



# FY2026/3 Results of Operations

May 26, 2026

NOHMI BOSAI LTD. **NOHMI**

Shaping <sup>the</sup> Customers'  
Expectations



*transformation*

# I . Consolidated Results FY2026/3



### **Orders and order backlog reached record highs for the fourth consecutive year**

The market environment in the fire protection industry remain strong. Orders increased across all segments, not just specific areas, and remained at a generally high level.

### **Net sales and profits increased for the third consecutive year, with both reaching record highs.**

Net sales posted a record high for the third consecutive year, and profits also reached record highs for the second consecutive year. Against the backdrop of favorable market environment, construction of ordered properties is generally progressing smoothly.

### **Achieved profitability levels exceeding the plan**

Systematic price revisions and streamlining operations in response to rising costs contributed to earnings. Financial results were more heavily concentrated in the fourth quarter than usual, and profit levels exceeded plans. Achieved the Medium- to Long-Term Vision targets of an operating margin of 12% or higher and an ROE of 10% or higher.

# Consolidated Results of Operation

(million yen)

	FY2025/3		FY2026/3		Vs. FY2025/3		Vs. Plan	
	Results	Plan	Results		Amount	Pct.	Amount	Pct.
Net sales	133,696	140,600	<b>139,657</b>		<b>+5,960</b>	+4.5%	<b>-942</b>	-0.7%
Cost of sales	65.3%	64.3%	<b>62.5%</b>		<b>-2.8pt</b>	—	<b>-1.8pt</b>	—
Gross profit	46,453	50,200	<b>52,318</b>		<b>+5,864</b>	+12.6%	<b>+2,118</b>	+4.2%
SG&A expenses	30,776	33,700	<b>33,968</b>		<b>+3,191</b>	+10.4%	<b>+268</b>	+0.8%
Operating income	15,677	16,500	<b>18,349</b>		<b>+2,672</b>	+17.0%	<b>+1,849</b>	+11.2%
Operating margin	11.7%	11.7%	<b>13.1%</b>		<b>+1.4pt</b>	—	<b>+1.4pt</b>	—
Ordinary income	16,217	16,900	<b>19,361</b>		<b>+3,143</b>	+19.4%	<b>+2,461</b>	+14.6%
Net income attributable to owners of parent	11,098	11,600	<b>13,648</b>		<b>+2,549</b>	+23.0%	<b>+2,048</b>	+17.7%
EPS (yen)	187.86	196.34	<b>231.88</b>					
ROE	8.8%	8.8%	<b>10.2%</b>					
New orders	139,640	142,500	<b>161,165</b>		<b>+21,524</b>	+15.4%	<b>+18,665</b>	+13.1%
Backlog of orders	69,966	71,866	<b>91,474</b>		<b>+21,508</b>	+30.7%	<b>+19,608</b>	+27.3%

# Consolidated Results by Segments

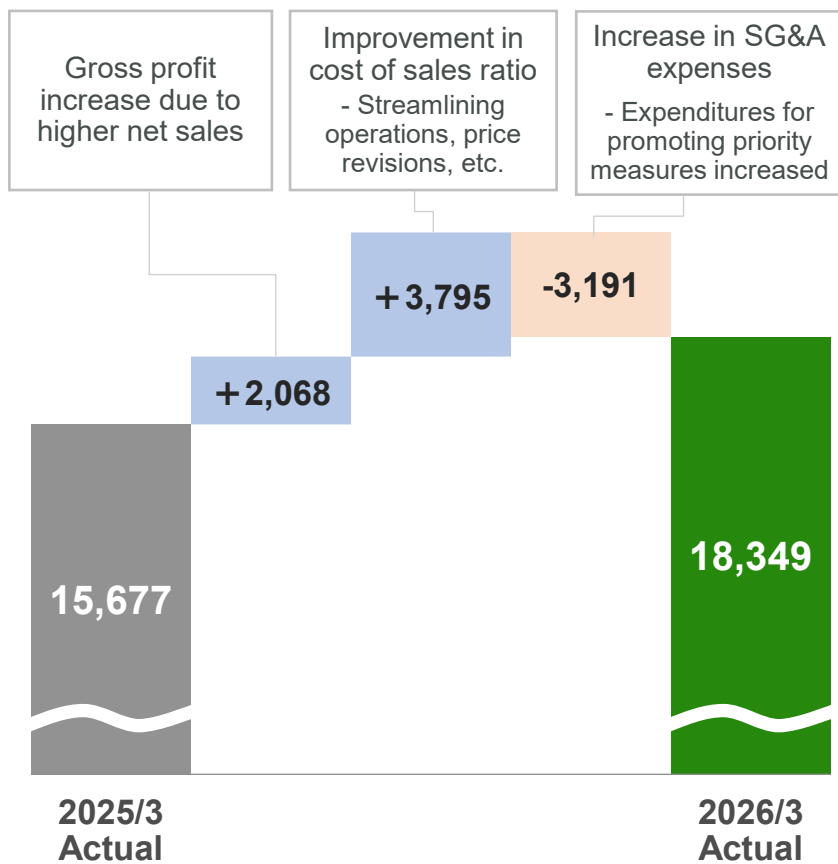
(million yen)

		FY2025/3	FY2026/3		Vs. FY2025/3	Vs. Plan
		Results	Plan	Results	Amount	Amount
<b>Fire Alarm Systems</b>	Net sales	48,147	51,275	<b>51,143</b>	+2,995	-132
	Operating income	8,528	9,037	<b>9,958</b>	+1,429	+921
	Operating margin	17.7%	17.6%	<b>19.5%</b>	+1.8pt	+1.9pt
<b>Fire Extinguishing Systems</b>	Net sales	45,232	49,313	<b>46,949</b>	+1,717	-2,363
	Operating income	8,352	8,925	<b>10,842</b>	+2,490	+1,917
	Operating margin	18.5%	18.1%	<b>23.1%</b>	+4.6pt	+5.0pt
<b>Maintenance Services</b>	Net sales	34,644	35,200	<b>36,734</b>	+2,090	+1,534
	Operating income	8,042	8,374	<b>7,979</b>	-62	-394
	Operating margin	23.2%	23.8%	<b>21.7%</b>	-1.5pt	-2.1pt
<b>Others</b>	Net sales	6,169	5,307	<b>5,241</b>	-928	-66
	Operating income	386	625	<b>473</b>	+87	-151
	Operating margin	6.3%	11.8%	<b>9.0%</b>	+2.7pt	-2.8pt
Elimination/ Corporate	Net sales	-497	-497	<b>-411</b>	+85	+85
	Operating income	-9,633	-10,462	<b>-10,905</b>	-1,272	-442
<b>Consolidated</b>	Net sales	133,696	140,600	<b>139,657</b>	+5,960	-942
	Operating income	15,677	16,500	<b>18,349</b>	+2,672	+1,849

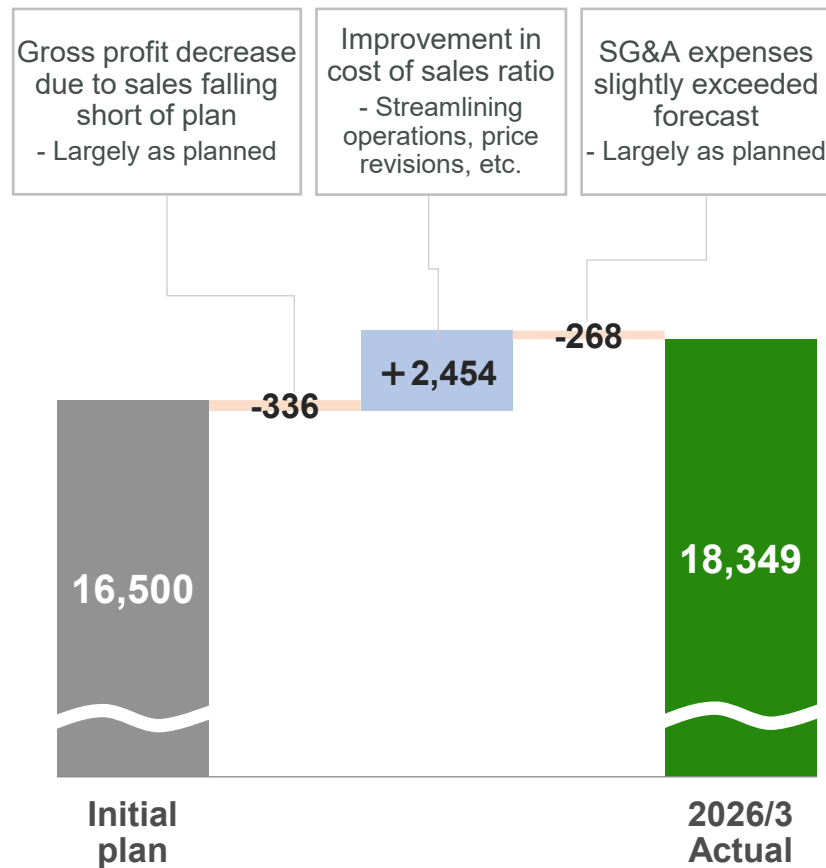


# Analysis of Change in Operating Income

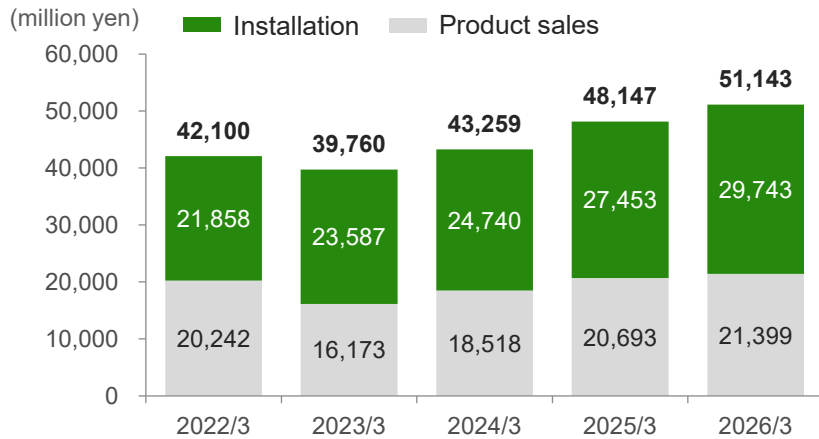
## Vs. FY2025/3 (million yen)



