

Supplemental Financial Summary for the Fiscal Year Ended March 31, 2026

Securities Code: 6745

May 8, 2026

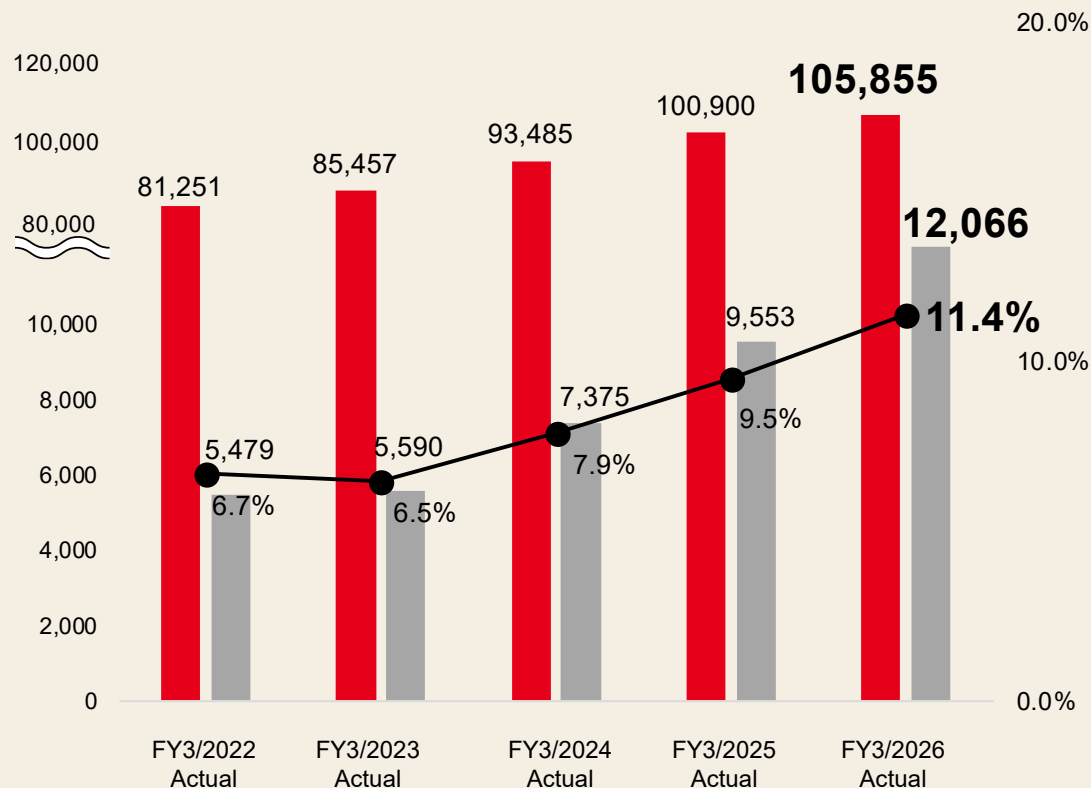


Overview of Consolidated Financial Results for FY3/2026

Financial Highlights

Consolidated net sales and operating profit marked record highs for the fifth consecutive fiscal year. The operating margin exceeded 11%, driven by solid domestic construction demand and improved profitability.

Consolidated Net Sales, Operating Profit, and Margin



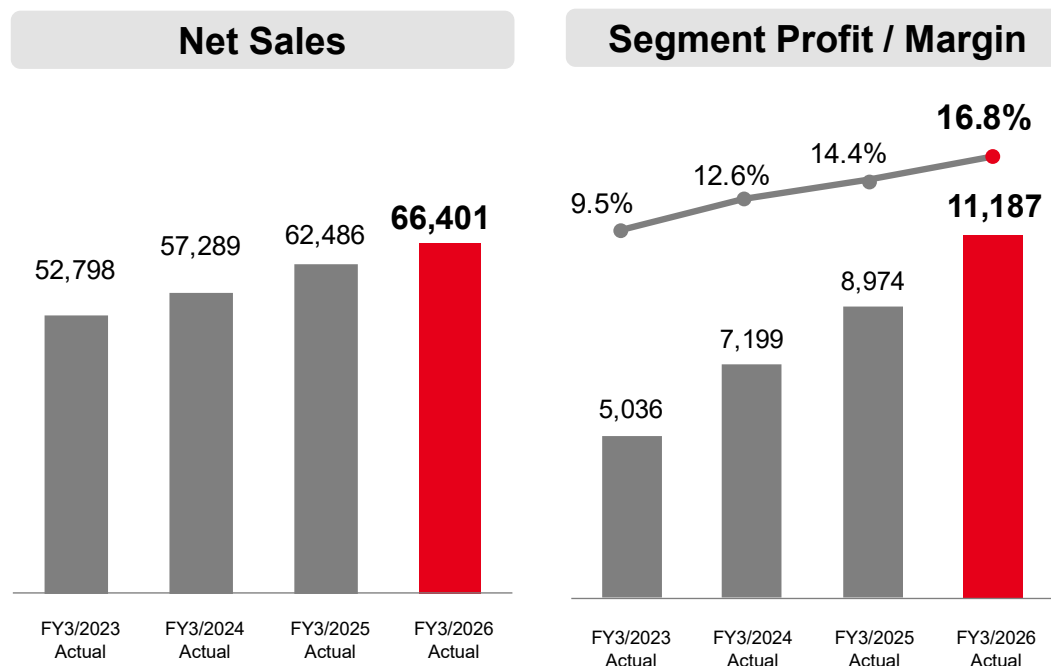
Profit and Loss by Segment

(Millions of yen)	Net Sales	YoY Change		Profit	YoY Change	
		Amount	Ratio		Amount	Ratio
Fire Alarm Systems	66,401	3,914	6.3%	11,187	2,212	24.7%
Maintenance	22,432	1,347	6.4%	5,289	244	4.8%
Fire Extinguishing Systems	10,541	(637)	-5.7%	1,649	41	2.6%
Security Systems	6,479	330	5.4%	777	143	22.6%
Consolidated Total	105,855	4,954	4.9%	12,066	2,513	26.3%

Key Indicators

(Millions of yen)	Net Sales/ Ratio to Net Sales	YoY Change	
		Amount	Ratio
Stock-model Business Sales (Maintenance and Refurbishment / Retrofit)	48,128	2,243	4.9%
Composition Ratio of Stock Business in Domestic Sales	59.4%	0.8pp	-
Overseas Sales	24,870	2,291	10.1%
Overseas Ratio in Consolidated Net Sales	23.5%	1.1pp	-

Trend of Business Performance (Millions of yen)

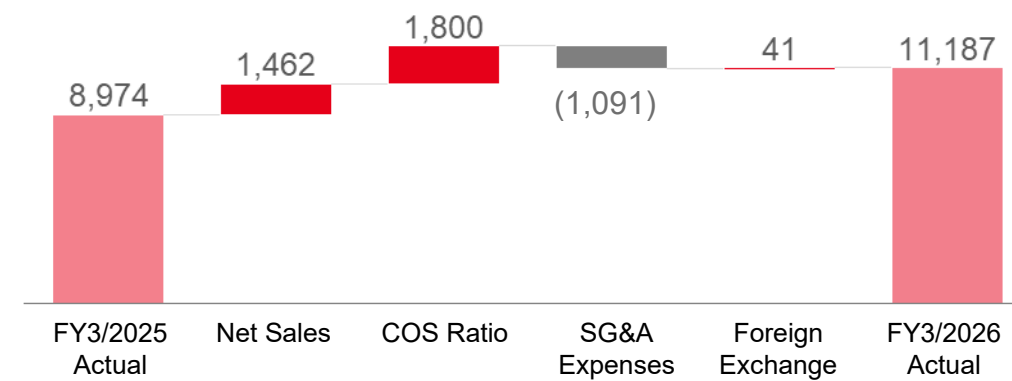


(Millions of yen)	FY3/2023 Actual	FY3/2024 Actual	FY3/2025 Actual	FY3/2026 Actual	YoY Change
Net Sales	52,798	57,289	62,486	66,401	6.3%
Domestic	36,167	38,061	39,907	41,530	4.1%
Overseas	16,631	19,227	22,579	24,870	10.1%
Segment Profit	5,036	7,199	8,974	11,187	24.7%

