda ^{*2}	Audit & Supervisory Board	3	3
	Audit & Supervisory Committee	8	8
Michio Abe ^{*3}	Audit & Supervisory Committee	8	7

^{*1} The Company transitioned to a company with an Audit & Supervisory Committee by a resolution of the 80th Annual General Meeting of Shareholders, held on June 25, 2024. Accordingly, the figures for the number of meetings held and the number of meetings attended for the Audit & Supervisory Board refer to those held prior to that date, while those for the Audit & Supervisory Committee refer to meetings held after that date.

^{*2} Two Full-time Audit & Supervisory Board members, Hiroshi Kondo and Hiroyuki Fujii, and three outside Audit & Supervisory Board members, Yasuhiro Takahashi, Akiko Nagahama and Masahito Fukuda, retired on June 25, 2024. Following their retirement, Mr. Fujii was appointed as director (full-time Audit & Supervisory Committee member), and Ms. Nagahama and Mr. Fukuda were appointed as outside directors (Audit & Supervisory Committee members).

^{*3} Since outside director (Audit & Supervisory Committee member) Michio Abe was newly appointed at the 80th Annual General Meeting of Shareholders, held on June 25, 2024, the number of meetings refers to meetings conducted since his appointment.

Nomination and Compensation Committee

The Nomination and Compensation Committee deliberates important matters related to the nomination and compensation of directors and reports to the Board of Directors. Specifically, it deliberates compensation standards for individual director positions, compensation composition ratios for different director positions and proposals for the election of directors to be discussed at the General Meeting of Shareholders.

Four of the committee's seven members are independent outside directors. Over half of the committee's members are thus independent outside directors. The committee is chaired by an independent outside director to enhance the independence and objectivity of the committee.

Attendance at Nomination and Compensation Committee meetings in fiscal 2024

Name	No. of meetings held	No. of meetings attended
Shin Shiotani	2	2
Takeshi Hashizume	2	2
Takeshi Okamura	2	2
Takehiko Senda	2	2
Keiko Hirano	2	1
Tetsuya Sumi	2	2
Akiko Nagahama	2	2

Relationship to the parent company

The Company and its parent company, SECOM Co., Ltd.'s corporate group, are engaged in businesses relating to "safety and security." The SECOM Group strives to create services and systems that deliver safety and peace of mind, as well as make life more comfortable and convenient, with the aim of realizing its Social System Industry vision by providing various integrated services. To this end, the SECOM Group is developing businesses such as security services, disaster prevention services, medical services, insurance services, geospatial information services and BPO and ICT services. Of these, the Company plays a central role in the disaster prevention business and has separated its business domains from those

of SECOM. The Company will continue to pursue mutual development with SECOM to achieve the *ANSHIN* Platform concept, proposed by the SECOM Group.

The Company has also established a Nomination and Compensation Committee to deliberate important matters related to the nomination and compensation of directors. The majority of the members of the Nomination and Compensation Committee are independent outside directors who are independent from SECOM, and the committee is chaired by an independent outside director. SECOM exercises its voting rights while fully respecting the decisions of the Company's Nomination and Compensation Committee and the Board of Directors.

Main activities of outside officers

Name		Main activities	No. of Board of Directors meetings attended*1
Directors	Shin Shiotani	Mr. Shin Shiotani uses his extensive knowledge and experience accumulated as a manager of a publicly listed company and makes appropriate and needed comments. He serves as the chair of the Nomination and Compensation Committee, which deliberates important matters related to the nomination and compensation of directors. He supervises the Company's management from an independent, objective and neutral standpoint.	12 12
	Keiko Hirano	Ms. Keiko Hirano uses her extensive knowledge and experience from having held several public positions related to disaster prevention and firefighting and makes appropriate and needed comments. She is a member of the Nomination and Compensation Committee, which deliberates important matters related to the nomination and compensation of directors. She supervises the Company's management from an independent, objective and neutral standpoint.	12 12
	Tetsuya Sumi	Mr. Tetsuya Sumi uses his extensive knowledge and experience accumulated as an executive officer of a publicly listed company and makes appropriate and needed comments. He is a member of the Nomination and Compensation Committee, which deliberates important matters related to the nomination and compensation of directors. He supervises the Company's management from an independent, objective and neutral standpoint.	9 9 *2
Directors (Audit & Supervisory Committee Members)	Akiko Nagahama	Ms. Akiko Nagahama uses her expertise, primarily as an attorney, to make appropriate and needed comments. She is a member of the Nomination and Compensation Committee, which deliberates important matters related to the nomination and compensation of directors. She audits and supervises the Company's management from an independent, objective and neutral standpoint.	12 12 *3
	Masahito Fukuda	Mr. Masahito Fukuda uses his extensive knowledge and experience accumulated as a manager of a publicly listed company and makes appropriate and needed comments. He audits and supervises the Company's management from an independent, objective and neutral standpoint.	12 12 *3
	Michio Abe	Mr. Michio Abe uses his extensive knowledge and experience accumulated as a manager of a publicly listed company and makes appropriate and needed comments. He audits and supervises the Company's management from an independent, objective and neutral standpoint.	8 9 *2

