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Securities Code: 6745

Start date of measures for electronic provision: June 2, 2026

To our shareholders:

Hajime Hosoi  
Representative Director, President and CEO  
**HOCHIKI CORPORATION**  
2-10-43 Kamiosaki Shinagawa-ku, Tokyo,  
Japan

## Notice of the 130th Annual General Meeting of Shareholders

We are pleased to announce the 130th Annual General Meeting of Shareholders of Hochiki Corporation (the “Company”).

If you will not attend the meeting in person, you may exercise your voting rights in either way described below. Please review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights.

[Exercise of voting rights in writing]

Please indicate your approval or disapproval of the proposals in the voting right exercise form and then return the form to the Company by postal mail so that your vote is received by 5:30 p.m. on Wednesday, June 24, 2026 (JST).

[Exercise of voting rights via the internet, etc.]

Please access the dedicated website for exercising voting rights (<https://evote.tr.mufg.jp/>) (in Japanese), and follow the instructions on the display to indicate your approval or disapproval of the proposals by 5:30 p.m., Wednesday, June 24, 2026 (JST).

## Details

- 1. Date and Time:** Thursday, June 25, 2026, at 10:00 a.m. (JST)
- 2. Venue:** Conference Room on 5th floor of main building, Head Office of Hochiki Corporation  
2-10-43 Kamiosaki Shinagawa-ku, Tokyo, Japan

### 3. Purpose of the Meeting

#### Matters to be reported:

1. The Business Report and the Consolidated Financial Statements for the 130th fiscal year (from April 1, 2025 to March 31, 2026), and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
2. The Non-consolidated Financial Statements for the 130th fiscal year (from April 1, 2025 to March 31, 2026)

#### Matters to be resolved:

- Proposal No. 1** Appropriation of Surplus
- Proposal No. 2** Election of Eight Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

- ◎ When you attend the meeting in person, please submit the voting right exercise form at the reception counter.
- ◎ When convening the General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company's website. Please access the Company's website by using the internet address shown below to review the information.

The Company's website: <https://www.hochiki.co.jp/ir/stock/soukai/> (in Japanese)

In addition to posting items subject to measures for electronic provision on the Company's website, the Company also posts this information on the website of the Tokyo Stock Exchange (TSE).

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Access the TSE website by using the internet address shown above, enter "HOCHIKI" in "Issue name" or the Company's securities code "6745" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].")

- ◎ Note that, for this General Meeting of Shareholders, paper-based documents stating items subject to measures for electronic provision will be delivered to all shareholders regardless of whether they have made a request for delivery of such documents. Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations of the Articles of Incorporation of the Company, the following items are not provided in such documents. Matters not stated in this document are also part of the documents that were audited by the Accounting Auditor in preparing the Accounting Audit Report, and by the Audit and Supervisory Committee in preparing the Audit Report.
  - Systems to ensure appropriate business operations and overview of operational status of such systems
  - Basic policy on company control
  - Notes to the Consolidated Financial Statements
  - Notes to the Non-consolidated Financial Statements
- ◎ If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company's website and the TSE website shown above.

## Reference Documents for the General Meeting of Shareholders

### Proposal No. 1 Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

#### Year-end dividends

The Group recognizes return of profit to shareholders as one of its important management issues. While following the principle of maintaining stable dividend payments, we give comprehensive consideration to our financial position and level of profit.

When paying dividends, we will strive to maintain a progressive dividend policy, considering payout ratio and dividend on equity ratio (DOE) among other indicators, after making investments required for continuous growth over the medium- to long-term.

The Company has given comprehensive consideration to matters including the business performance of the fiscal year and future business development, and it proposes to pay a year-end dividend for the fiscal year of ¥80 per common share. The Company has conducted a stock split at a ratio of three shares per one common share, with April 1, 2026 as the effective date. Regarding the year-end dividend for the fiscal year, since the dividend record date is March 31, 2026, the dividend will be paid based on the number of shares before the stock split.

(1) Type of dividend property

To be paid in cash

(2) Allotment of dividend property to shareholders and their aggregate amount

Dividend of ¥80 per common share of the Company

Total dividend amount: ¥2,006,443,760

An interim dividend of ¥40 per common share has been paid, so the annual dividend for the fiscal year will be ¥120 per common share.

(3) Effective date of dividends of surplus

June 26, 2026

**Proposal No. 2** Election of Eight Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all eight Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter the same applies in this proposal) will expire at the conclusion of this meeting.