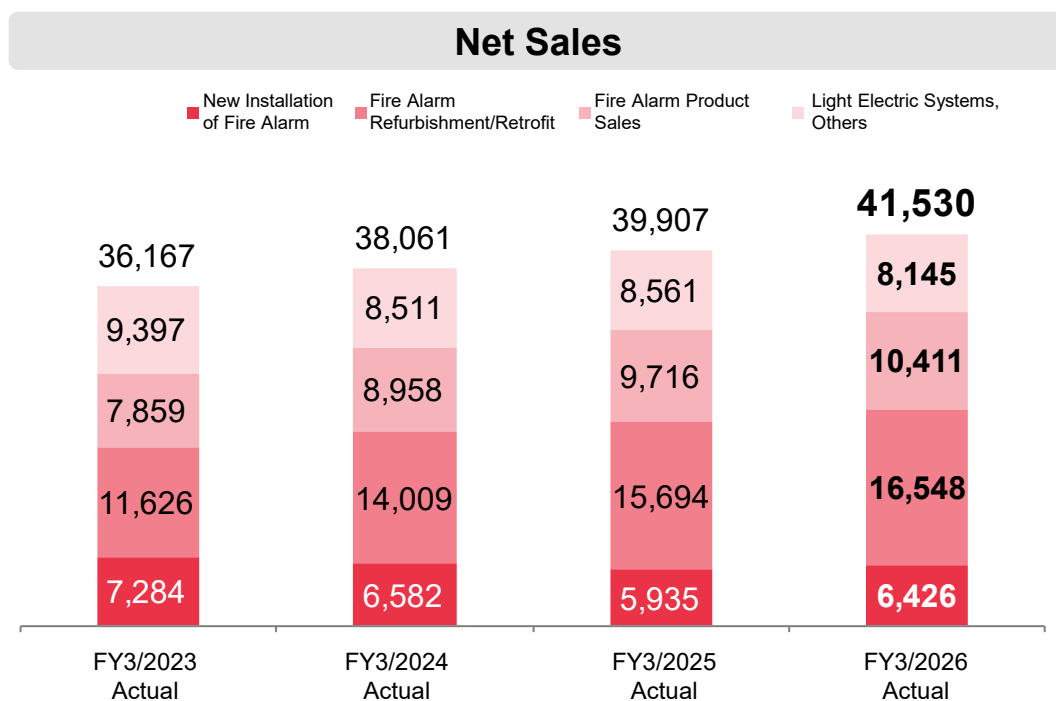
Business Environment

Domestic	- Demand remains solid for the replacement of aging buildings, mainly in the Tokyo metropolitan area, as well as for large-scale redevelopment projects around major railway stations. - In the refurbishment / retrofit market, demand for properties reaching their equipment renewal cycle continues to expand steadily. - Profitability improved on a higher share of stock-model business.
Overseas	- Global organic market growth continues to maintain a higher growth rate than the domestic market. - By region, Asia is expected to achieve particularly strong growth. Ongoing urbanization is a key driver of market expansion. - Geopolitical risks, including the situation in the Middle East, will require continued close monitoring.

Analysis of factors for changes in operating profit



Trend of Business Performance (Millions of yen)



(Millions of yen)	FY3/2023 Actual	FY3/2024 Actual	FY3/2025 Actual	FY3/2026 Actual	YoY Change
Domestic Net Sales	36,167	38,061	39,907	41,530	4.1%
New Installation of Fire Alarm	7,284	6,582	5,935	6,426	8.3%
Fire Alarm Refurbishment/Retrofit	11,626	14,009	15,694	16,548	5.4%
Fire Alarm Product Sales	7,859	8,958	9,716	10,411	7.2%
Light Electric Systems, Others	9,397	8,511	8,561	8,145	-4.9%
Fire Alarm Involving Installation Work					
New Installation of Fire Alarm	38.5%	32.0%	27.4%	28.0%	
Fire Alarm Refurbishment/Retrofit	61.5%	68.0%	72.6%	72.0%	

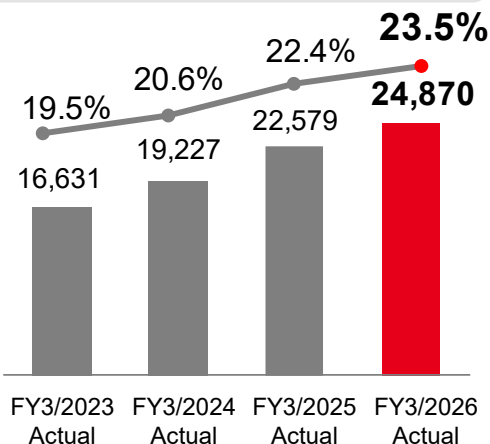
* Regarding the fire alarm refurbishment/retrofit sales, a revision has been made to expand the scope to include consolidated figures from FY3/2025. The results for FY3/2024 are based on the revised calculation formula.

Highlights

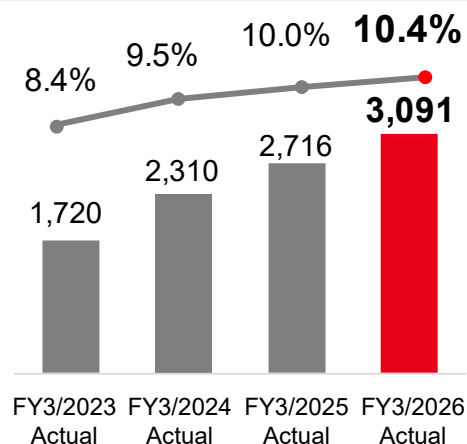
- For new installation projects, we maintained a certain level of sales volume while pursuing a well-disciplined order strategy that took profitability and installation capacity into account.
- Product sales related to refurbishment increased through collaborative initiatives with agents and distributors.
- Sales of refurbishment/retrofit with installation work increased as planned order-taking activities aligned with building life cycles progressed steadily.

Trend of Business Performance (Millions of yen)

Overseas sales and sales composition



Combined operating profit and margin of 5 overseas group companies



(Millions of yen)	FY3/2025		FY3/2026		YoY Change
	Amount	Ratio to Net Sales	Amount	Ratio to Net Sales	
Total Overseas Sales	22,579	100.0%	24,870	100.0%	10.1% (8.1%)
North America/Central and South America	2,645	11.7%	2,749	11.1%	3.9% (5.2%)
Asia Pacific	5,993	26.5%	7,387	29.7%	23.3% (23.4%)
Europe/Middle East/India	13,939	61.8%	14,733	59.2%	5.7% (2.0%)
Overseas Sales Ratio		22.4%		23.5%	1.1pp
Exchange Rate (JPY/USD)		152.62		150.67	-
Exchange Rate (JPY/GBP)		194.73		201.97	-

*Figures in parentheses show those excluding impact amount from foreign exchange rate fluctuation.

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Net Sales Highlights by Region

North America/Central and South America

- Both OEM and system sales performed in line with the plan, resulting in higher sales.
- We advanced the restructuring of our sales structure and established a foundation for a turnaround.

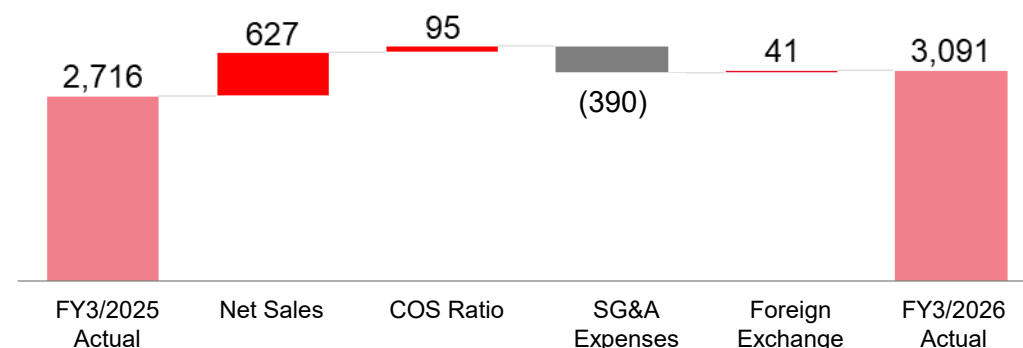
Asia Pacific

- System sales performed strongly, particularly in Vietnam, a key region.
- We achieved a substantial increase in net sales, due in part to higher sales in the battery energy storage system market, where demand is increasing.