*1 Figures for attendance at Board of Directors meetings are for fiscal 2024.

*2 Since outside director Tetsuya Sumi and outside director (Audit & Supervisory Committee member) Michio Abe were newly appointed at the 80th Annual General Meeting of Shareholders, held on June 25, 2024, the number of meetings refers to meetings conducted since their appointment.

*3 The Company transitioned to a company with an Audit & Supervisory Committee by a resolution of the 80th Annual General Meeting of Shareholders, held on June 25, 2024. Akiko Nagahama and Masahito Fukuda retired as outside Audit & Supervisory Board members on the same date and were appointed as outside directors (Audit & Supervisory Committee members).

Compensation for directors

The Company's basic policy on compensation for directors (excluding directors serving as Audit & Supervisory Committee members) is to utilize a compensation system and compensation standards that contribute to the Company's ability to secure exceptional human resources and function as incentives to improve the Group's medium- to long-term corporate value while achieving sustainable growth. The content of the compensation system is based on reports from the Nomination and Compensation Committee, which was established as a voluntary advisory body to the Board of Directors. We strive to maintain the objectivity and transparency of the compensation system.

Specifically, compensation for executive directors consists of basic compensation, bonuses and restricted stock compensation. Compensation for non-executive directors does not include bonuses or restricted stock compensation because non-executive directors must have a high level of independence.

Basic compensation for the Company's directors (excluding directors serving as Audit & Supervisory Committee members) consists of monthly fixed compensation. In deciding the amount of compensation, consideration is given to their position, the Company's business performance and compensation standards for companies of equivalent size. These basic compensation standards are reviewed and revised using reports from the Nomination and Compensation Committee as necessary in response to changes in the business environment.

Performance-based compensation consists of bonuses paid

at certain times each year. Since the Company believes that increasing sales and profits is an important factor in continuing to contribute to making society safer, bonus amounts are decided on the basis of sales and profit conditions, while qualitative evaluations of progress of initiatives and the contributions of individual directors to the Company's business are also taken into consideration.

Non-monetary compensation consists of restricted stock issued at certain times each year, with the number of issued common shares decided according to the position of the receiving director. To ensure that the values of directors are aligned with those of shareholders over the medium to long term, the transfer restriction period is from the date of stock issuance through the date of the director's resignation.

These compensation standards are reviewed and revised using reports from the Nomination and Compensation Committee as necessary in response to changes in the business environment.

The composition ratios for each type of compensation for executive directors are decided according to their position, based on the Company's business environment, its business performance and reports from the Nomination and Compensation Committee, with consideration given to compensation standards for companies of equivalent size.

The amount of compensation for each director who serves as an Audit & Supervisory Committee member is determined through consultation with directors serving as Audit & Supervisory Committee members, within the scope resolved by the General Meeting of Shareholders.

Compensation for directors and Audit & Supervisory Board members (fiscal 2024)

Officer category	Total amount of compensation (Millions of yen)	Total amount of compensation by type (Millions of yen)			No. of eligible executives
		Basic compensation	Performance-based compensation	Non-monetary compensation	
Directors (excluding Audit & Supervisory Committee members) (of which, outside directors)	217 (25)	162 (25)	24 (—)	30 (—)	10 (4)
Directors (Audit & Supervisory Committee members) (of which, outside directors)	39 (18)	39 (18)	—	—	4 (3)
Audit & Supervisory Board members (of which, outside Audit & Supervisory Board members)	18 (6)	18 (6)	—	—	5 (3)

*1 The Company transitioned to a company with an Audit & Supervisory Committee by a resolution of the 80th Annual General Meeting of Shareholders, held on June 25, 2024. Information about compensation for Audit & Supervisory Board members pertains to the period prior to the transition, while information about compensation for directors (Audit & Supervisory Committee members) pertains to the period after the transition.