Accordingly, the Company requests approval for the election of eight Directors.

In addition, the consent of the Nomination and Compensation Committee, a majority of whose members are External Directors, has been obtained for this proposal.

The Audit and Supervisory Committee has reported that, with respect to this proposal, all Audit and Supervisory Committee Members have unanimously approved it without any objections.

The candidates for Directors are as follows:

Candidate No.	Gender	Name	Position and responsibility in the Company	Notes
1	Male	Hajime Hosoi	Director, President and CEO	Reelection
2	Male	Yasuharu Kobayashi	Director and Senior Managing Executive Officer General Manager of General Administration Division	Reelection
3	Male	Michihiro Yonezawa	Director and Managing Executive Officer General Manager of Engineering & Production Division	Reelection
4	Male	Masahiro Kai	Director and Managing Executive Officer General Manager of Domestic Sales Division	Reelection
5	Female	Hideyo Nakano	External Director	Reelection External Director Independent Director
6	Male	Masaaki Matsunaga	External Director	Reelection External Director Independent Director
7	Male	Hikomitsu Noji	External Director	Reelection External Director Independent Director
8	Female	Minako Sakuma	External Director	Reelection External Director Independent Director

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Hajime Hosoi (December 31, 1964)  Reelection	Feb. 1989    Joined the Company June 2013    Director, General Manager of Management Planning Division Apr. 2018    Director, General Manager of Domestic Sales Division June 2018    Managing Director, General Manager of Domestic Sales Division Apr. 2019    Managing Director, General Manager of Domestic Sales Division, in charge of Maintenance Business and Engineering Group June 2019    Director and Managing Executive Officer, General Manager of Domestic Sales Division, in charge of Maintenance Business and Engineering Group Apr. 2020    Director and Senior Managing Executive Officer, General Manager of International Business Division June 2023    Representative Director, President and CEO, General Manager of International Business Division Apr. 2024    Representative Director, President and CEO (present position)	46,427 shares (Including 35,216 shares scheduled to be delivered regarding the performance-linked stock compensation plan)
[Reasons for nomination as candidate for Director] Hajime Hosoi has appropriate experience and ability to serve as the Company's Director such as having experience and extensive knowledge as corporate manager, having shown his leadership as the representative of the management of the Company and being well-versed in various areas of the Company's business.			
2	Yasuharu Kobayashi (January 19, 1962)  Reelection	June 2011    Executive Officer, General Manager of Kyoto Branch of Mitsubishi UFJ Trust and Banking Corporation June 2013    Representative Director and Vice President of Mitsubishi UFJ Trust Business Co., Ltd. June 2014    Director, Deputy General Manager of Domestic Sales Division, in charge of Sales Promotion Group of the Company June 2019    Director and Senior Executive Officer, Deputy General Manager of Domestic Sales Division, in charge of Sales Promotion Group Apr. 2021    Director and Managing Executive Officer, Deputy General Manager of Domestic Sales Division, in charge of Sales Promotion Group June 2021    Managing Executive Officer, Deputy General Manager of Domestic Sales Division, in charge of Sales Promotion Group June 2023    Director and Managing Executive Officer, Deputy General Manager of Domestic Sales Division, in charge of Sales Promotion Group Apr. 2024    Director and Senior Managing Executive Officer, General Manager of General Administration Division June 2024    Representative Director and Senior Managing Executive Officer, General Manager of General Administration Division (present position)	32,491 shares (Including 22,570 shares scheduled to be delivered regarding the performance-linked stock compensation plan)
[Reasons for nomination as candidate for Director] Yasuharu Kobayashi has appropriate experience and ability to serve as the Company's Director such as having experience and extensive knowledge as a corporate manager and having shown his leadership mainly in the fields of sales and business administration.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned	
3	Michihiro Yonezawa (October 25, 1960)  Reelection	Apr. 1984	Joined the Company	23,467 shares (Including 19,653 shares scheduled to be delivered regarding the performance-linked stock compensation plan)
		Apr. 2015	Executive Officer, Head of Quality Management Office	
Apr. 2016	Executive Officer, General Manager of Engineering & Production Division			
June 2016	Director, General Manager of Engineering & Production Division			
June 2019	Director and Senior Executive Officer, General Manager of Engineering & Production Division			
Apr. 2021	Director and Managing Executive Officer, General Manager of Engineering & Production Division			
June 2021	Managing Executive Officer, General Manager of Engineering & Production Division			
June 2024	Director and Managing Executive Officer, General Manager of Engineering & Production Division (present position)			
[Reasons for nomination as candidate for Director] Michihiro Yonezawa has appropriate experience and ability to serve as the Company's Director such as having abundant experience in sales, R&D, production and quality assurance, and having shown his leadership mainly in the R&D, production and quality assurance fields.				
4	Masahiro Kai (March 5, 1964)  Reelection	Apr. 1986	Joined the Company	14,301 shares (Including 11,755 shares scheduled to be delivered regarding the performance-linked stock compensation plan)
		Apr. 2011	General Manager of Business Development Department II	
Apr. 2017	General Manager of Sales Management Department			