Europe/Middle East/India

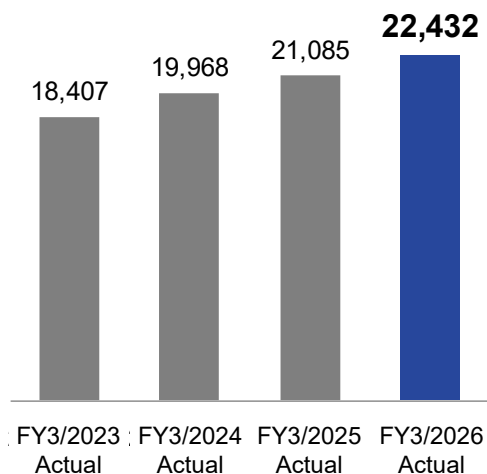
- Europe, including the United Kingdom, a major sales region, remained solid.
- We achieved an increase in net sales despite the impact of the situation in the Middle East, with limited impact on business performance.

Analysis of factors for changes in operating profit

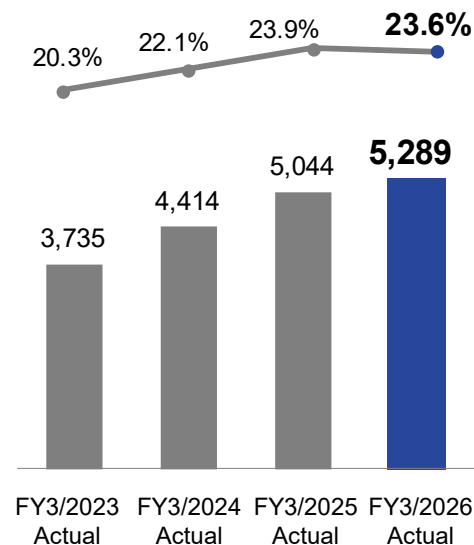


Trend of Business Performance (Millions of yen)

Net Sales



Segment Profit / Margin



(Millions of yen)	FY3/2023 Actual	FY3/2024 Actual	FY3/2025 Actual	FY3/2026 Actual	YoY Change
Net Sales	18,407	19,968	21,085	22,432	6.4%
Inspections	11,177	11,472	11,653	11,803	1.3%
Improvement Work	7,229	8,496	9,432	10,628	12.7%
Segment Profit	3,735	4,414	5,044	5,289	4.8%

Highlights

Business Environment

- The number of fire prevention objects subject to maintenance sales has been increasing every year.
- As buildings become larger and system functionality becomes more advanced, demand is increasing for manufacturer-led inspections requiring specialized expertise.

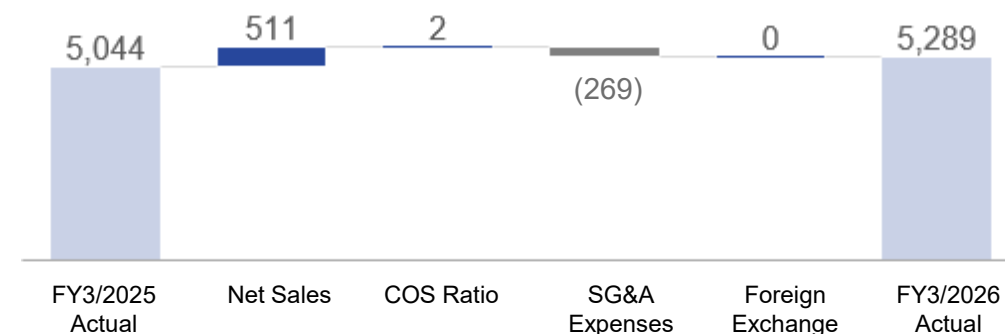
Net Sales

- Although the number of contracts decreased due to the continued review of some contracts based on profitability criteria, the contract balance has been maintained, supported by higher contract unit prices and a higher new contract acquisition rate.
- Improvement work sales expanded, driven by the positive impact of proactive proposals for periodic replacement. Net sales increased due to Fire Extinguishing Systems improvement work.

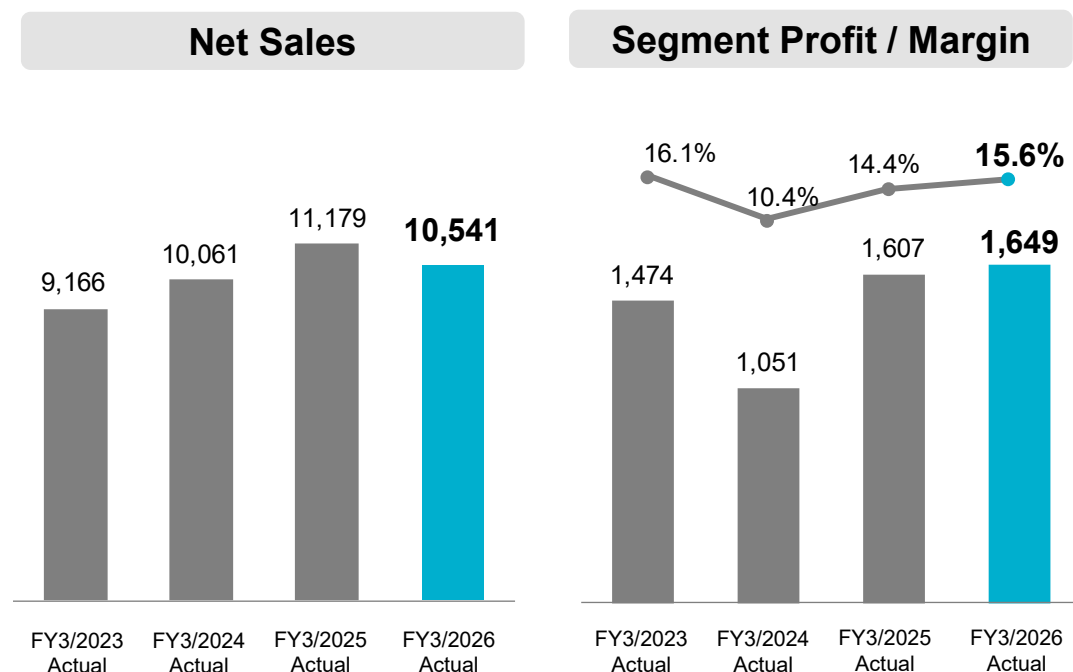
Segment Profit

- Although the margin declined slightly due to proactive hiring for business expansion, profits increased steadily, driven by the promotion of proposal-based sales activities for improvement work.

Analysis of factors for changes in operating profit



Trend of Business Performance (Millions of yen)

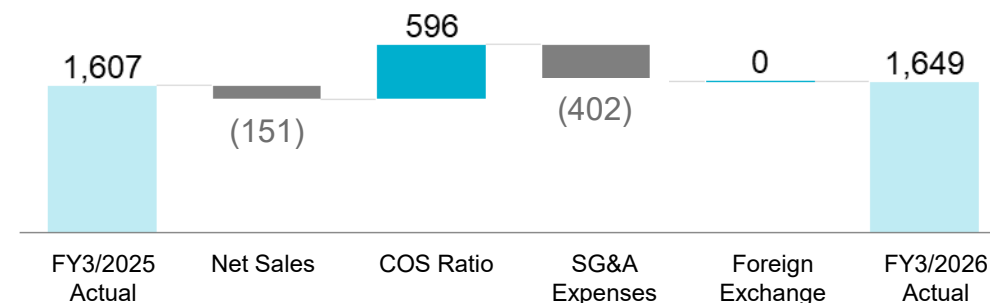


(Millions of yen)	FY3/2023 Actual	FY3/2024 Actual	FY3/2025 Actual	FY3/2026 Actual	YoY Change
Net Sales	9,166	10,061	11,179	10,541	- 5.7%
General Fire Extinguishing	8,308	7,436	9,192	9,146	- 0.5%
Tunnel Fire Prevention	857	2,624	1,987	1,395	- 29.8%
Segment Profit	1,474	1,051	1,607	1,649	2.6%