*2 Bonuses are paid to directors (excluding non-executive directors, directors serving as Audit & Supervisory Committee members and outside directors) as performance-based compensation. Since the Company believes that increasing sales and profits is an important factor in continuing to contribute to making society safer, bonus amounts are decided on the basis of sales and profit conditions, while qualitative evaluations of the progress of initiatives and the contributions of individual directors to the Company's business are also taken into consideration.

*3 Restricted stock is issued to directors (excluding non-executive directors, directors serving as Audit & Supervisory Committee members and outside directors) as non-monetary compensation.

Evaluation of the effectiveness of the Board of Directors

Every year, the effectiveness of the entire Board of Directors is analyzed and evaluated using opinions and requests from directors. The results of these evaluations are used to improve the effectiveness of the Board of Directors.

In fiscal 2024, to analyze and evaluate the structure and operation of the Board of Directors, the Company conducted a questionnaire survey of its directors and held discussions with them based on the results to gather their opinions.

This analysis and evaluation confirmed that the overall effectiveness of the Board of Directors is secured. Specifically, the evaluation noted that the Board of Directors was

appropriately structured and that lively discussions were held at every meeting in an environment where preliminary briefings of agenda items were given and relevant reference materials were provided appropriately. In addition, although the Company transitioned to a company with an Audit & Supervisory Committee in June 2024, appropriate support was also provided to the Audit & Supervisory Committee.

However, the Company identified issues such as the need to create opportunities for discussing a broader range of topics to further invigorate the Board of Directors. The board will work to address these issues in the future.

Status of strategic shareholdings

Holdings policy

The Company owns shares of its business partners as strategic holdings with the aim of maintaining and reinforcing its business relationships. These strategic holdings are reviewed to verify their contributions to medium- to long-term economic rationality, mutual coordination in business operations, the improvement of corporate value, etc. When strategic shareholdings are deemed inappropriate or irrational, deliberations are carried out to reduce them through such means as selling them.

Method of verifying the rationality of holdings

Every year, the Board of Directors verifies the economic rationality and reasonableness of each of the strategic shareholdings in terms of the appropriateness to the objectives of such shareholdings from a medium- to long-term perspective and the business relationship with the company involved.

Number of companies in which the Company has strategic holdings and balance sheet amounts (as of March 31, 2025)

	No. of companies	Total balance sheet amount (Millions of yen)
Shares of non-listed companies	19	415
Shares other than shares of non-listed companies	35	3,911

Management Structure

(as of June 30, 2025)

Directors



Takeshi Okamura

Chairman and Representative Director

April 1983 Joined the Company
 June 2015 Director, the Company
 June 2017 Managing Director, the Company
 June 2019 Senior Managing Director, the Company
 June 2020 Director and Senior Managing Executive Officer, the Company
 June 2021 President and Representative Director, the Company
 June 2025 Chairman and Representative Director, the Company (current position)



Masahiro Hasegawa

President and Representative Director

April 1978 Joined the Company
 June 2013 Director, the Company
 June 2018 Managing Director, the Company
 June 2020 Director and Managing Executive Officer, the Company
 June 2022 Director and Senior Managing Executive Officer, the Company
 June 2025 President and Representative Director, the Company (current position)
 June 2025 Executive Manager of Sales Management Headquarters, the Company (current position)



Masayuki Nakamura

Director and Executive Officer

April 1988 Joined the Company
 March 2019 General Manager of Research & Development Center, the Company
 June 2021 Executive Officer, the Company
 June 2025 Director and Executive Officer, the Company (current position)
 June 2025 Executive Manager of Technical Division, Responsible for Internal IT Control Department and Environmental System Division (current position)



Takehiko Senda

Director

April 2016 Joined SECOC Co., Ltd.
 June 2017 Executive Officer, SECOC Co., Ltd. (current position)
 June 2023 Director, the Company (current position)

Significant concurrent position
 Executive Officer, SECOC Co., Ltd.



