

ALSOK Group FY2026 Financial Results

12th May 2026

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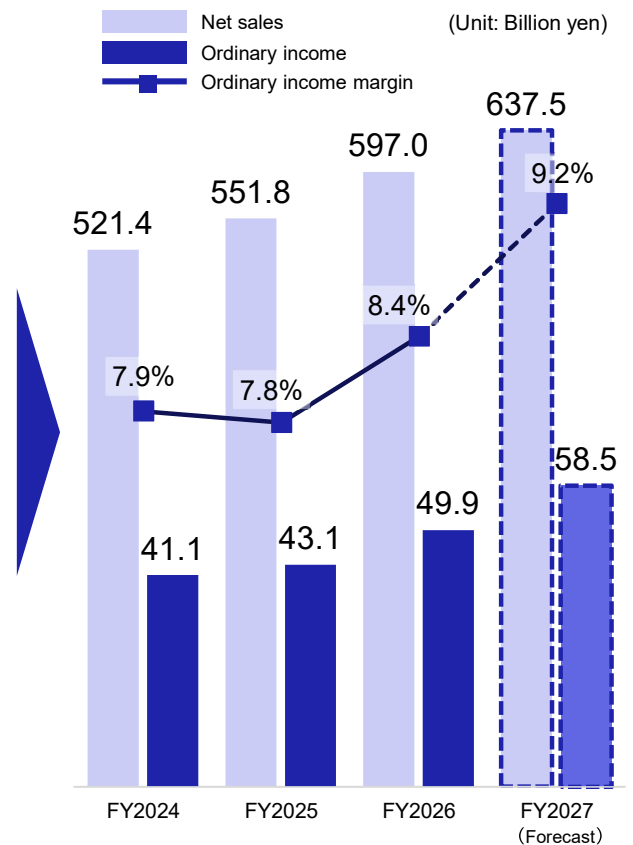
- The following is an outline of the ALSOK Group's financial results for the fiscal year ended March 31, 2026.

Key Points

- Record-High Net Sales and Profits at Each Profit Level
- Improved Profitability

- FY2027 Plan: Continued Revenue and Profit Growth
- Record-High Net Sales and Profits for Consecutive Years

- FY2026 Year-End Dividend: ¥14.6 (42.6% payout ratio)
- FY2027 Annual Dividend (Forecast): ¥33.0 (43.0% payout ratio)



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- I will start with the key points of this outline.

- The first point is about the financial results for the fiscal year ended March 31, 2026. During the year, in addition to positive progress with Security Services, Facility Management Services, and other services, we contributed to the safety and security operation of major global events such as EXPO 2025 Osaka/Kansai and the World Athletics Championships Tokyo 2025, fulfilling our responsibility as a key supporter of social infrastructure.

As a result, net sales and all profit indicators reached record highs, with profit margins also improving, achieving strong performance. A new record has been achieved for net sales at 16 consecutive years.

- The second point is about the earnings forecast for the fiscal year ending March 31, 2027. Both net sales and profits are expected to continue to reach new record highs.

- The third point is about dividends.

We plan to set the year-end dividend for the fiscal year ended March 31, 2026 at 14.6 yen per share. In addition, we are expecting to increase the annual dividend per share for the fiscal year ending March 31, 2027 to 33.0 yen, an increase of 3.8 yen.

Consolidated Results for FY2026

- Next I will talk about the actual results for the fiscal year ended March 31, 2026.