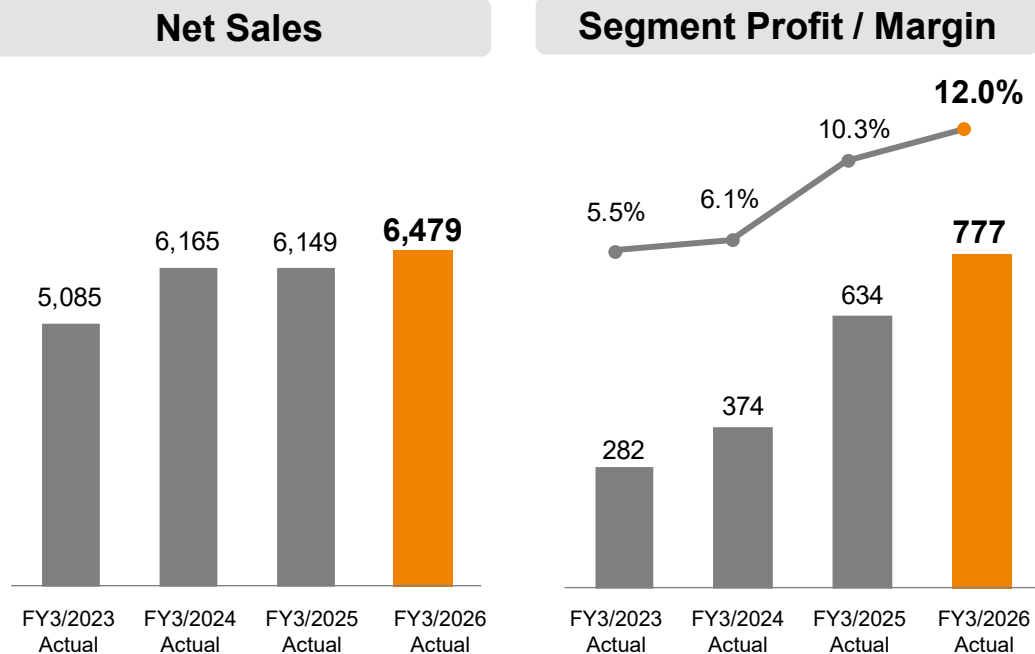
Highlights

- Business Environment**
 - The Fire Extinguishing Systems business focuses on large-scale building and infrastructure projects, making it susceptible to larger project sizes and order timing.
 - Demand for new installation in General Fire Extinguishing Systems remains solid over the medium to long term, and demand for replacement and refurbishment / retrofit in Tunnel Fire Prevention systems also continues.
- Net Sales**
 - In the current fiscal year, net sales decreased year on year due to the prolonged construction periods of large-scale projects and the impact of the order cycle.
 - Meanwhile, performance remained within the previously expected range, and we regard this as a temporary fluctuation attributable to structural factors.
- Segment Profit**
 - Despite fluctuations in net sales, we achieved an increase in segment profit and continued to operate our business with a focus on profitability.

Analysis of factors for changes in operating profit



Trend of Business Performance (Millions of yen)



Highlights

Business Environment	- The market remained solid, driven primarily by replacement demand, supported by growing awareness of crime prevention and security and the upgrading of facilities. - Advancements in systems, including integration with facial recognition and security camera, supported continued steady market growth.
Net Sales	Access Control Systems continue to perform steadily, supported by the results of selective order intake for projects that are expected to generate maintenance and improvement work sales after completion.
Segment Profit	The margin increased significantly, driven by growth in net sales and the results of order activities focused on profitability.

(Millions of yen)	FY3/2023 Actual	FY3/2024 Actual	FY3/2025 Actual	FY3/2026 Actual	YoY Change
Net Sales	5,085	6,165	6,149	6,479	5.4%
Access	3,616	4,040	4,301	4,608	7.1%
Security OEM	1,468	2,125	1,848	1,871	1.3%
Segment Profit	282	374	634	777	22.6%

Analysis of factors for changes in operating profit



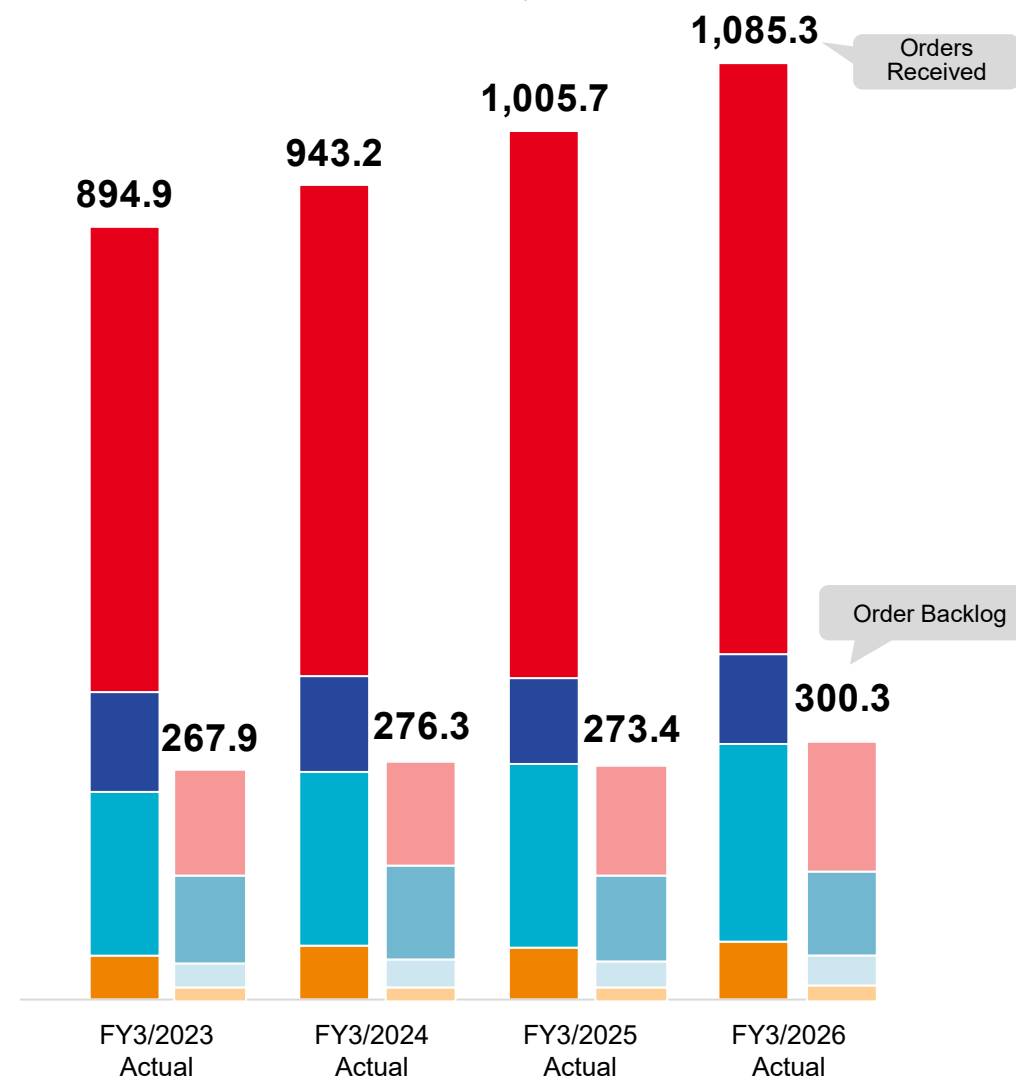
FY3/2026 Orders Received/Order Backlog

Orders received marked record highs for the fifth consecutive fiscal year, increasing year on year across all segments.

A strong order backlog is being maintained, being expected to support future net sales growth.

(¥ 100 Million) ■ Fire Alarm Systems ■ Maintenance ■ Fire Extinguishing Systems ■ Security Systems

(¥ 100 Million)	FY3/2025 Actual		FY3/2026 Actual		YoY Change	
	Amount	Ratio to Net Sales	Amount	Ratio to Net Sales	Amount	Ratio
Orders Received	1,005.7	100.0%	1,085.3	100.0%	79.6	7.9%
Fire Alarm Systems	632.8	62.9%	686.2	63.2%	53.4	8.5%
(of which Overseas)	(225.7)	(22.5%)	(248.7)	(22.9%)	(22.9)	(10.1%)
Maintenance	211.1	21.0%	227.7	21.0%	16.5	7.9%
Fire Extinguishing Systems	101.1	10.1%	104.2	9.6%	3.1	3.1%
Security Systems	60.5	6.0%	67.0	6.2%	6.4	10.7%
Order Backlog	273.4	100.0%	300.3	100.0%	26.8	9.8%
Fire Alarm Systems	127.2	46.5%	149.5	49.8%	22.2	17.5%
(of which Overseas)	(-)	(-)	(-)	(-)	(-)	(-)
Maintenance	31.9	11.7%	35.4	11.8%	3.4	10.8%
Fire Extinguishing Systems	99.7	36.5%	98.6	32.8%	(1.1)	- 1.2%
Security Systems	14.4	5.3%	16.7	5.6%	2.2	15.6%



Consolidated Balance Sheet and Consolidated Statement of Cash Flows

Cash and deposits increased due to higher net sales and the continued reduction of trade receivables and inventories.