Apr. 2020	Executive Officer, Deputy General Manager of Domestic Sales Division, General Manager of Sales Management Department			
Apr. 2024	Managing Executive Officer, General Manager of Domestic Sales Division			
June 2024	Director and Managing Executive Officer, General Manager of Domestic Sales Division (present position)			
[Reasons for nomination as candidate for Director] Masahiro Kai has appropriate experience and ability to serve as the Company's Director such as having abundant experience in sales and having shown his leadership mainly in the field of domestic business development as well as in overall sales management.				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
5	Hideyo Nakano (September 13, 1959)  Reelection External Director Independent Director	Nov. 1991 Vice President of Cititrust and Banking Corporation	-
		Oct. 1993 Senior Portfolio Manager and Head of Private Investment	
5	Hideyo Nakano (September 13, 1959)  Reelection External Director Independent Director	Jan. 2000 Director and Head of Investment Division of FuNNeX Asset Management Inc.	-
		Mar. 2004 CEO of Trias Corporation (present position)	
		Mar. 2020 External Director of OUTSOURCING Inc.	
		June 2021 Director of the Company (present position)	
		June 2022 External Director of DKS Co. Ltd. (present position)	
		June 2023 External Director of NS TOOL CO., LTD. (present position)	
		Mar. 2026 Outside Director of JUKI CORPORATION (present position)	
		[Reasons for nomination as candidate for External Director and summary of expected roles] Hideyo Nakano is well versed in overseas business in addition to having abundant experience and extensive knowledge as a corporate manager of an IR/PR consulting company, and from this expert standpoint, she has made appropriate remarks contributing to the Company's management at meetings of the Board of Directors. The Company has nominated her as a candidate for External Director, as it expects her to continue to play a role in providing advice and supervision.	
6	Masaaki Matsunaga (August 7, 1960)  Reelection External Director Independent Director	June 2013 Director of The Toa Reinsurance Company, Limited	992 shares
		June 2016 Managing Director	
6	Masaaki Matsunaga (August 7, 1960)  Reelection External Director Independent Director	June 2020 President and Chief Executive (present position)	992 shares
		June 2022 Director of the Company (present position)	
		[Reasons for nomination as candidate for External Director and summary of expected roles] Masaaki Matsunaga has experience and extensive knowledge as a corporate manager and has made appropriate remarks contributing to the Company's management from his expert standpoint at meetings of the Board of Directors. The Company has nominated him as a candidate for External Director, as it expects him to continue to play a role in providing advice and supervision.	
7	Hikomitsu Noji (October 30, 1958)  Reelection External Director Independent Director	June 2009 Member of the Board and Officer of The Yokohama Rubber Co., Ltd.	227 shares
		June 2011 President, Chairman of the Board	
7	Hikomitsu Noji (October 30, 1958)  Reelection External Director Independent Director	Mar. 2017 Vice Chairman of The Yokohama Rubber Co., Ltd. and Chairman of the Board of Alliance Tire Group B.V.	227 shares
		Apr. 2021 Advisor	
		Apr. 2024 Honorary Advisor (present position)	
		June 2024 Director of the Company (present position)	
[Reasons for nomination as candidate for External Director and summary of expected roles] Hikomitsu Noji has abundant experience and extensive knowledge as a corporate manager, in addition to being well versed in research and development and production fields, and from this expert standpoint, he has made appropriate remarks contributing to the Company's management at meetings of the Board of Directors. The Company has nominated him as a candidate for External Director, as it expects him to continue to play a role in providing advice and supervision.			
[Reasons for nomination as candidate for External Director and summary of expected roles] Hikomitsu Noji has abundant experience and extensive knowledge as a corporate manager, in addition to being well versed in research and development and production fields, and from this expert standpoint, he has made appropriate remarks contributing to the Company's management at meetings of the Board of Directors. The Company has nominated him as a candidate for External Director, as it expects him to continue to play a role in providing advice and supervision.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
8	Minako Sakuma (August 23, 1968)  Reelection External Director Independent Director	<p>Apr. 2017 General Manager of Human Resources (for Capability Development) Department., Mitsui Sumitomo Insurance Company, Limited, Human Resources and General Affairs Department., MS&amp;AD Insurance Group Holdings, Inc.</p> <p>Apr. 2019 General Manager of Corporate Quality Management Department.</p> <p>Apr. 2021 Executive Officer, General Manager of Corporate Quality Management Department.</p> <p>Apr. 2022 Executive Officer, General Manager of Contact Center Planning Department. Director, Mitsui Direct General Insurance Company, Limited</p> <p>Apr. 2024 Managing Executive Officer, Mitsui Sumitomo Insurance Company, Limited</p> <p>June 2025 Director of the Company (present position)</p> <p>Apr. 2026 President and CEO of Mitsui Direct General Insurance Company, Limited (present position)</p>	–
<p>[Reasons for nomination as candidate for External Director and summary of expected roles] Minako Sakuma has many years of experience and extensive knowledge at financial institutions, in addition to being well versed in the fields of sustainability and DE&amp;I, and from this expert standpoint, she has made appropriate remarks contributing to the Company's management at meetings of the Board of Directors. The Company has nominated her as a candidate for External Director, as it expects her to continue to play a role in providing advice and supervision.</p>			