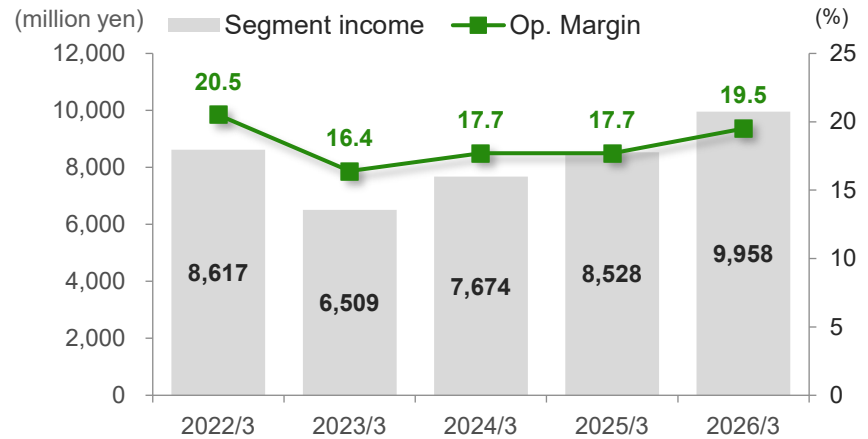
## Vs. Plan (million yen)



## Net Sales (before elimination)



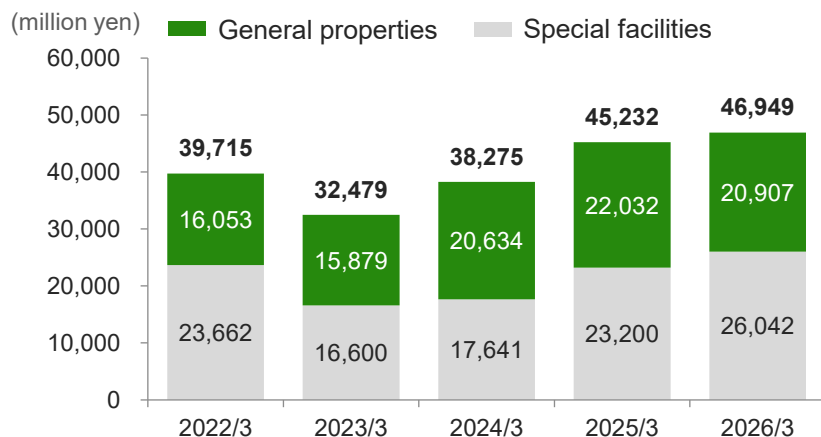
## Segment Income & Operating Margin



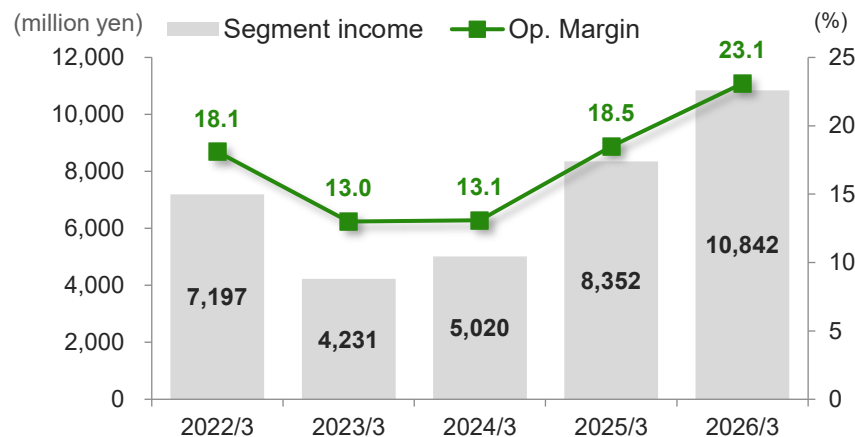
(million yen)	2025/3		2026/3		YoY (%)	Vs. Plan (%)
	Actual	Plan	Actual	Actual		
<b>New orders</b>	<b>50,565</b>	<b>51,500</b>	<b>52,960</b>		<b>+4.7</b>	<b>+2.8</b>
<b>Backlog of orders</b>	<b>17,627</b>	<b>-</b>	<b>19,571</b>		<b>+11.0</b>	<b>-</b>
<b>Net sales</b>	<b>48,147</b>	<b>51,275</b>	<b>51,143</b>		<b>+6.2</b>	<b>-0.3</b>
Installation	27,453	30,675	29,743		+8.3	-3.0
Product sales	20,693	20,600	21,399		+3.4	+3.9
<b>Segment income</b>	<b>8,528</b>	<b>9,037</b>	<b>9,958</b>		<b>+16.8</b>	<b>+10.2</b>

- The market environment was firm in general, with net sales largely as planned.
- Against rising costs, which were a concern, measures of systematic price revisions and streamlining operations proved effective, which maintained the trend of increasing profits.
- Orders, backlog of orders, net sales, and segment income all reached record highs.

## Net Sales (before elimination)



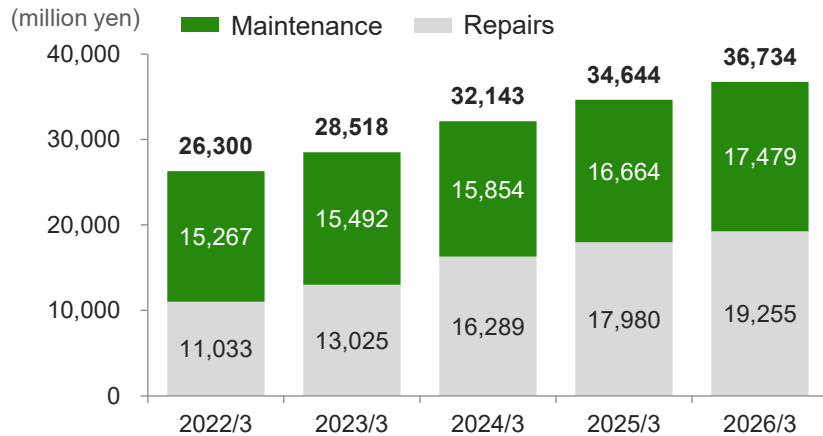
## Segment Income & Operating Margin



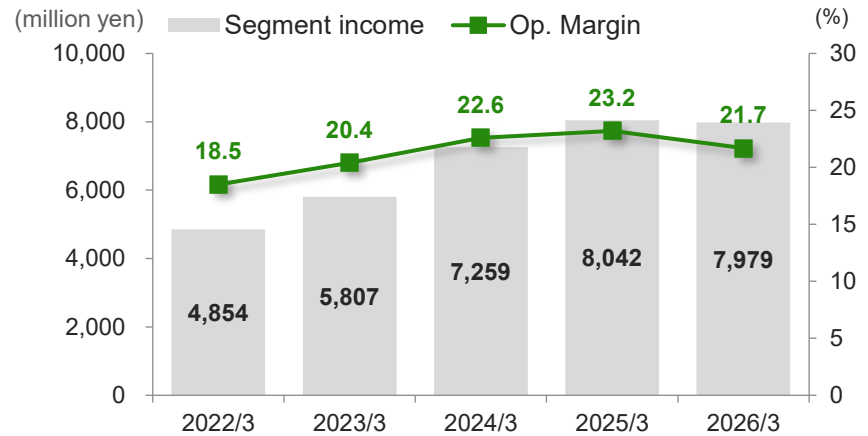
(million yen)	2025/3		2026/3		YoY (%)	Vs. Plan (%)
	Actual	Plan	Actual	Actual		
<b>New orders</b>	<b>47,365</b>	<b>49,900</b>	<b>56,264</b>		<b>+18.8</b>	<b>+12.8</b>
<b>Backlog of orders</b>	<b>43,631</b>	<b>-</b>	<b>53,022</b>		<b>+21.5</b>	<b>-</b>
<b>Net sales</b>	<b>45,232</b>	<b>49,313</b>	<b>46,949</b>		<b>+3.8</b>	<b>-4.8</b>
General properties	22,032	21,713	20,907		-5.1	-3.7
Special facilities	23,200	27,600	26,042		+12.3	-5.6
<b>Segment income</b>	<b>8,352</b>	<b>8,925</b>	<b>10,842</b>		<b>+29.8</b>	<b>+21.5</b>

- Net sales and profits increased mainly in special facilities, for which demand remained high.
- Many projects are relatively profitable, and construction work contracted but incomplete is progressing smoothly.
- Orders, backlog of orders, net sales, and segment income all reached record highs for the second consecutive year.

## Net Sales (before elimination)



## Segment Income & Operating Margin



(million yen)	2025/3		2026/3		YoY (%)	Vs. Plan (%)
	Actual	Plan	Actual	Actual		
New orders	35,701	35,600	37,678		+5.5	+5.8
Backlog of orders	7,338	-	8,282		+12.9	-
Net sales	34,644	35,200	36,734		+6.0	+4.4
Maintenance	16,664	17,400	17,479		+4.9	+0.5
Repairs	17,980	17,800	19,255		+7.1	+8.2
Segment income	8,042	8,374	7,979		-0.8	-4.7

- Orders, backlog of orders, and net sales continued to expand steadily and all reached record highs.
- Compared with the previous period, there were a slightly larger number of less profitable projects and higher SG&A expenses, resulting in a decline in profit margin.
- Against the backdrop of increasing orders, we will expand personnel continuously and systematically, while further tapping into potential demand.