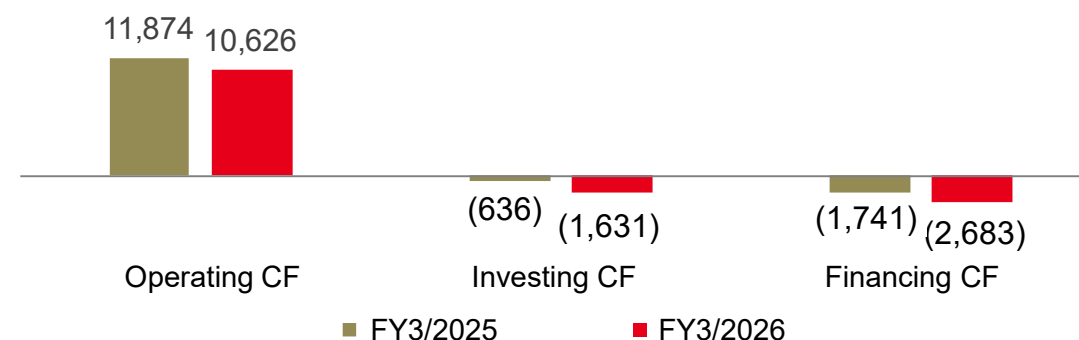
Consolidated Balance Sheet

(Millions of yen)	FY3/2025 Actual	FY3/2026 Actual	YoY Change
Current Assets	66,087	72,721	6,634
Cash and Deposits	21,161	27,966	6,804
Trade Receivables	28,110	28,259	149
Inventories	15,737	15,184	(552)
Non-current assets	23,567	25,214	1,646
Total Assets	89,655	97,936	8,280
Liabilities	30,333	29,467	(866)
Trade Payables	7,120	5,783	(1,336)
Net Assets	59,321	68,469	9,147
Total Liabilities and Net Assets	89,655	97,936	8,280

Consolidated Statement of Cash Flows

Major year-on-year changes

(Millions of yen)	YoY Change
Profit before Income Taxes	+2,221
Decrease (Increase) in Trade Receivables	- 3,038
Decrease (Increase) in Inventories	- 1,238
Increase (Decrease) in Trade Payables	+1,229



Overview of Consolidated Financial Results Forecast for FY3/2027

Executive Summary of FY3/2027 Forecast

Consolidated Financial Results Forecast

(Millions of yen)	FY3/2026 Actual		FY3/2027 Forecast		YoY Change (Excluding foreign exchange impact)			
					Amount	Ratio	Amount	Ratio
Net Sales	105,855	-	110,000	-	4,144	3.9%	4,309	4.1%
Operating Profit	12,066	11.4%	12,300	11.2%	233	1.9%	248	2.1%
Ordinary Profit	12,344	11.7%	12,500	11.4%	155	1.3%	69	0.6%
Profit Attributable to Owners of Parent	9,377	8.9%	9,000	8.2%	(377)	-4.0%	(365)	-3.9%
ROE	14.7%	-	12.6%	-	△ 2.1pp	-	-	-
R&D Expenses	3,788	-	4,265	-	477	-	-	-
Capital Expenditures	2,172	-	5,341	-	3,168	-	-	-
Depreciation Cost	1,623	-	1,859	-	235	-	-	-
Exchange Rate (JPY/USD)	150.67	-	149.00	-	△ 1.67	-	-	-
Exchange Rate (JPY/GBP)	201.97	-	201.00	-	△ 0.97	-	-	-

- A turnaround in North America/Central and South America is expected to drive the expansion of overseas net sales, while domestic net sales are also projected to increase, supported by a strong order backlog and a solid market environment.
- Exchange rates assumed to remain broadly in line with previous fiscal year-end levels; record highs expected for sixth consecutive fiscal year.

Executive Summary of FY3/2027 Forecast



Profit and Loss by Segment

(Millions of yen)	Net Sales					Profit					Comments
	FY3/2026 Actual Amount	Ratio to Net Sales	FY3/2027 Forecast Amount	Ratio to Net Sales	YoY Change	FY3/2026 Actual Amount	Ratio to Net Sales	FY3/2027 Forecast Amount	Ratio to Net Sales	YoY Change	
Fire Alarm Systems	66,401	62.7%	69,600	63.3%	4.8%	11,187	16.8%	12,000	17.2%	7.3%	- For Fire Alarm Systems, we expect continued improvement in profitability. - For maintenance and inspection, we will continue to review contracts for low-profitability projects, and although the number of contracts is expected to decrease, higher unit price per contract is expected to result in an increase in net sales. - For Fire Extinguishing Systems, net sales for general construction are expected to remain at the same level as the previous year due to a gap between order cycles, while for Tunnel Fire Prevention Systems, a temporary decline in net sales is planned under a policy of continuing selective order intake. - For Security Systems, we will promote bundled sales of cameras in addition to access control systems.
Maintenance	22,432	21.2%	23,300	21.2%	3.9%	5,289	23.6%	6,300	27.0%	19.1%	
Fire Extinguishing Systems	10,541	10.0%	10,100	9.2%	-4.2%	1,649	15.6%	1,500	14.9%	-9.1%	
Security Systems	6,479	6.1%	7,000	6.4%	8.0%	777	12.0%	800	11.4%	2.9%	
Consolidated Total	105,855	100.0%	110,000	100.0%	3.9%	12,066	11.4%	12,300	11.2%	1.9%	
* Reference: Total of 5 overseas group companies	29,704	28.1%	32,760	29.8%	10.3%	3,091	10.4%	3,340	10.2%	8.1%	

* Revenue from overseas group companies is included in the Fire Alarm Systems segment after consolidation eliminations; presented here as reference information on overseas business earnings structure.

Net Sales by Region

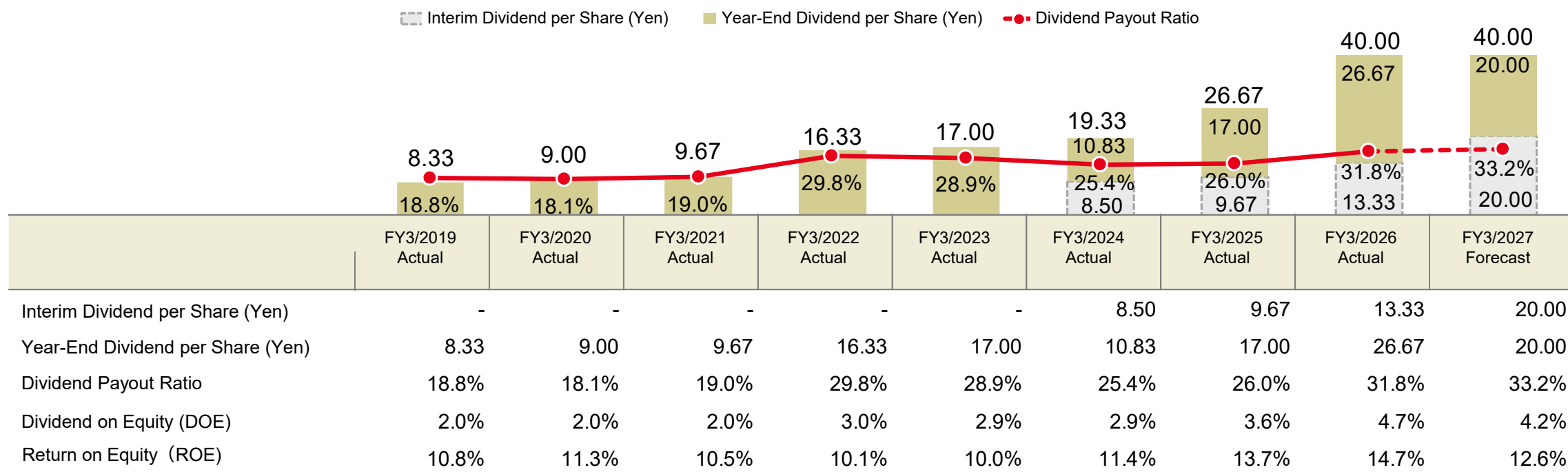
(Millions of yen)	FY3/2026 Actual		FY3/2027 Forecast		YoY Change	Comments
Total Overseas Sales	24,870	23.5%	27,000	24.5%	8.6% (9.2%)	- In North America, we plan to strengthen sales in the battery energy storage system market. As part of our multi-brand strategy, we plan to newly launch K-system under the Kentec brand in the North American market. - In Asia Pacific, net sales in Vietnam, a major sales region, are expected to remain solid. - In Europe, we will continue to strengthen the sales network, particularly in the United Kingdom, and aim to increase sales by resuming wireless sensor sales, which were affected by OEM supply disruptions last year.
North America/Central and South America	2,749	11.1%	3,400	12.6%	23.7% (25.0%)	
Asia Pacific	7,387	29.7%	7,500	27.8%	1.5% (2.2%)	
Europe/Middle East/India	14,733	59.2%	16,100	59.6%	9.3% (9.8%)	