- Notes:
- There is no special interest between any of the candidates and the Company.
  - The Company requests approval for the election of Hideyo Nakano, Masaaki Matsunaga, Hikomitsu Noji, and Minako Sakuma as External Directors, with the expectation that they can provide effective advice from their objective viewpoint independent from other Directors and from their expert standpoint based on experience and knowledge as corporate managers, among others. Hideyo Nakano, Masaaki Matsunaga, Hikomitsu Noji, and Minako Sakuma have been appropriately supervising the Company's management.  
Hideyo Nakano has been serving as an External Director of the Company since June 2021. At the conclusion of this meeting, her tenure will be five years. Masaaki Matsunaga has been serving as an External Director of the Company since June 2022. At the conclusion of this meeting, his tenure will be four years. Hikomitsu Noji has been serving as an External Director of the Company since June 2024. At the conclusion of this meeting, his tenure will be two years. Minako Sakuma has been serving as an External Director of the Company since June 2025. At the conclusion of this meeting, her tenure will be one year.
  - The Company has submitted notification to Tokyo Stock Exchange, Inc. that Hideyo Nakano, Masaaki Matsunaga, Hikomitsu Noji, and Minako Sakuma have been appointed as independent directors.
  - Pursuant to Article 427, paragraph 1 of the Companies Act and provisions of the Articles of Incorporation of the Company, the Company has entered into an agreement with each of Hideyo Nakano, Masaaki Matsunaga, Hikomitsu Noji, and Minako Sakuma to limit their liability for damages under Article 423, paragraph 1 of the same Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. Upon approval of the reelection of Hideyo Nakano, Masaaki Matsunaga, Hikomitsu Noji, and Minako Sakuma, the Company plans to continue the same liability limitation agreement with each of them.
  - As provided for in Article 430-3, paragraph 1 of the Companies Act, the Company has entered into a directors and officers liability insurance policy, in which the Directors of the Company are insureds, with an insurance company, and the full amount of insurance premiums is borne by the Company. An overview of the details is as follows. The insurance company covers, under this policy, losses that arise through a subject officer, who is an insured, assuming liability related to their execution of duties or through claims pertaining to the pursuit of such liability, and if each candidate assumes office as a Director, each Director will be included as an insured in this policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
  - The number of the Company's shares owned by each candidate includes the number of shares scheduled to be delivered upon retirement pursuant to the performance-linked stock compensation plan introduced in fiscal year 2018. Note that the voting rights attached to the shares scheduled to be delivered pursuant to the plan are non-exercisable during the period until they are delivered to each candidate in the future. In addition, shares constituting an equivalent of 40% of said shares scheduled to be delivered shall be sold on the market and the proceeds are scheduled to be delivered to each candidate to secure funds for payment of taxes.