Shaping the Customers'  
Expectations

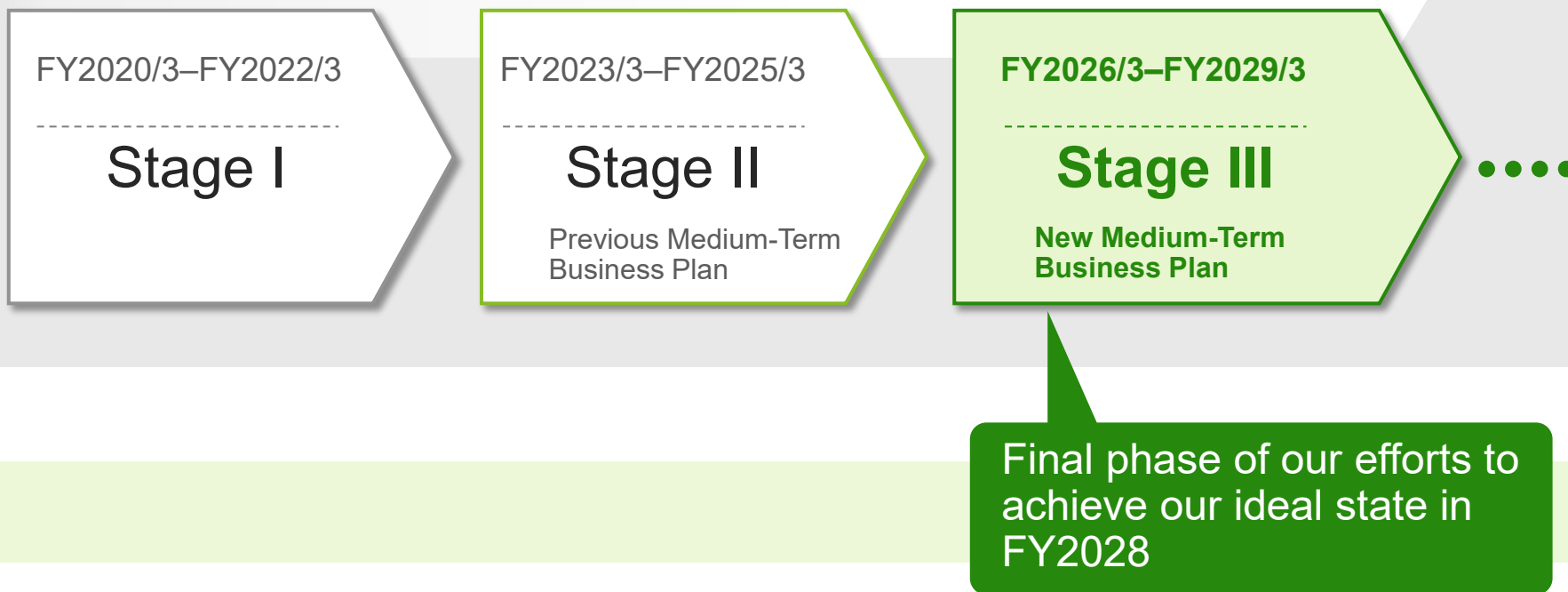


*transformation*

II . Nohmi Bosai Group  
Medium- to Long-Term Vision 2028  
Stage III (FY2026/3 to FY2029/3)



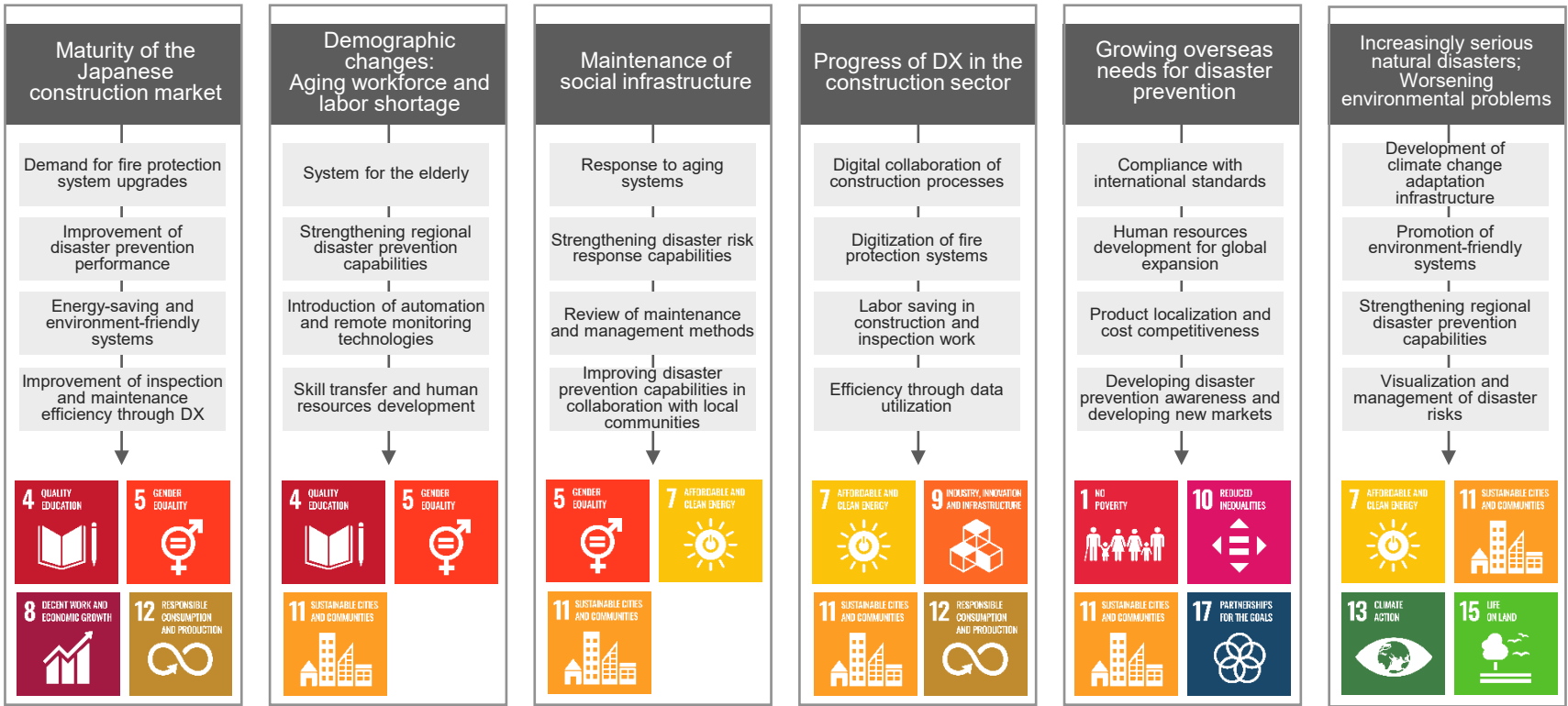
## Medium- to Long-Term Vision 2028



# Social Issues to Be Addressed by Nohmi Bosai

Social trends, changes and issues

Related SDGs



Desired society

Nohmi Bosai's ideal state

**A society where precious human lives, property and the environment are protected and where anyone can live happily**

Offer original disaster prevention systems mainly to existing business domains.

Offer optimal disaster prevention solutions based on customers' issues.

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.



# Medium- to Long-Term Vision Statement <Announced in May 2022>



<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**

Enrich knowledge of personnel and organizations

Growth investment

## Personnel strategy for dynamic growth



Accelerate the growth cycle of individuals and the company to achieve dynamic growth.

Co-create with customers

## Future co-creation project



Change the styles of proposals to customers to increase the value offered to them.

## Investment plan for the future



Plan to invest in research and development, mergers and acquisitions, equipment, personnel and the environment for the future.

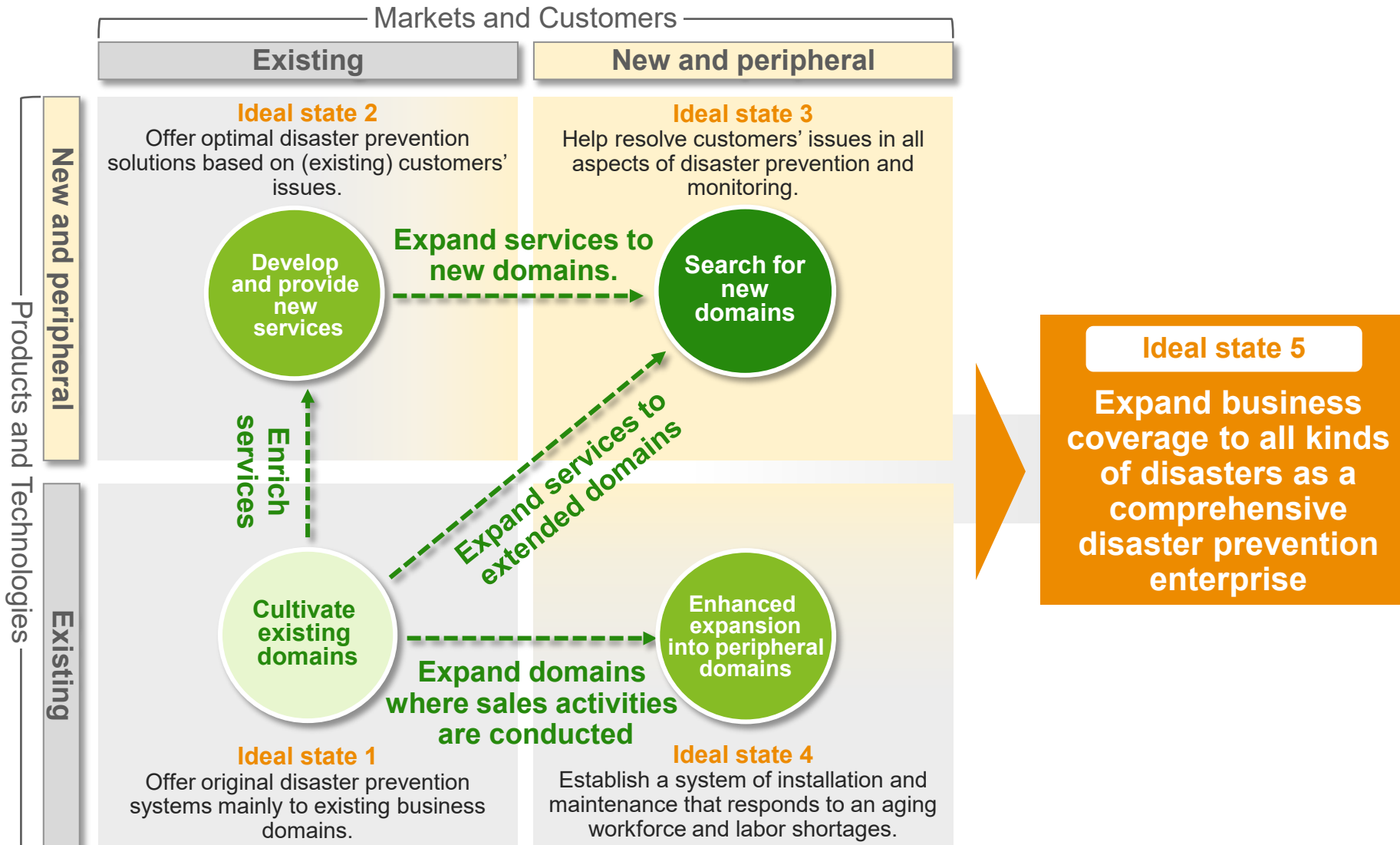
Digital Transformation (DX)

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

Respond to issues by increasing corporate value through sustainability management.