* Figures in parentheses are on a local currency basis.

The HOCHIKI Group recognizes that the distribution of profits to shareholders is one of the important management issues and therefore, as a basic policy, comprehensively examines the financial situation and profit level while maintaining a stable dividend to shareholders in principle.

We will strive to maintain our progressive dividend policy after making the investments necessary for sustained mid- to long-term growth, taking indicators such as dividend payout ratio and DOE into account as well.

For the current fiscal year, the dividend forecast includes an interim dividend of ¥20.00 per share and a year-end dividend of ¥20.00 per share, resulting in an annual dividend of ¥40.00 per share.



* On April 1, 2026, we conducted a three-for-one stock split. The dividend per share is presented on a post-split basis, and the past figures have been retrospectively adjusted. Without taking the stock split into account, the dividend per share for the fiscal year ended March 31, 2026 would be ¥120.0.

Overview of Consolidated Financial Results Forecast for 1H FY3/2027

Consolidated Financial Results Forecast

(Millions of yen)	1H FY3/2026 Actual		1H FY3/2027 Forecast		YoY Change		YoY Change (Excluding foreign exchange impact)	
					Amount	Ratio	Amount	Ratio
Net Sales	48,594	-	50,000	-	1,405	2.9%	1,089	2.2%
Operating Profit	4,306	8.9%	4,400	8.8%	93	2.2%	68	1.6%
Ordinary Profit	4,375	9.0%	4,400	8.8%	24	0.6%	(1)	- 0.0%
Profit Attributable to Owners of Parent	3,015	6.2%	3,100	6.2%	84	2.8%	64	2.1%
Exchange Rate (JPY/USD)	146.02	-	149.00	-	3.0			
Exchange Rate (JPY/GBP)	195.94	-	201.00	-	5.1			

- Based on assumed exchange rates with a weaker yen than in the same period of the previous year, net sales are expected to rise 2.9% year on year.
- Profits are planned to increase, with profit levels maintained through strict cost control.

Executive Summary of 1H FY3/2027 Forecast

Profit and Loss by Segment

(Millions of yen)	1H FY3/2026 Actual		Net Sales		YoY Change	1H FY3/2026 Actual		Profit		YoY Change	Comments
			1H FY3/2027 Forecast	Ratio to Net Sales				1H FY3/2027 Forecast	Ratio to Net Sales		
	Amount	Ratio to Net Sales	Amount	Ratio to Net Sales		Amount	Ratio to Net Sales	Amount	Ratio to Net Sales		
Fire Alarm Systems	30,048	61.8%	31,300	62.6%	4.2%	3,971	13.2%	4,500	14.4%	13.3%	- For Fire Alarm Systems, we expect continued improvement in profitability. - For maintenance, improved profitability is expected for both inspection and improvement work and increases in net sales and profit are planned. - For Fire Extinguishing Systems for general building, decreases in net sales and profits are expected due to the absence of the previous year's large-scale, highly profitable projects. - For Security Systems, we expect an improvement in profitability.
Maintenance	9,801	20.2%	11,400	22.8%	16.3%	2,089	21.3%	3,000	26.3%	43.6%	
Fire Extinguishing Systems	6,041	12.4%	4,300	8.6%	− 28.8%	1,198	19.8%	300	7.0%	− 75.0%	
Security Systems	2,702	5.6%	3,000	6.0%	11.0%	139	5.2%	400	13.3%	186.7%	
Consolidated Total	48,594	100.0%	50,000	100.0%	2.9%	4,306	8.9%	4,400	8.8%	2.2%	
* Reference: Total of 5 overseas group companies	14,542	29.9%	15,855	31.7%	9.0%	1,691	11.6%	1,704	10.8%	0.7%	

* Revenue from overseas group companies is included in the Fire Alarm Systems segment after consolidation eliminations; presented here as reference information on overseas business earnings structure.

Net Sales by Region

(Millions of yen)	1H FY3/2026 Actual		1H FY3/2027 Forecast		YoY Change	Comments
Total Overseas Sales	12,382	25.5%	13,100	26.2%	5.8% (3.2%)	- In North America, we aim to achieve a significant increase in net sales by strengthening sales in the battery energy storage system market. - In Asia Pacific, performance is expected to remain solid, particularly in Vietnam, a major sales region. - In Europe, performance is expected to remain solid, particularly in the United Kingdom.
North America/Central and South America	1,312	10.6%	1,600	12.2%	21.9% (19.3%)	
Asia Pacific	3,565	28.8%	3,700	28.2%	3.8% (1.3%)	
Europe/Middle East/India	7,504	60.6%	7,800	59.5%	3.9% (1.3%)	

* Figures in parentheses are on a local currency basis.

Appendix

Providing total solutions that contribute to safety and security in buildings, centered on fire alarm systems.
Overseas sales accounted for 23.5% of total net sales, and the ratio has continued to increase.

Security Systems

Manufacturing, sales, and installation of security systems

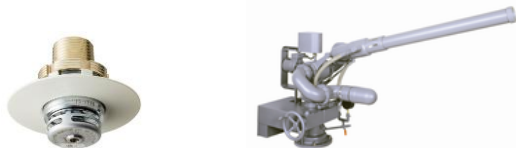
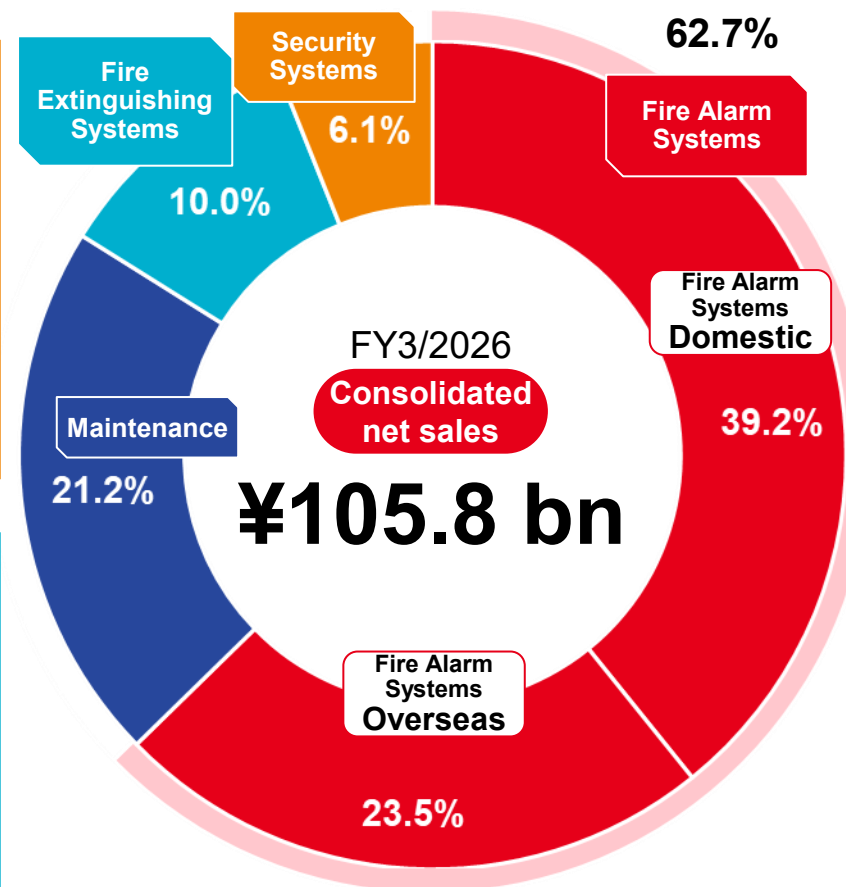
- Access control systems
- Key management systems
- Electrical locks control systems, etc.