Shin Shiotani

Director (Outside Director)

April 1967 Joined The Fuji Bank, Limited (now Mizuho Bank, Ltd.)
 June 1995 Director, The Fuji Bank, Limited
 June 1997 Full-time Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member), Nippon Kokan Ltd. (now JFE Steel Corporation)
 April 2007 Outside Audit & Supervisory Board Member, JFE Steel Corporation
 June 2009 Outside Director, Penta-Ocean Construction Co., Ltd.
 June 2015 Outside Director, the Company (current position)



Keiko Hirano

Director (Outside Director)

April 1990 Newsreader, Japan Broadcasting Corporation
 April 2000 Member, Council of Food, Agriculture and Rural Area Policies, Ministry of Agriculture, Forestry and Fisheries
 July 2002 Member, Committee for Technical Investigation on Exchange of Disaster Management Information, Central Disaster Management Council, Cabinet Office
 July 2003 Member, Committee for Technical Investigation on Transmission of Lessons Learned from Past Disasters, Central Disaster Management Council, Cabinet Office
 May 2005 Councilor, Firefighters Scholarship Society (current position)
 April 2006 Member, Committee for Technical Investigation on Tokyo Inland Earthquake Evacuation Responses, etc., Central Disaster Management Council, Cabinet Office
 February 2007 Member, Central Council for Education, Ministry of Education, Culture, Sports, Science and Technology
 April 2007 Professor, Broadcasting Department, Osaka University of Arts (current position)
 October 2011 Member, Committee for Policy Planning on Disaster Management, Central Disaster Management Council, Cabinet Office
 May 2013 President, Disaster Management Certification Examination Association (now Disaster Management Education Promotion Association)
 May 2013 Director, Japan Fire and Disaster Prevention Association (current position)
 January 2015 Member, Social Security Council, Ministry of Health, Labour and Welfare
 June 2020 Outside Director, the Company (current position)
 April 2023 Member, Child and Families Council, Children and Families Agency
 June 2024 Councilor, The Foundation for Child Well-being (current position)

Significant concurrent positions
 Professor, Broadcasting Department, Osaka University of Arts;
 Director, Japan Fire and Disaster Prevention Association;
 Councilor, Firefighters Scholarship Society;
 Councilor, The Foundation for Child Well-being



Tetsuya Sumi

Director (Outside Director)

April 1985 Joined Tokio Marine & Fire Insurance Co., Ltd. (now Tokio Marine & Nichido Fire Insurance Co., Ltd.)
 April 2014 Director and Managing Executive Officer, Nisshin Fire & Marine Insurance Co., Ltd.
 April 2016 Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd.
 April 2018 Managing Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd.
 April 2022 Senior Managing Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd.
 April 2024 President, Tokio Marine & Nichido Auto Support Center Co., Ltd. (current position)
 June 2024 Outside Director, the Company (current position)

Significant concurrent position
 President, Tokio Marine & Nichido Auto Support Center Co., Ltd.

Directors Serving as Audit & Supervisory Committee Members



Hiroyuki Fujii

Director
Full-time Audit & Supervisory Committee Member

April 1987 Joined the Company
June 2015 General Manager of CSR Promotion Department, the Company
June 2023 Full-time Audit & Supervisory Board Member, the Company
June 2024 Director, Full-time Audit & Supervisory Committee Member, the Company (current position)



Akiko Nagahama

Outside Director
Audit & Supervisory Committee Member

December 2007 Registered as Attorney
December 2007 Joined Law Office of Yamaguchi, Nagahama & Mizuno
(now Law Office of Nagahama, Mizuno & Inoue)
June 2021 Outside Director, Dainichiseika Color & Chemicals Mfg. Co., Ltd. (current position)
June 2022 Outside Audit & Supervisory Board Member, the Company
June 2024 Outside Director, Audit & Supervisory Committee Member, the Company (current position)

Significant concurrent positions
Attorney, Law Office of Nagahama, Mizuno & Inoue;
Outside Director, Dainichiseika Color & Chemicals Mfg. Co., Ltd.



Masahito Fukuda

Outside Director
Audit & Supervisory Committee Member

April 1981 Joined Taisho Marine and Fire Insurance Co., Ltd. (now Mitsui Sumitomo Insurance Co., Ltd.)
April 2012 Executive Officer, Mitsui Sumitomo Insurance Co., Ltd.
April 2014 Managing Executive Officer, Mitsui Sumitomo Insurance Co., Ltd.
April 2016 Director and Managing Executive Officer, Mitsui Sumitomo Insurance Co., Ltd.
April 2018 Director and Senior Executive Officer, Mitsui Sumitomo Insurance Co., Ltd.
April 2020 Executive Officer, MS&AD Insurance Group Holdings, Inc.
June 2020 Director and Executive Officer, MS&AD Insurance Group Holdings, Inc.
April 2021 Director and Executive Vice President, Mitsui Sumitomo Insurance Co., Ltd.
April 2023 Director, MS&AD Insurance Group Holdings, Inc.
June 2023 Outside Audit & Supervisory Board Member, the Company
June 2023 Outside Audit & Supervisory Board Member, Mitsui Sumitomo Aioi Life Insurance Company, Limited (current position)
June 2024 Outside Director, Audit & Supervisory Committee Member, the Company (current position)