**Change into a company creating higher additional value.**

# Relationship Between Basic Business Strategy Orientation and Ideal State



## Stage III Performance Targets for FY2029/3

In the first year of Stage III, we achieved the targets for three indicators. However, since temporary factors also contributed, we will continue working to achieve the target level

	Actual results for FY2025/3	Actual results for FY2026/3	Target for FY2029/3
Net sales	133.6 billion yen	139.6 billion yen	170 billion yen or more
Operating margin	11.7%	13.1%	12.0% or higher
ROE	8.8%	10.2%	10.0% or higher
Dividend payout ratio	40.5%	50.0%	50.0%



### Priority measures 1

- Continue to strengthen recruitment, development, and placement of human resources
- Accelerate initiatives to achieve DX



**Expand earnings and improve profit margins in existing businesses**

### Priority measures 2

- Active engagement in mergers and acquisitions in domains related to disaster prevention and peripheral industries



**Business expansion**

### Priority measures 3

- Focus on future co-creation projects and other activities



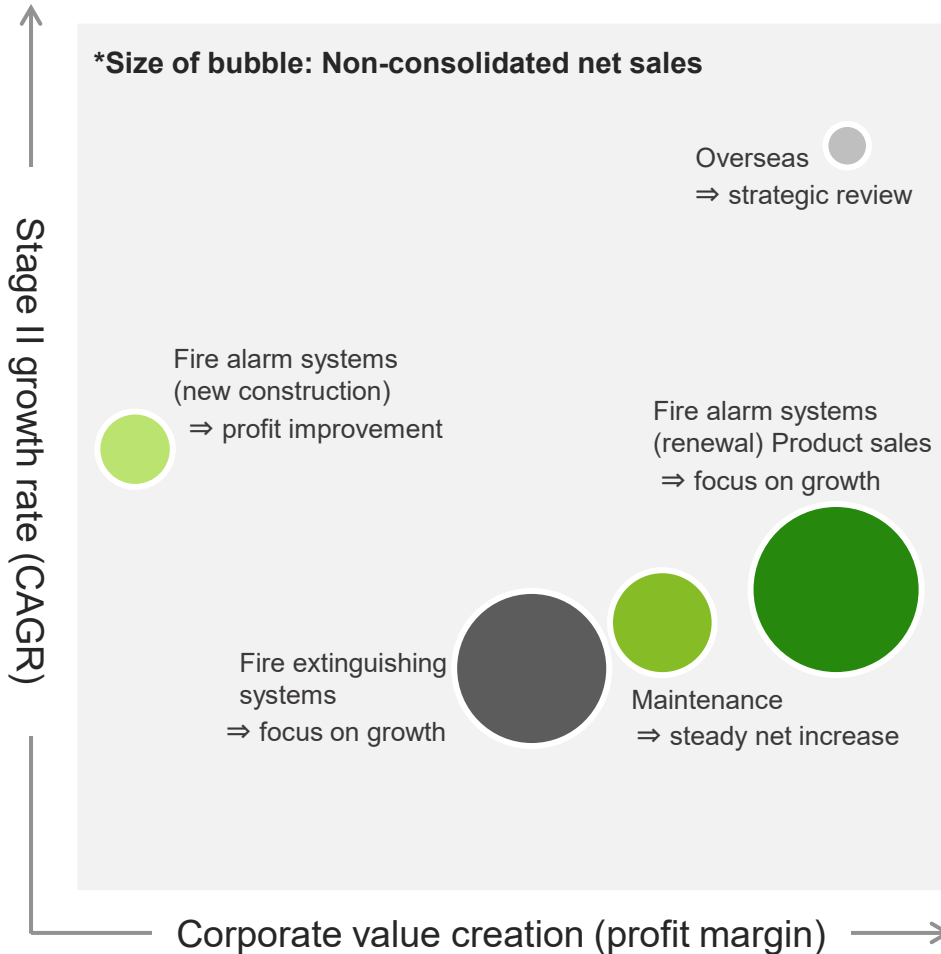
**New business creation and upscaling**



# [Priority Measures 1] 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

➔ **Headcount up 376 YoY**, partly driven by M&A, reflecting overall HR expansion



## 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 of strategies for growth



# [Priority Measures 1] Human Capital Management for Dynamic Growth

For **shaping** safety to meet **customers' expectations**

**Personnel strategy for dynamic growth**  
**“Autonomy and initiative,” “Active engagement of all employees,”**  
**and “Provide a platform for performance and growth”**

 <b>Work-style</b>	<b>Strategic orientation</b> Further promotion of work-life balance	<b>Performance indicator</b> <input type="checkbox"/> Paid leave utilization rate: <b>75% or higher</b> <input type="checkbox"/> Male parental leave uptake rate: <b>60% or higher</b>	<b>Actual</b> [FY24 ⇒ 25] 70.7% <b>→ 74.1%</b> 29.6% <b>→ 53.7%</b>	 <b>Transfer and placement</b>	<b>Strategic Orientation</b> Achieve strategic transfers and placement that value personal career aspirations Set up a human resource portfolio	<b>Performance indicator</b> <input type="checkbox"/> Growth opportunity score: <b>3.8 or higher</b> *3	<b>Actual</b> [FY24 ⇒ 25] 3.5 <b>→ 3.5</b>
 <b>Recruitment</b>	<b>Strategic orientation</b> Focus on acquiring human resources necessary to achieve business strategies (Installation and maintenance personnel, etc.)	<b>Performance indicator</b> <input type="checkbox"/> NOHMI BOSAI: <b>+400 people</b> *1 <input type="checkbox"/> Group companies: <b>+100 people</b> *1 <input type="checkbox"/> Sales per employee: <b>5% increase</b> *2	<b>Actual</b> [FY24 ⇒ 25] +97 people <b>→ +116 people</b> +56 people <b>→ +357 people</b> +5.5% <b>→ +5.0%</b>	 <b>Development</b>	<b>Strategic orientation</b> Establish a human resource development system for early deployment	<b>Performance indicator</b> <input type="checkbox"/> Skills (specialized) education Number of curricula: <b>50% increase</b> *4 (vs. FY2024)	<b>Actual</b> [vs. FY24] +12%
 <b>Personnel system</b>	<b>Strategic orientation</b> Build a motivating and comfortable work environment	<b>Performance indicator</b> <input type="checkbox"/> Implement measures by FY2026 <input type="checkbox"/> Work style score: <b>4.0 or higher</b> *3 <input type="checkbox"/> Rating score: <b>3.5 or higher</b> *3	<b>Actual</b> [FY24 ⇒ 25] 3.7 <b>→ 3.8</b> 3.2 <b>→ 3.3</b>	 <b>DE&amp;I</b>	<b>Strategic orientation</b> Create opportunities for competent individuals with diverse abilities and values to flourish and develop	<b>Performance indicator</b> <input type="checkbox"/> Female employees in senior positions: <b>30 people or more</b> <input type="checkbox"/> Employment rate for persons with disabilities: <b>Exceed the legal requirement</b>	<b>Actual</b> [FY24 ⇒ 25] 15 people <b>→ 15 people</b> 2.37% <b>→ 2.48%</b>

\*1: Cumulative total of FY2025 to FY2028 (including temporary and contract employees) \*2: Compared with the average of FY2019 to FY2023

\*3: A component of the employee engagement score (measured based on the employee survey results on work style, satisfaction with evaluation, and growth opportunities)

\*4: Calculated based on the number of implementation days for each curriculum



# [Priority Measures 1] Initiatives to Achieve Digital Transformation (DX)

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



In FY2026/3, we worked on organizational development, infrastructure enhancement, etc.

Organizational development

Establishment of a DX promotion group, selection of approx. 100 people from various departments as DX promoters, etc.

Infrastructure enhancement

Promotion of paperless operations (digitalization of existing paper-based documents), etc.