Consolidated Results for FY2026

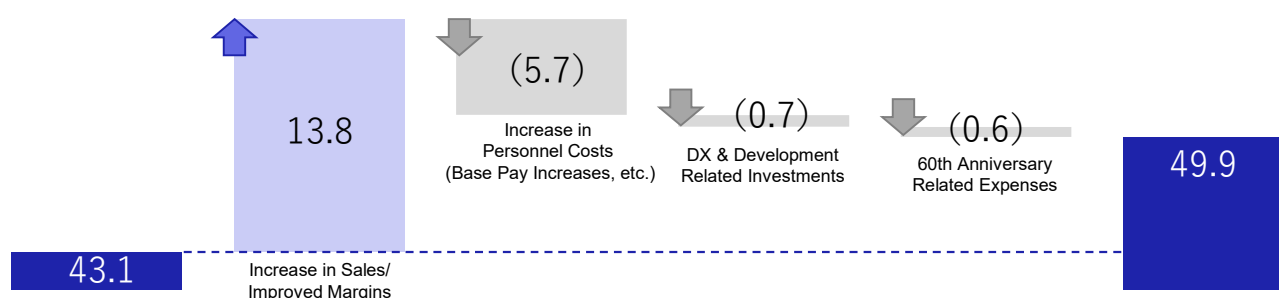
Results

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change	FY2026 Business Plan	vs. Plan
Net sales	551.8	597.0	45.1	8.2%	598.0	(0.9)
Gross profit	130.9	143.0	12.1	9.2%	—	—
Operating income	40.2	46.9	6.7	16.7%	48.5	(1.5)
Ordinary income	43.1	49.9	6.8	15.8%	51.5	(1.5)
Profit attributable to owners of parent	27.1	33.2	6.1	22.7%	32.9	0.3
ROE	7.9%	9.2%	—	—	—	—

Increase/Decrease Factors in Ordinary Income (YoY)

(Unit: Billion yen)



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- Page 3 shows the full-year results for the fiscal year ended March 31, 2026.

- In the fiscal year ended March 31, 2026, the increase in net sales and improvement in profit margins led to higher revenue and profit.

In terms of ordinary income, in addition to increased personnel expenses due to base salary increases and higher bonuses following improved business performance, DX and Development-related investments and expenses related to the 60th company anniversary also increased, but these remained within our initial assumptions, resulting in a YoY growth of 15.8% to 49.9 billion yen overall.

- Meanwhile, for the full-year earnings forecast that was revised upward at the interim, only the net income was achieved.

In addition to a shortfall in net sales of 0.9 billion yen, the main reasons were unprofitable construction completed in Facility Management Services, etc. due to rising costs and earlier-than-expected recognition of expenses for measures whose profit contributions will appear next year and the impact of inflation, resulting in ordinary income falling short of the forecast.

For profit attributable to owners of parent, a gain on negative goodwill from M&A and other factors led to results that were broadly in line with the forecast.

Net Sales and Operating Income by Segment

Net Sales

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Security Services	391.9	420.8	28.8	7.4%
Facility Management Services etc.	79.7	92.9	13.2	16.6%
Long-Term Care Services	53.3	55.2	1.8	3.5%
Overseas Services	26.8	27.9	1.1	4.3%
Total	551.8	597.0	45.1	8.2%

Operating income (Margin)

(Unit: Billion yen)

	FY2025	FY2026	FY2025	FY2026
Security Services	40.3	45.4	10.3%	10.8%
Facility Management Services etc.	9.1	11.2	11.5%	12.1%
Long-Term Care Services	1.4	2.2	2.8%	4.1%
Overseas Services	(0.5)	(1.1)	—	—
Total	40.2	46.9	7.3%	7.9%

Security Services

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Electronic Security Services	173.6	184.0	10.4	6.0%
HOME ALSOK Services	24.6	24.8	0.2	0.9%
Stationed Security Services	123.1	138.7	15.5	12.6%
Transportation Security Services	70.4	73.0	2.5	3.7%

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- Page 4 shows breakdowns of net sales and operating income by segment.
- Compared with the previous fiscal year, net sales for Security Services increased by 7.4% to 420.8 billion yen, with operating income margin improving to 10.8%.
Net sales for Facility Management Services, etc. increased by 16.6% to 92.9 billion yen, and operating income margin improved to 12.1%.
Net sales for Long-Term Care Services increased by 3.5% to 55.2 billion yen, and operating income margin improved to 4.1%.
Net sales for Overseas Services increased by 4.3% to 27.9 billion yen, although the scale of losses increased slightly.
- Note that these results include newly consolidated companies such as ALSOK Miyazaki, Fujitsu Home & Office Services, and Okinawa Building Maintenance.