Fire Extinguishing Systems

Manufacturing, sales, and installation of fire extinguishing systems

- Sprinkler systems
- Water cannon fire extinguishing systems
- Indoor and outdoor fire hydrant systems, etc.

Fire Alarm Systems

Manufacturing, sales and installation of fire alarm systems

- Automatic fire alarm systems
- Emergency alarm systems
- Fire reporting devices
- Ultra-high sensitivity smoke monitoring systems, etc.

For domestic

For overseas



Maintenance

Maintenance, inspection, and improvement work of fire prevention systems



HOCHIKI deploys three business types

Involving Installation work

- Sales of systems including installation and test adjustment of products for new installation and refurbishment/retrofit work

Maintenance

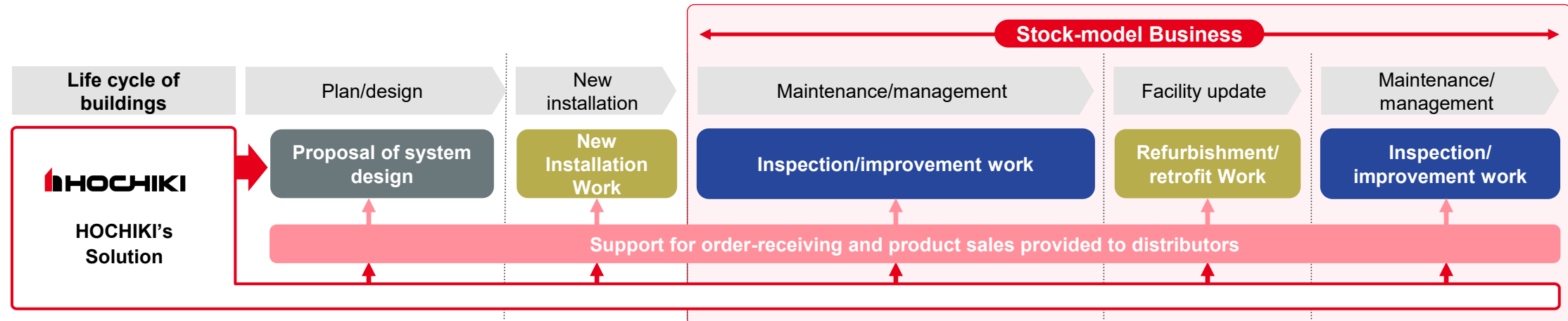
- Inspection and improvement work of fire defense equipment

Product sales

- Product sales to distributors, etc.
- For Overseas markets, only product sales are conducted

HOCHIKI's value offering throughout the life cycle of buildings

- Long-term relationships with customers are established through the provision of solutions adapted to the life cycle of buildings.



Overview of FY3/2026 Financial Results



(Millions of yen)	FY3/2025 Actual		FY3/2026 Actual		YoY Change		YoY Change (Excluding foreign exchange impact)	
					Amount	Ratio	Amount	Ratio
Net Sales	100,900		105,855		4,954	4.9%	4,954	4.9%
Operating Profit	9,553	9.5%	12,066	11.4%	2,513	26.3%	2,513	26.3%
Ordinary Profit	9,736	9.6%	12,344	11.7%	2,608	26.8%	2,608	26.8%
Profit Attributable to Owners of Parent	7,650	7.6%	9,377	8.9%	1,726	22.6%	1,726	22.6%
R&D expenses	3,523		3,788		264	7.5%	-	-
Capital Expenditures	2,385		2,172		(212)	-8.9%	-	-
Depreciation	1,404		1,623		218	15.6%	-	-
ROE	13.7%		14.7%		1.0pp	-	-	-
ROIC	11.1%		13.4%		2.3pp	-	-	-
Exchange Rate (JPY/USD)	152.62		150.67		(1.95)			
Exchange Rate (JPY/GBP)	194.73		201.97		7.24			

Overview of FY3/2026 Consolidated Segment Performance

(Millions of yen)		FY3/2025 Actual	FY3/2026 Forecast	FY3/2026 Actual	YoY Change		vs Forecasts	
					Amount	Ratio	Amount	Ratio
Fire Alarm Systems	Net Sales	62,486	63,000	66,401	3,914	6.3%	3,401	5.4%
	Operating Profit	8,974	9,600	11,187	2,212	24.7%	1,587	16.5%
	Operating Margin	14.4%	15.2%	16.8%	2.5pp	–	1.6pp	–
Maintenance	Net Sales	21,085	21,800	22,432	1,347	6.4%	632	2.9%
	Operating Profit	5,044	5,350	5,289	244	4.8%	(60)	-1.1%
	Operating Margin	23.9%	24.5%	23.6%	-0.3pp	–	-1.0pp	–
Fire Extinguishing Systems	Net Sales	11,179	9,800	10,541	(637)	-5.7%	741	7.6%
	Operating Profit	1,607	900	1,649	41	2.6%	749	83.3%
	Operating Margin	14.4%	9.2%	15.6%	1.3pp	–	6.5pp	–
Security Systems	Net Sales	6,149	6,300	6,479	330	5.4%	179	2.9%
	Operating Profit	634	950	777	143	22.6%	(172)	-18.2%
	Operating Margin	10.3%	15.1%	12.0%	1.7pp	–	-3.1pp	–
Total	Net Sales	100,900	100,900	105,855	4,954	4.9%	4,955	4.9%
	Operating Profit	9,553	10,000	12,066	2,513	26.3%	2,066	20.7%
	Operating Margin	9.5%	9.9%	11.4%	1.9pp	–	1.5pp	–
* Reference: Simple Sum of 5 Overseas Group Companies	Net Sales	27,216	26,887	29,704	2,488	9.1%	2,816	10.5%
	Operating Profit	2,716	2,969	3,091	374	13.8%	122	4.1%
	Operating Margin	10.0%	11.0%	10.4%	0.4pp	–	-0.6pp	–

* Revenue from overseas group companies is included in the Fire Alarm Systems segment after consolidation eliminations; presented here as reference information on overseas business earnings structure.

pp: percentage points

Trends in FY3/2026 Consolidated Net Sales by Business Type × Market

(Millions of yen)	FY3/2025 Actual		FY3/2026 Actual		YoY Change	
	Amount	Ratio to Net Sales	Amount	Ratio to Net Sales	Amount	Ratio
Total of Domestic Business	78,321	77.6%	80,985	76.5%	2,663	3.4%
Installation Work Sales	40,667	51.9%	41,488	51.2%	820	2.0%
New Installation Sales	15,868	39.0%	15,793	38.1%	(75)	(0.5%)
(of which, new installation of fire alarm sales)	(5,935)	(14.6%)	(6,426)	(15.5%)	(490)	(8.3%)
Refurbishment/Retrofit Sales	24,799	61.0%	25,695	61.9%	896	3.6%
(of which, fire alarm refurbishment/retrofit sales)	(15,694)	(38.6%)	(16,548)	(39.9%)	(853)	(5.4%)
Maintenance Sales	21,085	26.9%	22,432	27.7%	1,347	6.4%
Stock-model Business Sales (Refurbishment/Retrofit + Maintenance)	45,884	58.6%	48,128	59.4%	2,243	4.9%
Production Sales	16,568	21.2%	17,064	21.1%	495	3.0%
Total of Overseas Business	22,579	22.4%	24,870	23.5%	2,291	10.1%
Total Consolidated Net Sales	100,900	-	105,855	-	4,954	4.9%
Installation Work Sales	40,667	40.3%	41,488	39.2%	820	2.0%
Maintenance Sales	21,085	20.9%	22,432	21.2%	1,347	6.4%
Production Sales	39,148	38.8%	41,934	39.6%	2,786	7.1%