\* In FY2027/3, we will drive forward (1) expansion of the utilization of generative AI, (2) enhancement of digital literacy, and (3) expansion of digitalization of operations, to **strengthen competitiveness through operation reform**

Change the styles of services

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



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 digitalization  
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



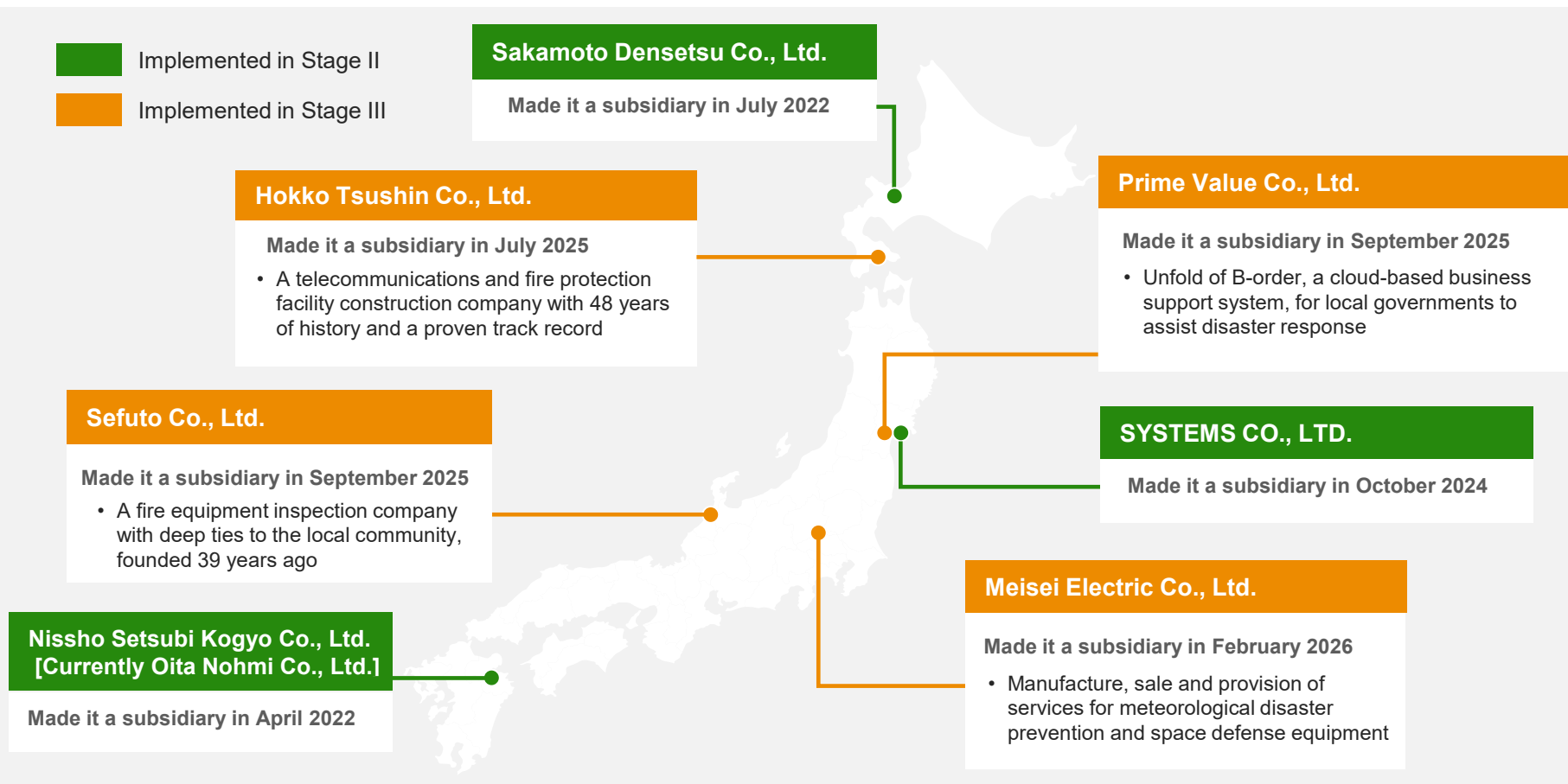
# [Priority Measures 2] Active M&A under Medium- to Long-Term Vision 2028

Action on PMI resource shortage



Established a dedicated organization and **strengthened the foundation to promote M&A including PMI** (started with 2 persons; 5-people system in the entire Group from April 2026)

\* Going forward, also consider further enhancing the PMI system, and continue promoting **proactive M&A in line with strategy**



# [Priority Measures 3] New Services in Stage II

Our idea on new business: Achieve upscaling of services through step-by-step verification and growth

## Phase 1

## Phase 2

## Phase 3

### Establish business models

- Organize services, selling methods, and provision systems

### Expand and develop business

- Set roles and mechanisms suitable to each phase aiming for nationwide expansion and organizational operation



**n-hops**  
N-HOPS

Even in situations where local government support is insufficient during disasters, residents can establish and operate their own evacuation centers

Fully released in FY2026 after repeated demonstrations with local governments and a certain level of verification



Nohmi Disaster Prevention Support System  
**TASKis**  
Task Information System

Cloud service to expedite initial responses in case of emergency by centrally managing responses to trouble ranging from fires to equipment failure

Dedicated sales force increased, implementation steadily expanding

➔ Cases leading to orders for fire alarm systems for existing business are also increasing (e.g. expansion from partial orders to orders for the entire facility)

# Actions to Implement Management That Is Conscious of Cost of Capital and Stock Price

Orient the management of the business more toward the cost of capital and the stock price to continue enhancing our medium- and long-term corporate value (Cost of equity is recognized as at least about 5%\*)

\*Estimated based on CAPM and stock yield

**Increase ROE to 10.0% or higher by fiscal 2028**

- Improving profitability
  - Strengthening shareholder returns
- Improvement of capital efficiency

## Fulfill the 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

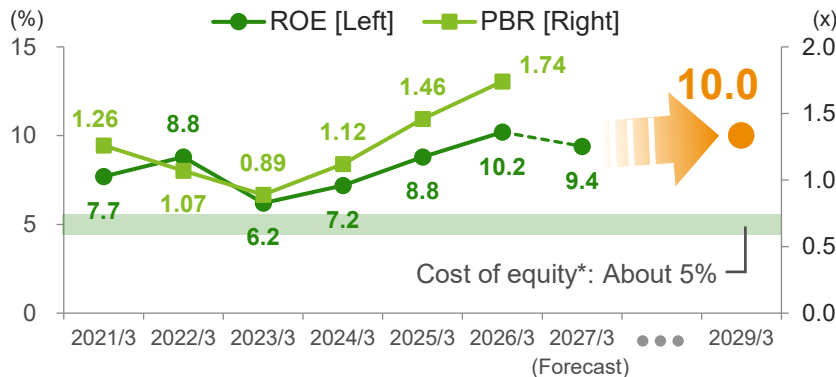
Set the dividend payout ratio target at 50%

#### 3) Enhancing IR activities

Continuous dialogue with shareholders and investors

Improvement in the quality and quantity of disclosed information, etc.

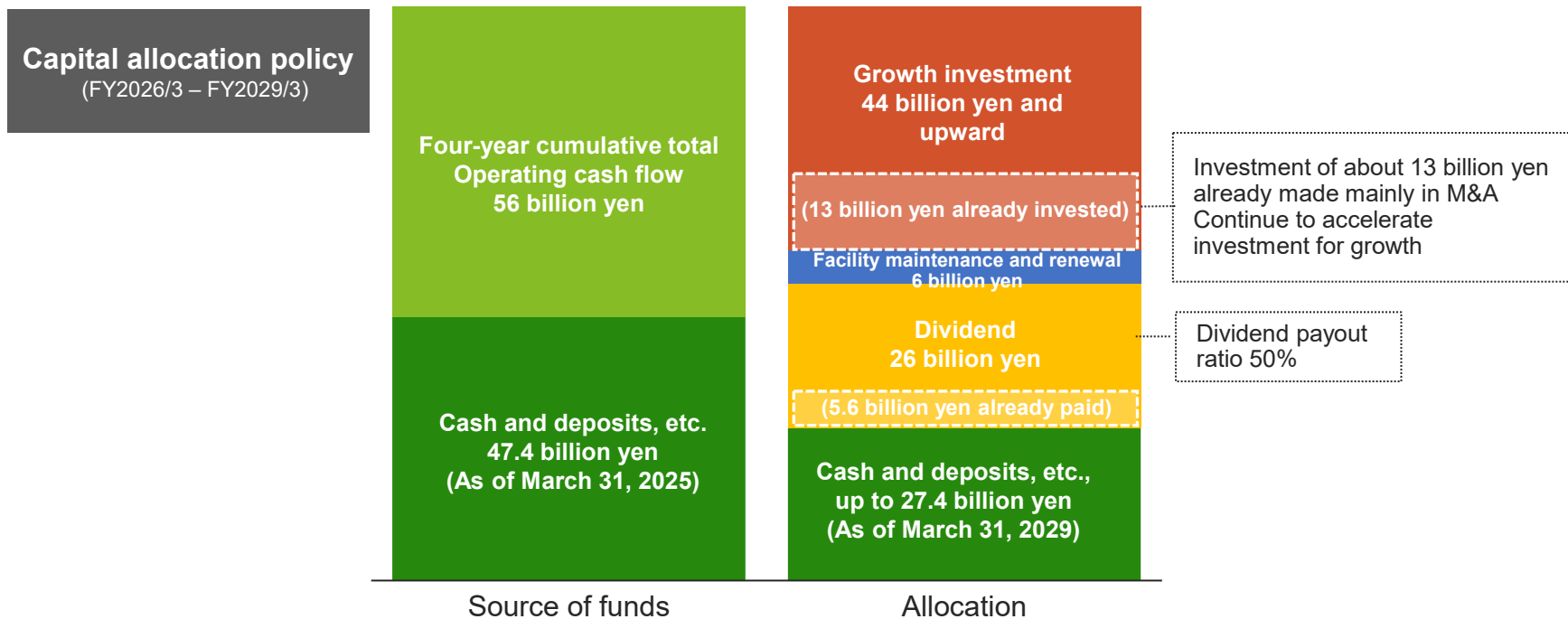
Reduction in cost of equity ⇒ rise in PBR





# Capital Allocation Policy in Stage III

- Achieve sustainable growth through **active growth investment** in **human capital** and **M&A**
- **Borrowings may be utilized** as necessary for additional growth investments
- Set the target **dividend payout ratio of 50%** (consider raising this ratio as appropriate in light of investment conditions and other factors)