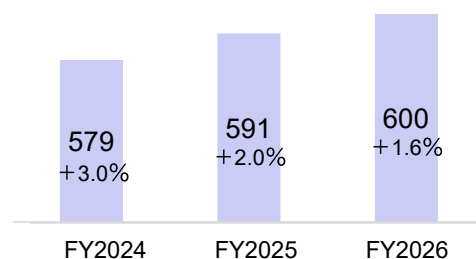
(Unit: Billion yen)

Electronic Security Services (for Corporate Customers)

	FY2025	FY2026	YoY	Change
Net sales	173.6	184.0	10.4	6.0%
Contract revenue	132.4	141.6	9.2	7.0%
Construction revenue	7.1	6.8	(0.2)	(3.3%)
Sales revenue	34.0	35.5	1.4	4.3%

Number of Long-Term Contracts

(Unit: Thousands)



% change indicates YoY

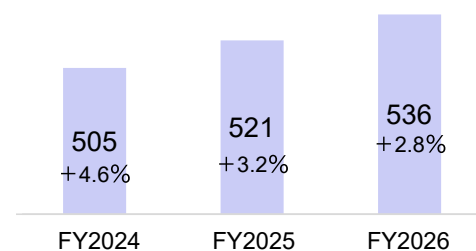
(Unit: Billion yen)

HOME ALSOK Services (for Individual Customers)

	FY2025	FY2026	YoY	Change
Net sales	24.6	24.8	0.2	0.9%
Contract revenue	19.0	19.9	0.8	4.5%
Construction revenue	0.5	0.4	(0.0)	(13.9%)
Sales revenue	5.0	4.4	(0.5)	(11.0%)

Number of Long-Term Contracts

(Unit: Thousands)



% change indicates YoY

- Page 5 provides overviews of Electronic Security Services and HOME ALSOK Services.

- Net sales for Electronic Security Services increased by 6.0% YoY to 184.0 billion yen. Contract revenue increased by 7.0% YoY due to price increases, but construction revenue decreased by 3.3%. Sales revenue increased by 4.3%.

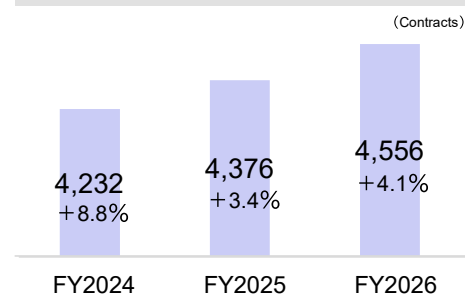
- Net sales for HOME ALSOK Services increased by 0.9% YoY to 24.8 billion yen. Contract revenue increased by 4.5% YoY, but revenue from construction and sales decreased due to the reaction to the increase in temporary demand driven by social factors in the previous fiscal year.

Stationed Security Services

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net sales	123.1	138.7	15.5	12.6%

Number of Long-Term Contracts



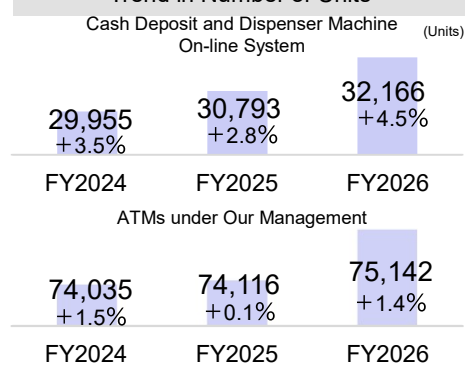
% change indicates YoY

Transportation Security Services

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net sales	70.4	73.0	2.5	3.7%

Trend in Number of Units



% change indicates YoY

- Page 6 shows overviews of Stationed Security Services and Transportation Security Services.
- Net sales for Stationed Security Services grew by 12.6% YoY to 138.7 billion yen, on the back of special demand related to EXPO 2025 Osaka/Kansai and the World Athletics Championships Tokyo 2025, as well as positive performance with long-term contracts and the effects of price increases.
- Net sales for Transportation Security Services increased YoY by 3.7% to 73.0 billion yen due to strong cash management contracts, despite a reactionary drop due to one-time sales in the previous fiscal year work related to currency redesigns.
- The number of Cash Deposit and Dispenser Machine On-Line System increased by 4.5% YoY to 32,166 units.
The total number of ATMs under our Management also increased by approximately 1,000 units to 75,142 units.