(Reference) Skill Matrix if the Proposal No. 2 is approved as originally proposed

Directors (excluding Directors who are Audit and Supervisory Committee Members)

Candidate No.	Gender	Name	Classification	Corporate Management and ESG	Sales and Marketing	Organizational Human Resources Strategy	Global Experience	Technological Innovation	Risk Management and Compliance	Finance and Accounting
1	Male	Hajime Hosoi*	Internal Director	•	•	•	•		•	
2	Male	Yasuharu Kobayashi*	Internal Director	•	•	•			•	•
3	Male	Michihiro Yonezawa	Internal Director		•		•	•		
4	Male	Masahiro Kai	Internal Director		•			•		
5	Female	Hideyo Nakano*	External Director	•	•		•		•	•
6	Male	Masaaki Matsunaga*	External Director	•	•	•	•		•	•
7	Male	Hikomitsu Noji*	External Director	•	•	•	•	•	•	
8	Female	Minako Sakuma*	External Director	•		•		•	•	

Directors who are Audit and Supervisory Committee Members

Candidate No.	Gender	Name	Classification	Corporate Management and ESG	Sales and Marketing	Organizational Human Resources Strategy	Global Experience	Technological Innovation	Risk Management and Compliance	Finance and Accounting
1	Male	Yuji Hirai	Internal Director		•			•	•	
2	Male	Masahide Nakamura	External Director			•		•	•	•
3	Male	Kenichi Nakamura	External Director	•					•	•

\* Is a member of the Nomination and Compensation Committee.

# Business Report

(From April 1, 2025 to March 31, 2026)

## 1. Current Status of the Corporate Group

### (1) Business Progress and Results

During the consolidated fiscal year ended March 31, 2026, while the Japanese economy experienced a moderate recovery trend backed by improvements in the employment and income environment, etc., an uncertain outlook has continued to prevail due to the impact of U.S. tariff policies on the global economy, the geopolitical risks in Ukraine and the Middle East, fluctuations in energy and raw material prices, and the rise in logistics costs, etc.

In the fire prevention and security system industries, the risk of impact on earnings continues due to cost overruns caused by the rise in materials and energy prices, as well as persistently high logistics costs.

Under these circumstances, based on the Medium-to-Long-Term Management Plan “GLOBAL VISION 2030,” the Group has promoted measures such as implementing development and DX investments, strengthening recruitment activities, and renewing the personnel system, while also working to strengthen sales activities. In the Domestic Business, refurbishment/retrofit installations and maintenance proceeded smoothly. In the Overseas Business, sales remained strong primarily in the Asia Pacific region. As a result, orders received increased to ¥108,537 million (up 7.9% year on year) and net sales increased to ¥105,855 million (up 4.9% year on year). As for profit, due to an increase in the sales of highly profitable refurbishment/retrofit installations and maintenance, as well as the promotion of order-taking activities with a focus on profitability, the Group recorded an operating profit of ¥12,066 million (up 26.3% year on year), an ordinary profit of ¥12,344 million (up 26.8% year on year), and a profit attributable to owners of parent of ¥9,377 million (up 22.6% year on year), which all reached record highs.

The overview of each segment is as follows.

#### (Fire Alarm Systems)

The expansion of the domestic refurbishment/retrofit and Overseas Business resulted in orders received totaling ¥68,627 million (up 8.5% year on year), net sales of ¥66,401 million (up 6.3% year on year), and segment profit (operating profit) of ¥11,187 million (up 24.7% year on year).

#### (Maintenance)

As a result of efforts to steadily increase the backlog of regular inspections and obtain orders for improvement work, orders received amounted to ¥22,778 million (up 7.9% year on year), net sales were ¥22,432 million (up 6.4% year on year), and segment profit (operating profit) was ¥5,289 million (up 4.8% year on year).

#### (Fire Extinguishing Systems)

While orders for fire extinguishing systems for buildings grew, net sales decreased as a reaction to large projects that had boosted net sales in the previous fiscal year.

However, as a result of promoting sales activities with a focus on cost ratios, orders received amounted to ¥10,425 million (up 3.1% year on year), net sales were ¥10,541 million (down 5.7% year on year), and segment profit (operating profit) was ¥1,649 million (up 2.6% year on year).