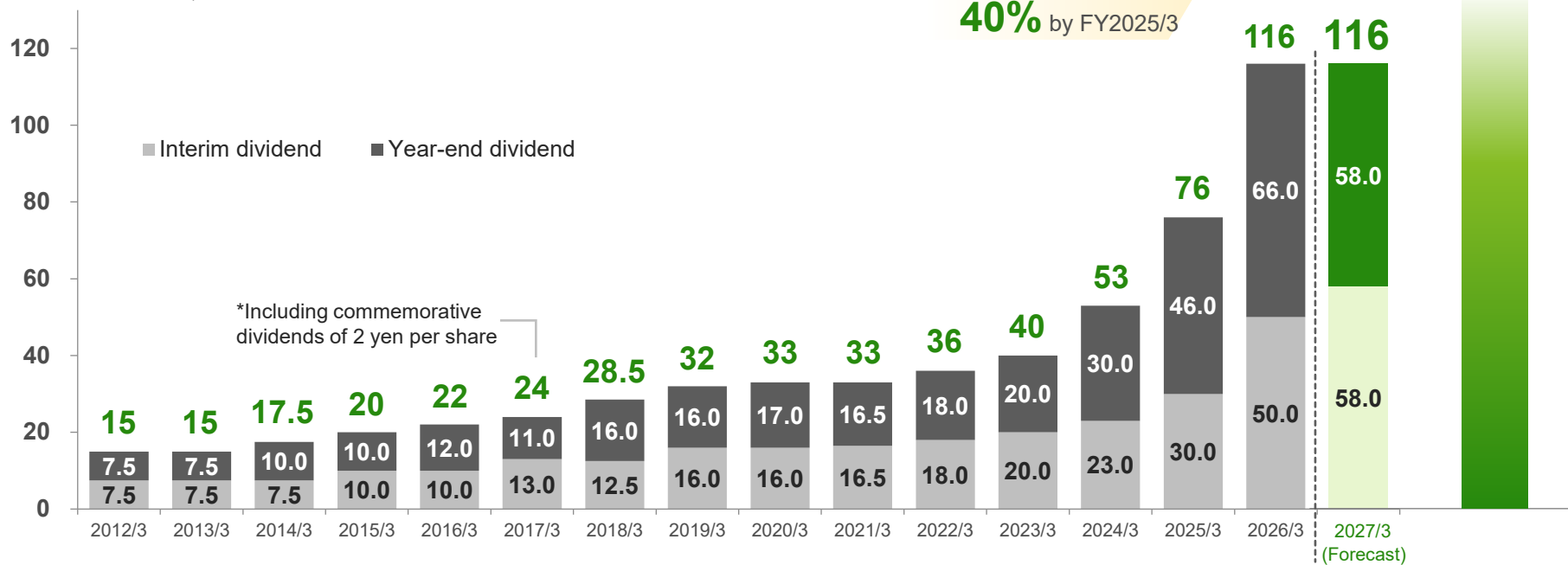
# Dividend and Shareholder Returns Policy

The target level of the consolidated dividend payout ratio from Stage III is set at 50%

➔ The FY2026/3 result was 50.0%, which achieved the target

## Trend in dividend per share (Yen)

\* We have not reduced dividends, excluding extraordinary dividends, since FY1979/3.



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%	50.0%	51.3%
-----------------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

# 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 achieving 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 future co-creation projects 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. Specifically, we will create opportunities for competent individuals with diverse abilities and values to flourish and develop, and we will strive to increase the number of female employees in senior positions to 30 or more and achieve a statutory employment rate for persons with disabilities that exceeds the legal requirement.

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. Specifically, we will reduce the consumption of electricity, gas, fuel (gasoline, heavy oil, light oil, kerosene), paper, etc., and continue to promote measures to reduce risks posed by climate change to our business and create opportunities, such as sponsoring organizations that carry out afforestation activities to increase forest areas.

- 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 chains.
- 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



- Approval of Recurrence Prevention Measures Designed to Address to Improper Procurement of Certifications; and Progress Report (released on March 26, 2026)
- Formulation of Nohmi Bosai Human Rights Policy and Implementation of Human Rights Due Diligence (released on March 31, 2026)

Shaping the Customers'  
Expectations



*transformation*

### III . Forecast for FY2027/3

# Forecast for FY2027/3 (Consolidated)

(million yen)

	FY2026/3	FY2027/3	Vs. FY2026/3	
	Actual	Forecast	Amount	Pct.
<b>Net sales</b>	139,657	<b>157,600</b>	+17,942	+12.8%
<b>Gross profit</b>	52,318	<b>57,200</b>	+4,881	+9.3%
Gross margin	37.5%	<b>36.3%</b>	-1.2pt	—
<b>SG&amp;A expenses</b>	33,968	<b>38,200</b>	+4,231	+12.5%
<b>Operating income</b>	18,349	<b>19,000</b>	+650	+3.5%
Operating margin	13.1%	<b>12.1%</b>	-1.0pt	—
<b>Ordinary income</b>	19,361	<b>19,840</b>	+478	+2.5%
<b>Net income attributable to owners of parent</b>	13,648	<b>13,310</b>	-338	-2.5%
<b>EPS (yen)</b>	231.88	<b>226.13</b>		
<b>ROE</b>	10.2%	<b>9.4%</b>		
<b>New orders</b>	161,165	<b>155,600</b>	-5,565	-3.5%
<b>Backlog of orders</b>	91,474	<b>89,474</b>	-2,000	-2.2%

### **Expect continued robust market environment**

We anticipate the market environment in the fire protection industry will remain strong. On the other hand, it is necessary to closely monitor the impact of the situation in the Middle East on supply chains and the Japanese economy. Considering constraints such as construction capacity, orders are expected to decline from the previous fiscal year but remain at a high level.

### **Plan to achieve record-high net sales and operating income**

Order backlog at the beginning of the fiscal year is at a record high. Backed by a high level of order backlog, net sales are expected to exceed 150 billion yen for the first time. Amid increasing uncertainty in the market environment, plan to post record-high operating income.

### **Strengthen the revenue base by promoting priority measures**

In light of the business environment in which costs such as raw material prices and labor expenses continue to rise, we will further streamline operations and revise prices again in April 2026. Strengthen the medium- to long-term revenue base by promoting priority measures including successful M&A deals.

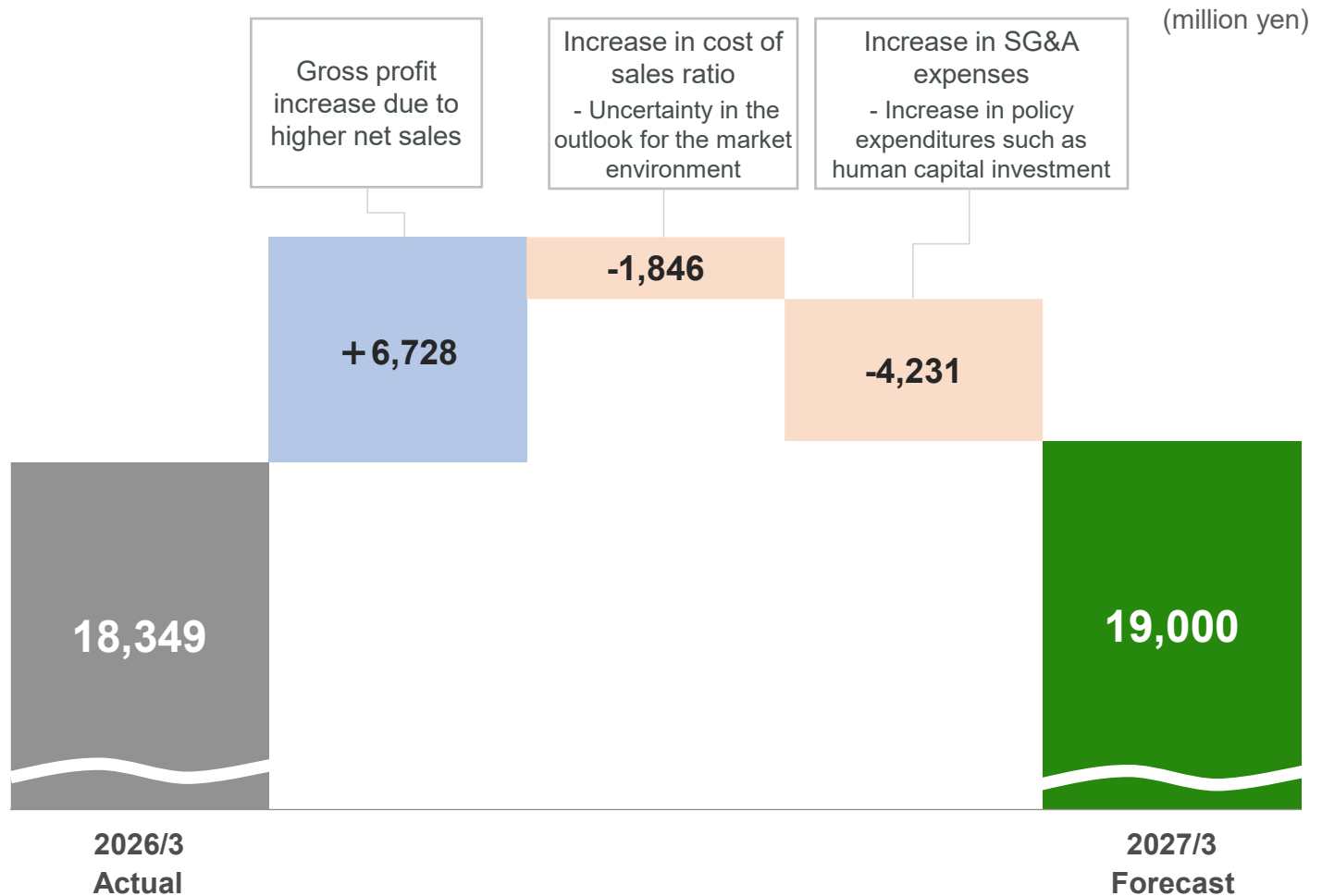
# Forecast for FY2027/3 by Segments

(million yen)