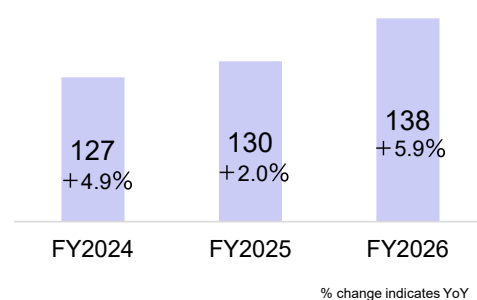
Facility Management Services etc.

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net sales	79.7	92.9	13.2	16.6%
Contract revenue	38.8	48.3	9.4	24.4%
Construction revenue	26.9	32.2	5.2	19.6%
Sales revenue	13.8	12.3	(1.5)	(11.0%)
Operating income	9.1	11.2	2.1	23.0%
Operating income margin	11.5%	12.1%	—	—

Number of Long-Term Contracts

(Unit: Thousands)



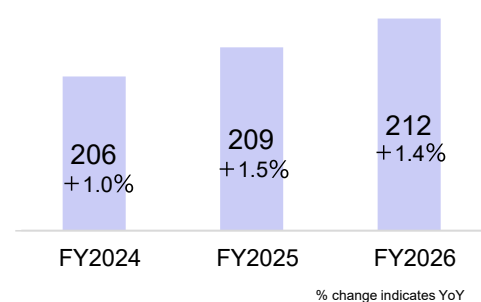
Long-Term Care Services

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net sales	53.3	55.2	1.8	3.5%
Operating income	1.4	2.2	0.7	49.4%
Operating income margin	2.8%	4.1%	—	—

Number of Long-Term Care Service Facilities

(Facilities)



- Page 7 presents the overviews of Facility Management Services, etc. and Long-Term Care Services.
- Net sales for Facility Management Services, etc. increased by 16.6% YoY to 92.9 billion yen, driven by solid contract revenue and the effects of M&A.
Operating income increased by 23.0% YoY to 11.2 billion yen.
- Net sales for Long-Term Care Services increased by 3.5% YoY to 55.2 billion yen, on the back of an increase in the number of residents.
Operating income increased by 49.4% YoY to 2.2 billion yen, due to ongoing efforts to optimize staffing by promoting DX and other initiatives.
- The occupancy rate of existing facilities, excluding those that opened new within one year, improved to 92.2% from 91.5% of the previous year.

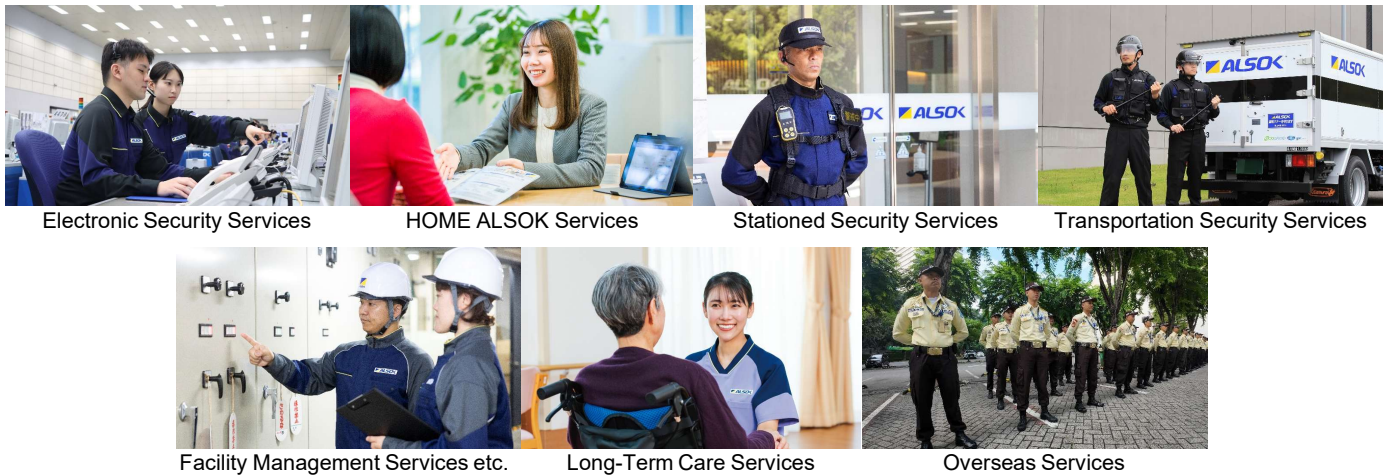
Overseas Services

Overseas Services

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net sales	26.8	27.9	1.1	4.3%
Operating income	(0.5)	(1.1)	(0.5)	—
Operating income margin	—	—	—	—