Significant concurrent position
Outside Audit & Supervisory Board Member,
Mitsui Sumitomo Aioi Life Insurance Company, Limited



Michio Abe

Outside Director
Audit & Supervisory Committee Member

April 1972 Joined Fuji Electric Manufacturing Co., Ltd. (now FUJI ELECTRIC CO., LTD.)
June 2010 Director, FUJI ELECTRIC CO., LTD.
April 2011 Director and Managing Executive Officer, FUJI ELECTRIC CO., LTD.
April 2012 Director and Senior Managing Executive Officer, FUJI ELECTRIC CO., LTD.
April 2024 Director, FUJI ELECTRIC CO., LTD.
June 2024 Special Advisor, FUJI ELECTRIC CO., LTD. (current position)
June 2024 Outside Director, Audit & Supervisory Committee Member, the Company (current position)

Significant concurrent position
Special Advisor, FUJI ELECTRIC CO., LTD.

Executive Officers

Yuji Hara

Managing Executive Officer

Ryoichi Kato

Managing Executive Officer

Masayuki Nakamura* Executive Officer

Shinya Ikeda Executive Officer

Kazuto Yamamoto Executive Officer

Makoto Kamihigoshi Executive Officer

Keishi Odori Executive Officer

Yasuhiro Ono Executive Officer

Kazuki Takumi Executive Officer

Hiroe Shimamiya Executive Officer

Takatoshi Yamagishi Executive Officer

Takashi Ito Executive Officer

Toyohide Takasawa Executive Officer

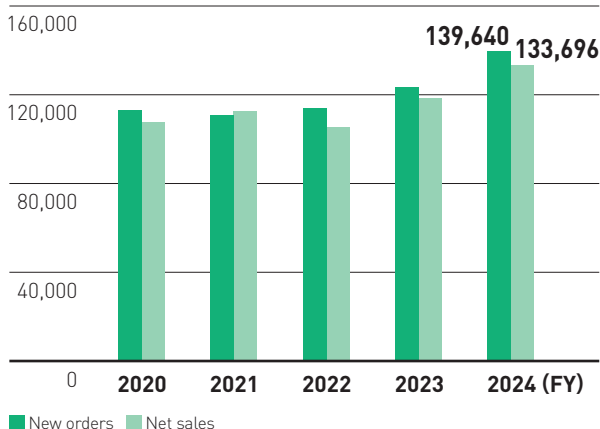
Shinichi Haraguchi Executive Officer

* Concurrently serving as director

Financial/Non-Financial Highlights

New orders/net sales

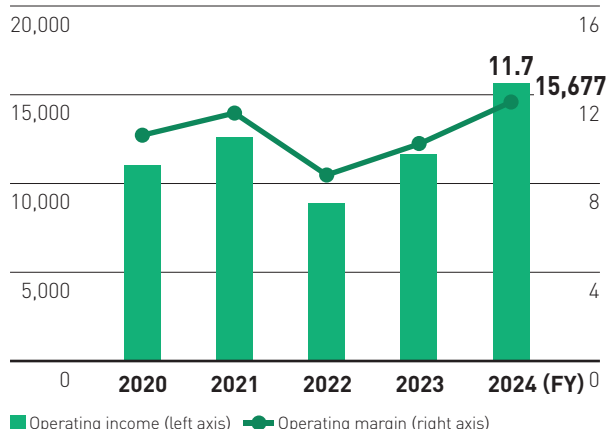
(Millions of yen)



Operating income/operating margin

(Millions of yen)

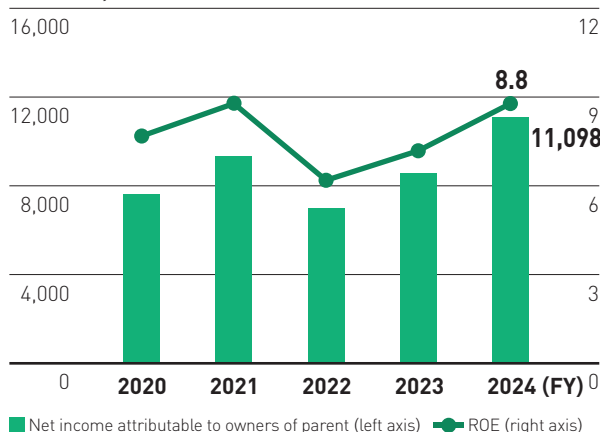
(%)