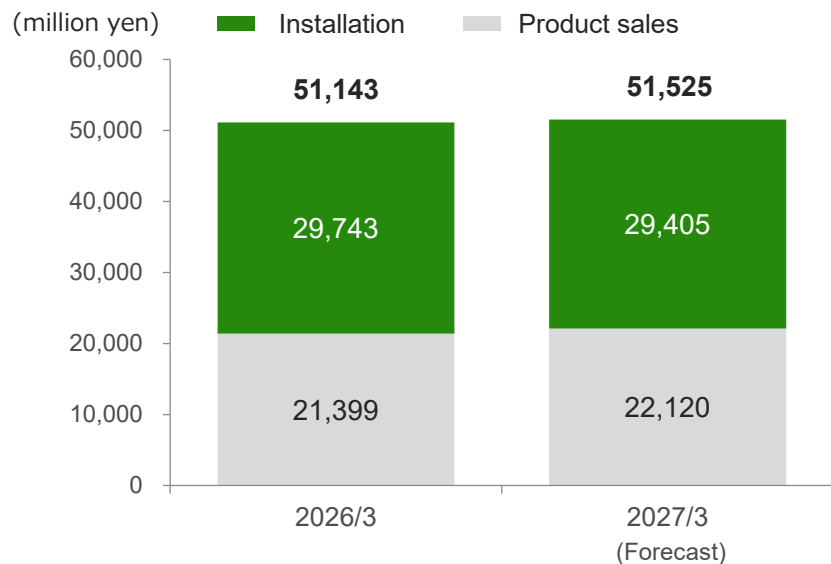
		FY2026/3	FY2027/3	Vs. FY2026/3	
		Actual	Forecast	Amount	Pct.
<b>Fire Alarm Systems</b>	Net sales	51,143	<b>51,525</b>	+382	+0.7%
	Operating income	9,958	<b>9,270</b>	-688	-6.9%
	Operating margin	19.5%	<b>18.0%</b>	-1.5pt	—
<b>Fire Extinguishing Systems</b>	Net sales	46,949	<b>51,776</b>	+4,826	+10.3%
	Operating income	10,842	<b>10,763</b>	-78	-0.7%
	Operating margin	23.1%	<b>20.8%</b>	-2.3pt	—
<b>Maintenance Services</b>	Net sales	36,734	<b>40,000</b>	+3,265	+8.9%
	Operating income	7,979	<b>8,673</b>	+693	+8.7%
	Operating margin	21.7%	<b>21.7%</b>	-0.0pt	—
<b>Others</b>	Net sales	5,241	<b>14,708</b>	+9,467	+180.6%
	Operating income	473	<b>1,663</b>	+1,189	+251.1%
	Operating margin	9.0%	<b>11.3%</b>	+2.3pt	—
Elimination/ Corporate	Net sales	-411	<b>-411</b>	—	—
	Operating income	-10,905	<b>-11,370</b>	-465	—
<b>Consolidated</b>	Net sales	139,657	<b>157,600</b>	+17,942	+12.8%
	Operating income	18,349	<b>19,000</b>	+650	+3.5%



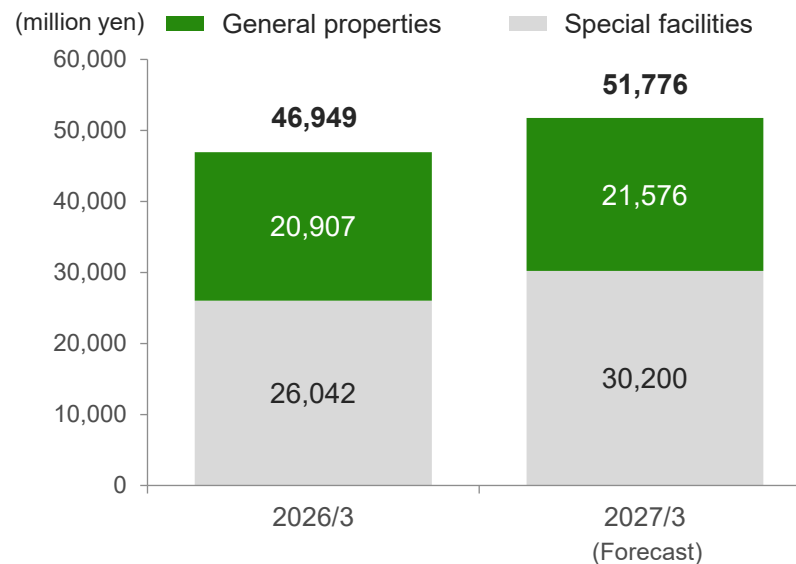
# Analysis of Operating Income Forecast



## Fire Alarm Systems



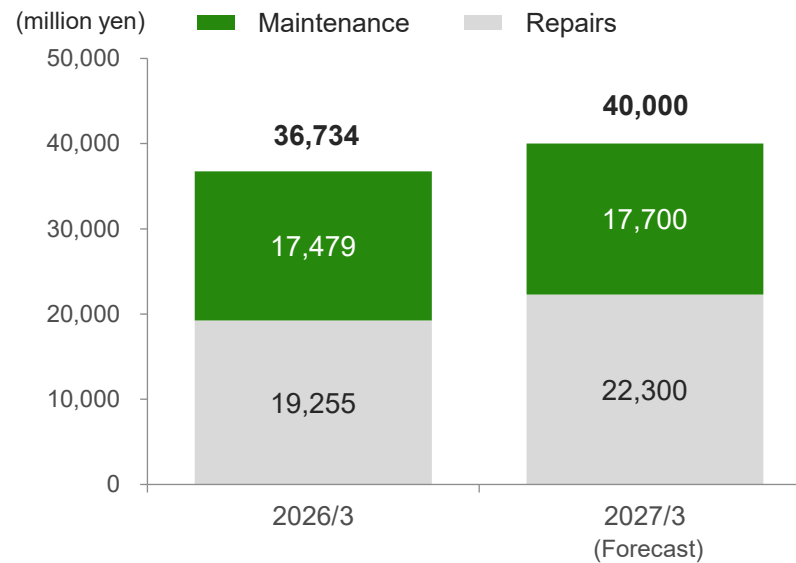
## Fire Extinguishing Systems



- Given a steady market environment, we will seek to exceed the record by boosting net sales mainly from product sales.

- With a strong backlog of orders, we expect to exceed the record net sales for the overall segment.

## Maintenance Services



- In light of steady demand, sales from both maintenance and repairs are expected to continue stable growth.

Shaping <sup>the</sup> Customers'  
Expectations



*transformation*

---

## IV. Reference



## Comprehensive fire safety company

➤ <b>Trade Name</b>	NOHMI BOSAI LTD.
➤ <b>Head Office</b>	7-3 Kudan-Minami, 4-Chome, Chiyoda-ku, Tokyo Japan
➤ <b>Establishment</b>	May 5, 1944 (Foundation: December, 1916)
➤ <b>President</b>	Masahiro Hasegawa , Representative Director and President
➤ <b>Capital</b>	13,302 million yen (As of March 31, 2026)
➤ <b>Employees</b>	3,251 (consolidated) (As of March 31, 2026)
➤ <b>Business</b>	Contract test, planning, proposal regarding disaster prevention. Research, development, planning, installation and maintenance of disaster prevention facilities and systems. Design, manufacturing and marketing of disaster prevention equipment. Design, manufacturing, installation, marketing and maintenance of parking lot system.



# History



- 2026 N-HOPS application for supporting the establishment and operation of evacuation centers released
- 2025 **New aspirating super-high sensitivity smoke detection system PROTECVIEW launched**
- 2024 New Conventional (P-type) automatic fire alarm system launched  
Organic fluorine compound (not use PFAS), environment-friendly fire-extinguishing foam developed
- 2022 Listed on Tokyo Stock Exchange Prime Market  
Mitaka Factory was relocated and newly built
- 2021 Released “Panic in the Office” a virtual reality fire experience
- 2019 TASKis cloud disaster response support software was launched
- 2018 **R-26C fire alarm system for midsize/large buildings was launched**
- 2017 **Menuma Factory was expanded and Nohmi Technorium Menuma, an exhibition facility was established**
- 2016 Automatic fire extinguisher system SPlash α was launched
- 2014 **Manual fire alarm box with ring-shaped location lamp won GOOD DESIGN Gold prize**
- 2013 Image processing smoke detection system was launched
- 2010 **Established R&D center in Misato, Saitama**
- 2009 Aspirating super-high sensitivity smoke detection system PROTECVIEW was launched
- 2006 Third-party allocation of shares to SECOM Co., Ltd.
- 2004 Mamoru-kun 10, fire alarm equipment for houses, was launched
- 2002 Conventional fire alarm system with automatic testing function “Advanced P” was launched
- 1995 Nohmi Secom Fire Protection (Beijing) Co., Ltd. established in China
- 1991 Listed on First Section of the Tokyo Stock Exchange
- 1987 Installed fire protection systems in the Seikan Tunnel and the Seto bridge
- 1974 Developed fire protection systems for LNG terminal
- 1968 Installed the first ionization type fire detection system in the Kasumigaseki Building, which was the first high-rise building in Japan
- 1962 Installed the first fire protection systems in the Kajiwara-Tenosan tunnel of the Meishin Expressway in Japan  
Listed on Second Section of the Tokyo Stock Exchange
- 1936 **Installed the first fire alarm systems at the imperial palace**
- 1933 Installed the first fire alarm systems at Sanjyusangendo Temple, a first in Japan for a national treasure
- 1924 Nohmi Shokai started a fire protection business to manufacture and sell automatic fire alarm systems after the Great Kanto Earthquake
- 1916 **Teruichi Nohmi established Nohmi Shokai**