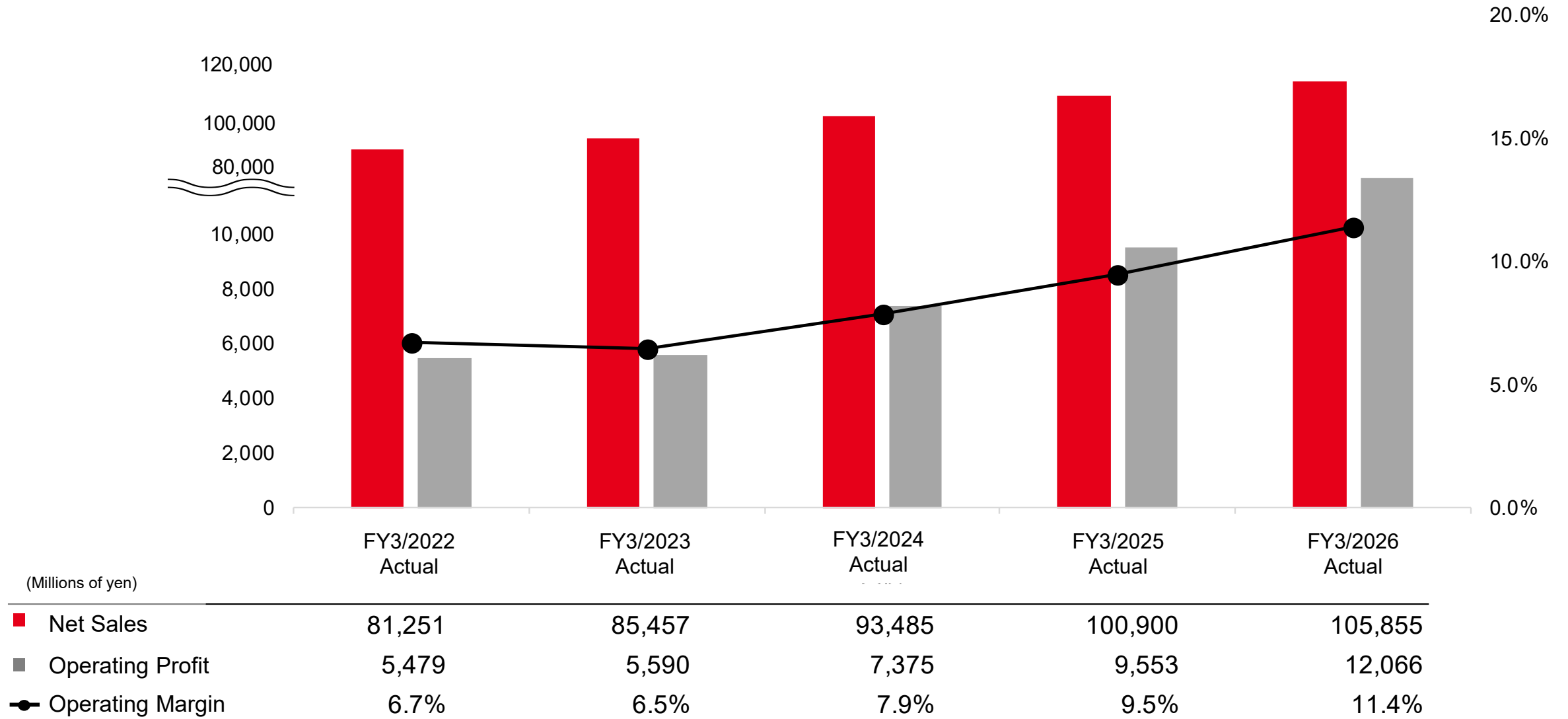
FY3/2026 Overseas Sales by Region

(Millions of yen)	FY3/2025 Actual	FY3/2026 Actual	YoY Change	
			Amount	Ratio
North America/Central and South America	2,645	2,749	103	3.9%
North America	2,110	2,242	132	6.3%
Others	534	506	(28)	-5.4%
Asia Pacific	5,993	7,387	1,393	23.3%
Vietnam	2,452	3,326	873	35.6%
Philippines	292	194	(97)	-33.4%
Bangladesh	332	368	36	10.8%
East Asia (excl. Japan)	1,550	1,925	375	24.2%
Australia	475	629	154	32.4%
Others	891	943	52	5.9%
Europe/Middle East/India	13,939	14,733	793	5.7%
United Kingdom	7,476	7,957	481	6.4%
Europe (excl. U.K.)	3,507	4,097	590	16.8%
Middle East	2,214	2,074	(140)	-6.3%
Others	741	603	(138)	-18.7%
Total	22,579	24,870	2,291	10.1%

FY3/2026 Consolidated Balance Sheet Summary

(Millions of yen)	FY3/2025 Year-End	FY3/2026 Year-End	YoY Change	
			Amount	Ratio
Total Assets	89,655	97,936	8,280	9.2%
Current Assets	66,087	72,721	6,634	10.0%
Non-current Assets	23,567	25,214	1,646	7.0%
Property, Plant and Equipment	12,663	12,842	179	1.4%
Intangible Assets	1,060	1,467	407	38.4%
Investments and Other Assets	9,844	10,904	1,059	10.8%
Total Liabilities	30,333	29,467	(866)	− 2.9%
Current Liabilities	23,055	22,160	(894)	− 3.9%
Non-current Liabilities	7,278	7,306	27	0.4%
Total Net Assets	59,321	68,469	9,147	15.4%
Shareholders' Equity	54,373	61,438	7,065	13.0%
Share Capital	3,798	3,798	-	-
Capital Surplus	2,728	2,700	(28)	− 1.1%
Retained Earnings	49,681	56,775	7,094	14.3%
Treasury Stock	(1,835)	(1,835)	0	-
Accumulated Other Comprehensive Income	4,743	6,964	2,220	46.8%
Non-Controlling Interests	204	66	(138)	− 67.7%
Total Liabilities and Net Assets	89,655	97,936	8,280	9.2%
Equity Ratio	65.9%	69.8%	3.9pp	-

Trends of Consolidated Financial Results



Domestic Private Non-Residential Construction Investment

(¥ trillion)	2018	2019	2020	2021	2022	2023	2024	2025	2026	CAGR
	Actual	Actual	Actual	Actual	Actual	Estimate	Estimate	Forecast	Forecast	(2018–2025)
Construction investment amount	11.5	11.6	9.0	9.5	10.2	10.8	10.9	11.2	11.7	−0.4%

Source: Prepared by the Company based on “QUARTERLY OUTLOOK OF CONSTRUCTION AND MACRO ECONOMY (October 2025)” (Research Institute of Construction and Economy)

Number of Domestic Fire Prevention Properties

(thousand objects)	2018	2019	2020	2021	2022	2023	2024	2025	CAGR
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	(2018–2025)
Number of fire prevention objects	4,119	4,185	4,215	4,228	4,247	4,265	4,280	4,300	0.6%
Of which, multiple-use	630	645	655	663	667	669	671	674	1.0%

Source: Prepared by the Company based on “White Paper on Fire Service” (Fire and Disaster Management Agency)

Global Market Size of Fire Alarm Systems

(\$m)	2021	2022	2023	2024	2025	2026	2027	2028	CAGR
	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	(2023–2028)
Total	5,553	5,860	6,161	6,425	6,698	7,020	7,377	7,763	4.7%
America	1,621	1,686	1,787	1,884	1,938	2,002	2,094	2,202	4.3%
EMEA	2,028	2,144	2,244	2,306	2,408	2,536	2,662	2,792	4.5%
Asia & Oceania	1,904	2,030	2,130	2,235	2,351	2,483	2,620	2,769	5.4%

Source: Prepared by the Company based on “Fire Detection & Suppression Equipment Report -2024 Analysis” (Omdia)

This document contains descriptions of future forecasts.

The Group's future growth plans include these forecasts as well as other information and assumptions. The description of future forecasts should be contained of the future growth plans in our Groups in conjunction with other information. The future forecast is based on information currently available to us and merely describes our current outlook, expectations and plans for future events. We will inform you of the future forecast with information about new results and future events. However, we are not obligated to update or correct the latest information. We are not liable or responsible to update or revise this forward-looking statement, either with information about new results or future events.

In addition, the predicted future events discussed in this material may not happen for real or may differ materially from what was expected, and these differences can be attributed to many factors.

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