Net income attributable to owners of parent/ROE

(Millions of yen)

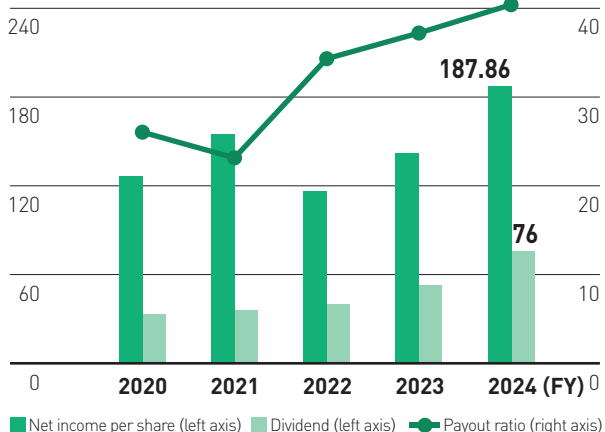
(%)



Net income per share/dividend/payout ratio

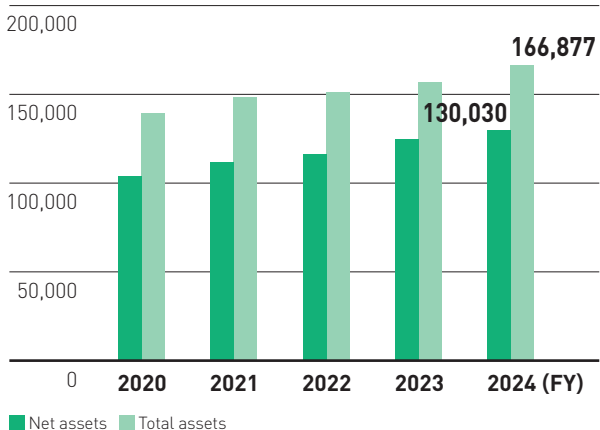
(Yen)

(%)



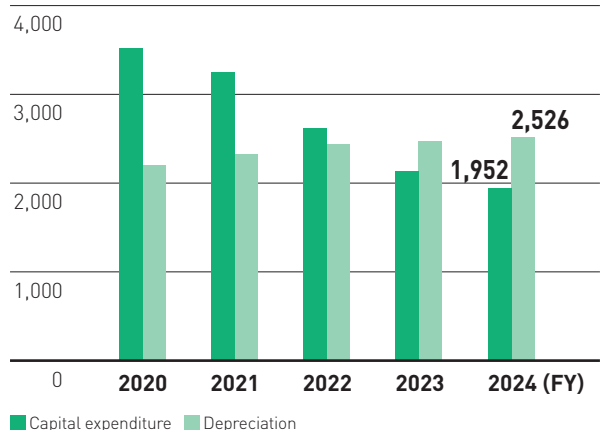
Net assets/total assets

(Millions of yen)



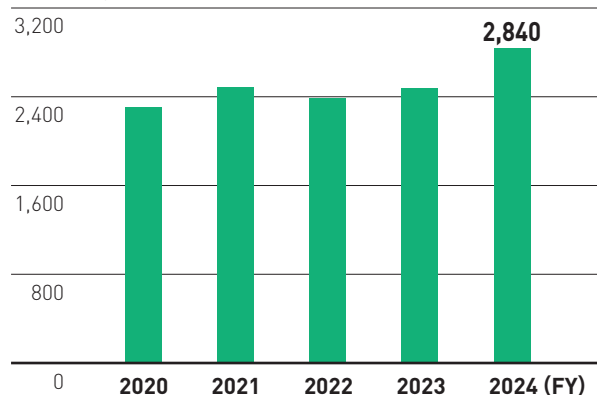
Capital expenditure/depreciation

(Millions of yen)