100th anniversary

Listing of stock

Establishment



PROTECVIEW



Menuma Factory



R-26C



Nohmi Technorium Menuma



Manual fire alarm box with ring-shaped location lamp



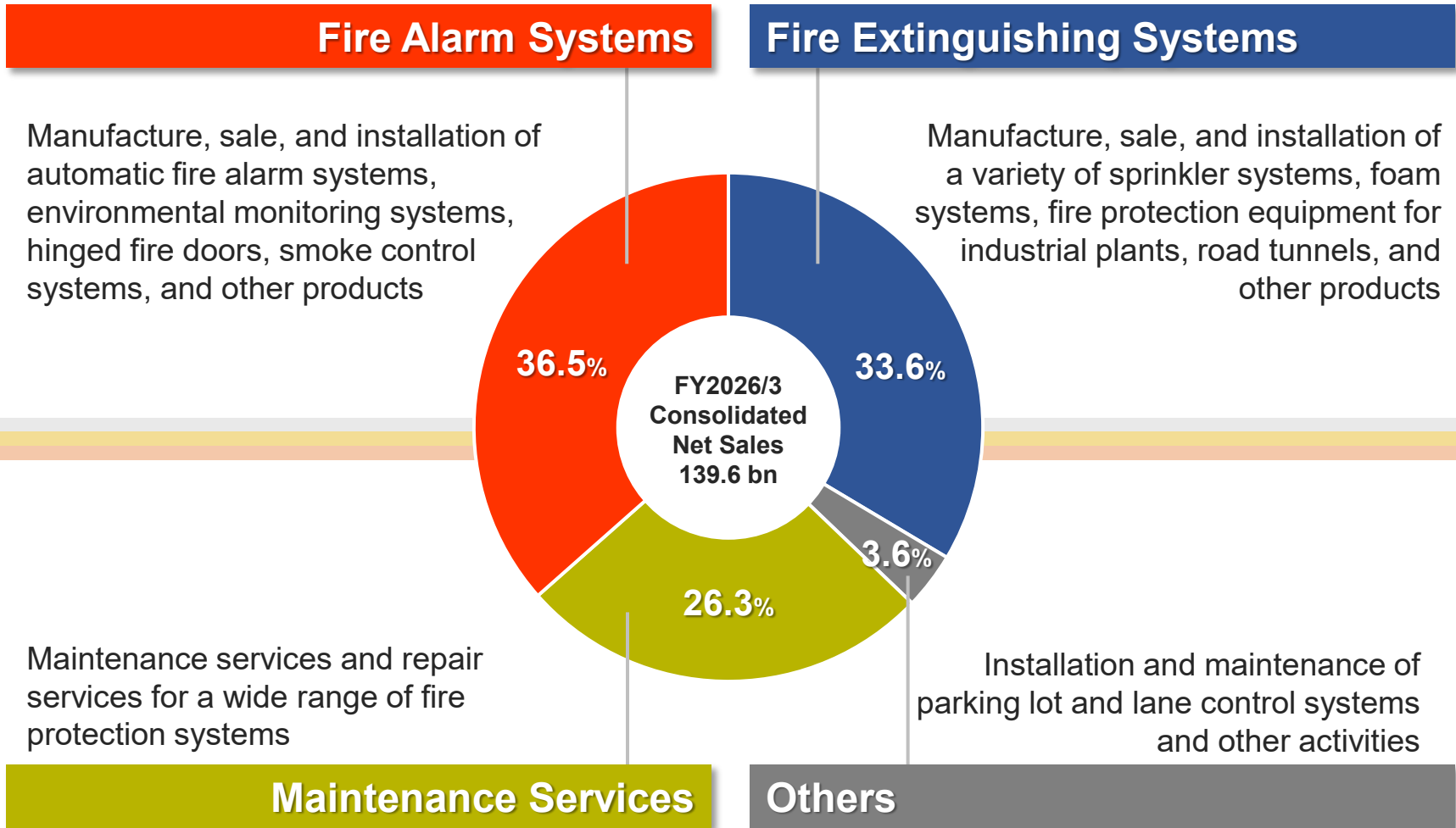
R&D center in Misato



Teruichi Nohmi



Oku-Goten in imperial palace completion ceremony





- Fire alarm systems are equipment that quickly detects smoke and heat in the event of fire to issue an alarm to make people in the building aware of the fire.
- The Fire Service Act provides for the standards for installation of automatic fire alarm systems.
- The installation of fire alarm systems is required mainly at office buildings, commercial facilities, condominiums, hotels, and logistical warehouses.
- We have two business models. One is “product sales,” in which manufactured devices are sold to distributors and others. The other is “installation,” in which we also carry out the installation work.
- We also deal in the aspirating super-high sensitivity smoke detection system PROTECVIEW and other products. The PROTECVIEW is designed to detect fire as early as it is still a sign. It serves as a system for safety measures for data centers and semiconductor plants that will be voluntarily installed separately from those required by law.



<PROTECVIEW>

- Fire extinguishing systems are facilities for extinguishing or controlling fire should it occur.
- They include sprinkler systems using water, foam fire extinguishing systems, and gas fire extinguishing systems using nitrogen and other gases.
- The Fire Service Act provides for the standards for installation of fire extinguishing systems.
- Net sales in the fire extinguishing systems segment are divided as follows.  
General properties: Office buildings, commercial facilities, condominiums and suchlike  
Special facilities: Plants, factories, power plants, cultural assets, road tunnels, and others
- We do not only sell the devices we manufacture but also install them.
- Solutions for special facilities such as plants and tunnels are one of our advantages.



- Net sales in the maintenance services segment are divided into two categories: maintenance and repairs.
- Maintenance mainly constitutes inspections of automatic fire alarm systems, fire extinguishing systems and other fire protection equipment, and other systems. They are conducted twice a year by qualified personnel in accordance with the Fire Service Act.
- Repairs include mending of defects that occur in properties covered by inspection contracts, the replacement of components, and renewal work for overall disaster prevention systems.
- Renewal is basically not a statutory obligation. We proactively propose it at times when it is recommended.
- As a manufacturer, we offer high value-added services to maintain a high level of safety.





## Comprehensive fire safety expertise

- R&D ⇒ Manufacturing ⇒ Sales/Design ⇒ Installation ⇒ Maintenance  
A fully integrated infrastructure for providing products and services

### Fully integrated



- A diverse lineup of equipment allows Nohmi to meet the fire protection requirements of almost any type of building or other facility



## Five key strengths backed by many years of accomplishments

- 1 Technology** – Development, design, installation and other skills covering all aspects of fire protection
- 2 Knowledge** – Fire safety expertise acquired from an enormous volume of research and testing
- 3 Installation quality** – Rigorous process management and other skills ensure outstanding quality for all installation work
- 4 Reliability** – A reputation for trust among customers and all others due to a record of proven reliability
- 5 Nationwide network** – A powerful network of sales distributors covering all areas of Japan

\*Simulations cover almost all potential sources of fires



# Trends of Consolidated Financial Results

( million yen )

	FY2023/3	FY2024/3	FY2025/3	FY2026/3	FY2027/3
	Actual	Actual	Actual	Actual	Forecast
<b>Net sales</b>	105,537	118,506	133,696	139,657	<b>157,600</b>
<b>Gross profit</b>	34,859	39,473	46,453	52,318	<b>57,200</b>
Gross margin	33.0%	33.3%	34.7%	37.5%	<b>36.3%</b>
<b>SG&amp;A expenses</b>	25,980	27,810	30,776	33,968	<b>38,200</b>
<b>Operating income</b>	8,879	11,662	15,677	18,349	<b>19,000</b>
Operating margin	8.4%	9.8%	11.7%	13.1%	<b>12.1%</b>
<b>Ordinary income</b>	9,420	12,242	16,217	19,361	<b>19,840</b>
<b>Net income attributable to owners of parent</b>	7,022	8,574	11,098	13,648	<b>13,310</b>
<b>EPS (yen)</b>	116.42	142.10	187.86	231.88	<b>226.13</b>
<b>ROE</b>	6.2%	7.2%	8.8%	10.2%	<b>9.4%</b>
<b>New orders</b>	114,168	123,492	139,640	161,165	<b>155,600</b>
<b>Backlog of orders</b>	59,035	64,022	69,966	91,474	<b>89,474</b>

# Trends of Consolidated Results by Segment

( million yen )

		FY2023/3	FY2024/3	FY2025/3	FY2026/3	FY2027/3
		Actual	Actual	Actual	Actual	Forecast
<b>Fire Alarm Systems</b>	Net sales	39,760	43,259	48,147	51,143	<b>51,525</b>
	Operating income	6,509	7,674	8,528	9,958	<b>9,270</b>
	Operating margin	16.4%	17.7%	17.7%	19.5%	18.0%
<b>Fire Extinguishing Systems</b>	Net sales	32,479	38,275	45,232	46,949	<b>51,776</b>
	Operating income	4,231	5,020	8,352	10,842	<b>10,763</b>
	Operating margin	13.0%	13.1%	18.5%	23.1%	20.8%
<b>Maintenance Services</b>	Net sales	28,518	32,143	34,644	36,734	<b>40,000</b>
	Operating income	5,807	7,259	8,042	7,979	<b>8,673</b>
	Operating margin	20.4%	22.6%	23.2%	21.7%	21.7%
<b>Others</b>	Net sales	5,168	5,309	6,169	5,241	<b>14,708</b>
	Operating income	283	251	386	473	<b>1,663</b>
	Operating margin	5.5%	4.7%	6.3%	9.0%	11.3%
<b>Elimination/ Corporate</b>	Net sales	-388	-481	-497	-411	<b>-411</b>
	Operating income	-7,952	-8,542	-9,633	-10,905	<b>-11,370</b>
<b>Consolidated</b>	Net sales	105,537	118,506	133,696	139,657	<b>157,600</b>
	Operating income	8,879	11,662	15,677	18,349	<b>19,000</b>



Statements in this presentation about future results of operations are based on information that is currently available to NOHMI BOSAI and its group companies. These forecasts incorporate risk factors and uncertainties.

Actual results of operations may differ significantly from the forecasts in this presentation because of changes in the economic environment for business activities, a shift in demand or other reasons.