#### (Security Systems)

Mainly in access control systems, as a result of conducting sales activities leveraging the customer base of the fire alarm system business and actively promoting equipment sales to dealers, orders received amounted to ¥6,705 million (up 10.7% year on year), net sales were ¥6,479 million (up 5.4% year on year), and segment profit (operating profit) was ¥777 million (up 22.6% year on year).

## Order Received and Net Sales by Business Segment

By Business Segment	Order Received			Net sales		
	FY3/2025	FY3/2026	YoY Change	FY3/2025	FY3/2026	YoY Change
	¥ million	¥ million	%	¥ million	¥ million	%
Fire Alarm Systems	63,280	68,627	108.5	62,486	66,401	106.3
Maintenance	21,119	22,778	107.9	21,085	22,432	106.4
Fire Extinguishing Systems	10,115	10,425	103.1	11,179	10,541	94.3
Security Systems	6,057	6,705	110.7	6,149	6,479	105.4
Total	100,572	108,537	107.9	100,900	105,855	104.9

### (2) Issues to be Addressed

The circumstances surrounding the Group remain uncertain due to the impact of U.S. tariff policies on the global economy, the geopolitical risks in Ukraine and the Middle East, fluctuations in energy and raw material prices and the rise in logistics costs, etc.

Under these circumstances, the Group has outlined its Medium-to-Long-Term Management Plan “GLOBAL VISION 2030” to further contribute to the enhancement of its corporate value and to a sustainable society. With the Vision we want to realize being “Creating Life Safety worldwide through the power of people and technology,” we will aim to solve social issues through our business activities, with the desire to provide a safe and comfortable life and lifestyle for people around the world, while maintaining the core mission of “protecting lives and property from fire.”

### (Management Goals)

Based on the revenue foundation and cash generation capabilities that we have strengthened so far, we will enhance the speed of investment decision-making and execution, strategically advance investments in growth areas, and aim to maintain and improve operating profit margins and ROE, thereby striving for sustainable growth and the enhancement of corporate value.

Target	Net sales	¥110.0 billion
Indicators	Operating profit	¥12.3 billion
FY3/2027	Operating profit margin	11.2%
(Consolidation)	Return on equity (ROE)	12.6%

### (Prioritized Policies)

#### (1) Improvement of Return on Capital by Optimizing a Business Portfolio

We will position our business portfolio to optimize business structures and the allocation of management resources at the core of group management, and, in accordance with the assessment through ROIC, by enhancing the value of each individual business and linking those businesses, we will work to improve profitability for business as a whole. In addition, we are working to strengthen the administration system that enables strategic investment decisions and to promote growth investments for the future. We will regard the three areas of “overseas,” “refurbishment/retrofit,” and “maintenance” as our key businesses and implement priority measures aimed at “expanding system sales overseas,” “enhancing capability to address refurbishment/retrofit demand in line with the building life cycle,” and “expanding maintenance operations as the foundation for our relationship with customers.”

## (2) Promotion of Human Capital Management

We will, based on the Behavioral Guidelines of “integrity,” “passion & challenge” and “teamwork,” implement measures to evolve our personnel system and personnel training system into systems that enable our employees all over the world with diverse individuality and ability to play an active role, so that each employee can grow with work satisfaction.

We will promote the “introduction of a personnel system that fosters work satisfaction and growth of each employee,” “provision of training opportunities that support personal career development and improvement of organizational competitiveness,” and “creation of an environment that fosters various forms of teamwork,” and aim to maximize the value of human capital to build a human resource portfolio linked with management strategy.

## (3) Promotion of Innovation by DX

By promoting further efficiency of business processes through the effective use of digital technologies, we will enhance productivity at various sites that support existing businesses, and also strive to create new value in a business field that exceeds the conventional framework for comprehensive and integrated solutions for fire and disaster prevention.

The Group has been developing its business globally based on its management philosophy of providing “Safety for All,” “Quality and Value,” and “Community Welfare.” With regard to its competency as a manufacturer, the Group has been enhancing its “manufacturing capability” in the mid- and long-term perspectives, including by strengthening its basic research and elemental technology development for the future. In addition, in order to provide high-quality and cost-competitive products with an appropriate delivery time, the Group has established a system for global supply chains.

Moreover, towards the achievement of a sustainable society, the Group will strive to strengthen its market presence and enhance its corporate value by improving highly transparent corporate governance and proceeding with measures for decarbonization in accordance with the “Group’s ESG Basic Policy.”