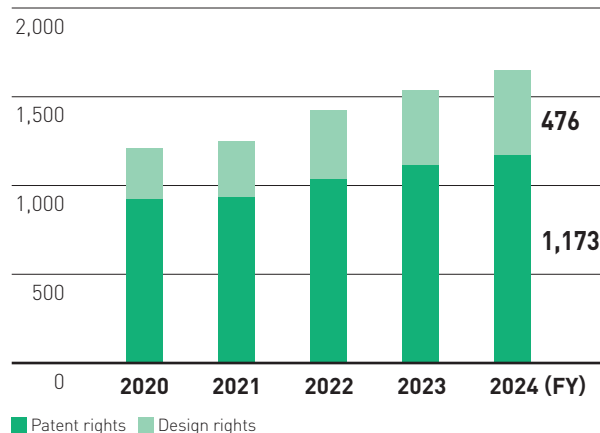


R&D expenses

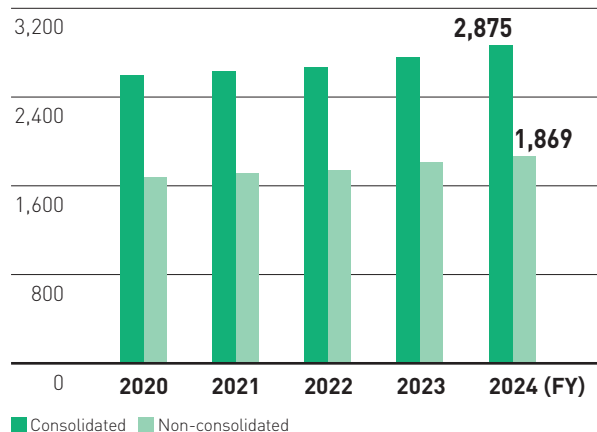
(Millions of yen)



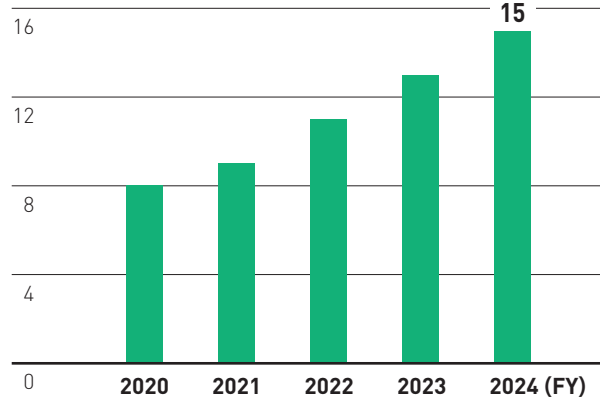
Number of intellectual property rights held



Number of employees

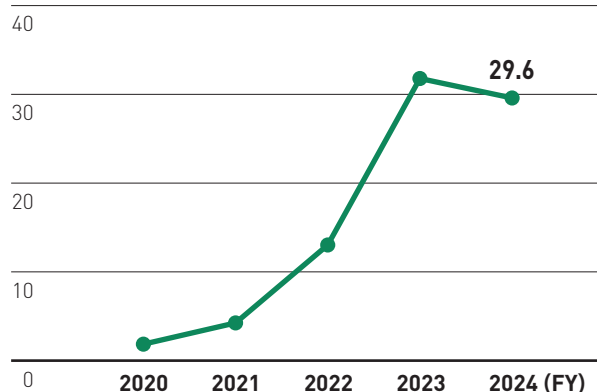


Number of women in management positions (non-consolidated)



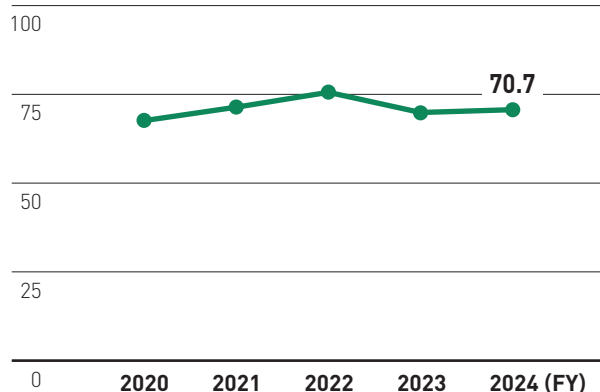
Childcare-leave usage rate by male employees (non-consolidated)

(%)



Annual paid-leave usage rate (non-consolidated)

(%)



Company Profile

(as of March 31, 2025)

Company name	NOHMI BOSAI LTD.
Created	December 1916
Founded	March 1924
Established	May 5, 1944
Capital	¥13,302 million
Listed stock exchange	Prime Market, Tokyo Stock Exchange
Construction work permit number and type of construction work	Minister of Land, Infrastructure, Transport and Tourism Permit No. (Special-4) 5229: Electrical work Minister of Land, Infrastructure, Transport and Tourism Permit No. (Special-2) 5229: Fire protection facilities work, piping work, telecommunications work, machinery installation
Employees (consolidated)	2,875

Group companies (as of September 30, 2025)

- NISSIN BOHSAI Co., Ltd.
- NOHMI Engineering Corporation
- Yashima Bosai Setsubi Co., Ltd.
- Nohmi System Co., Ltd.
- Chiba Nohmi Co., Ltd.
- Nohmi Techno Engineering Co., Ltd.
- Hokkaido Nohmi Co., Ltd.
- System Service Co., Ltd.
- Sakamoto Densetsu Co., Ltd.
- Hokko Tsushin Co., Ltd.
- Aomori Nohmi Co., Ltd.
- Iwate Nohmi Co., Ltd.
- Miyagi Nohmi Co., Ltd.
- Tohoku Nohmi Co., Ltd.
- SYSTEMS Co., Ltd.
- Prime Value Co., Ltd.
- Akita Nohmi Co., Ltd.
- Fukushima Nohmi Co., Ltd.
- Niigata Nohmi Co., Ltd.
- Sefuto Co., Ltd.
- Shikoku Nohmi Co., Ltd.
- Kyushu Nohmi Co., Ltd.
- Oita Nohmi Co., Ltd.
- Chiyoda Service Co., Ltd.
- Kyodo Setsubi Co., Ltd.
- Security Software Co., Ltd.
- Eishin Denshi Co., Ltd.
- Koatsu Co., Ltd.
- Nohmi Taiwan Ltd.
- Shanghai Nohmi Fire Protection Equipment Co., Ltd.
- Nohmi Bosai (India) Pvt. Ltd.

Stock Information

(as of March 31, 2025)

Status of shares

Number of authorized shares	160,000,000
Number of issued shares	60,832,771
Number of shareholders	4,432 (year-on-year increase of 632)

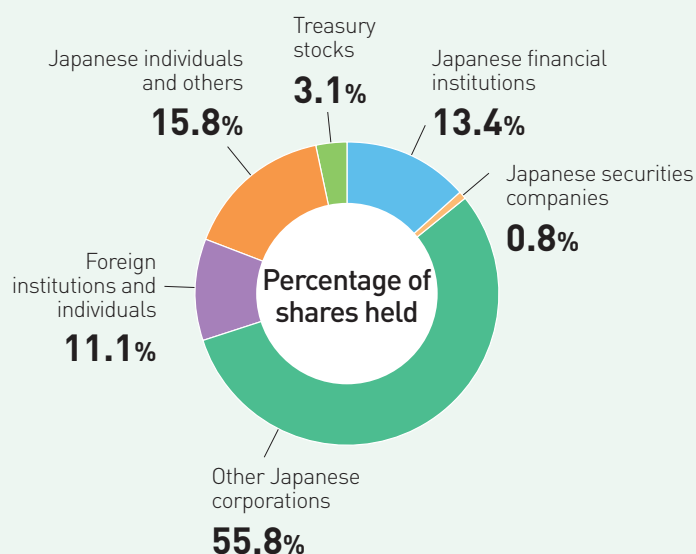
Major shareholders

Name	Number of shares held (thousands)	Percentage of total shares in issue (%)*
SECOM Co., Ltd.	30,598	51.9
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,539	6.0
Shareholding Commission of NOHMI BOSAI Distributors	2,301	3.9
Custody Bank of Japan, Ltd. (Trust Account)	1,721	2.9
Shareholding Commission of NOHMI BOSAI Partners	1,418	2.4
CEPLUX- THE INDEPENDENT UCITS PLATFORM 2	996	1.7
Shareholding Commission of NOHMI BOSAI Employees	987	1.7
Sumitomo Mitsui Banking Corporation	765	1.3
Shareholding Commission of NOHMI BOSAI Safety and Health Committee	687	1.2
JP MORGAN CHASE BANK 385632	681	1.2

* The percentage of total shares in issue is calculated after deducting 1,876,816 treasury stocks.

Shareholder structure

	Number of shares held (thousands)
Japanese financial institutions	8,150
Japanese securities companies	487
Other Japanese corporations	33,906
Foreign institutions and individuals	6,778
Japanese individuals and others	9,632
Treasury stocks	1,876
Total	60,832





NOHMI BOSAI LTD.

4-7-3 Kudan-Minami, Chiyoda-ku, Tokyo 102-8277 Japan

<https://www.nohmi.co.jp/english/>