Overseas Locations

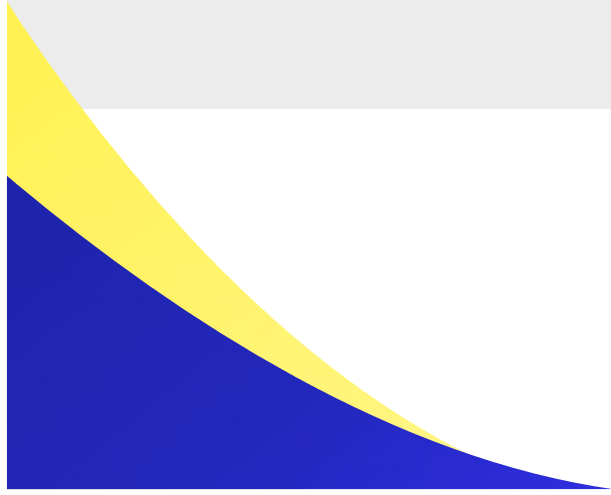


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- Page 8 provides an overview of Overseas Services.
- Net sales for Overseas Services, increased by 4.3% YoY to 27.9 billion yen, driven by growth in existing businesses.
- Operating losses increased due to factors such as increased personnel—including headquarters—related to business growth, goodwill amortization, and approximately 0.4 billion yen in one-time cost from consolidation of subsidiaries in Indonesia.

Earnings Forecast for FY2027



- Next is an outline of the earnings forecast for the fiscal year ending March 31, 2027.

Earnings Forecast for FY2027

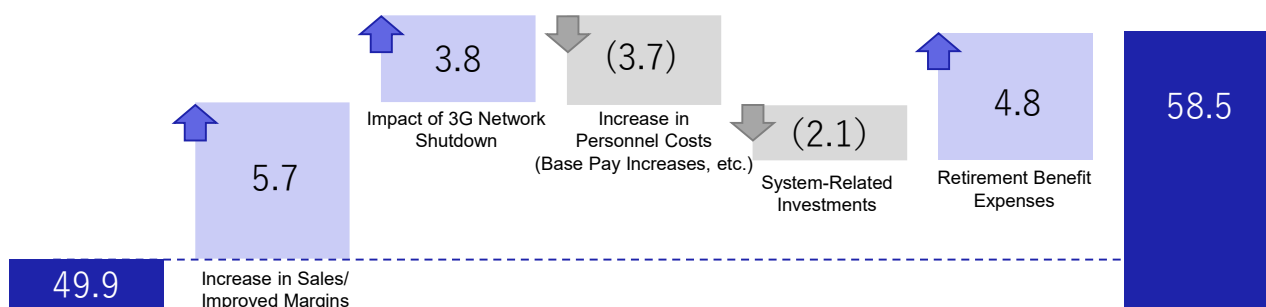
Business Forecast

(Unit: Billion yen)

	FY2026	FY2027	YoY	Change
Net sales	597.0	637.5	40.4	6.8%
Operating income	46.9	55.7	8.7	18.7%
Ordinary income	49.9	58.5	8.5	17.2%
Profit attributable to owners of parent	33.2	37.3	4.0	12.1%

Increase/Decrease Factors in Ordinary Income (Forecast)

(Unit: Billion yen)



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- Page 10 shows a comparison of the earnings forecast for the fiscal year ending March 31, 2027 with the actual results for the fiscal year ended March 31, 2026.
- In terms of net sales, we are forecasting a 6.8% YoY increase to 637.5 billion yen, mainly due to increased demand for Security Services and Facility Management Services, etc., as well as the effects of M&A implemented in the previous fiscal year.
- For ordinary income, profit is forecast to increase due to higher net sales and the shutdown of 3G network being completed. While there are factors contributing to lower profits such as increased personnel expenses due to increases in base salary and greater investment in system-related costs, retirement benefit expenses will also be reduced, with ordinary income expected to increase by 17.2% YoY to 58.5 billion yen.
- As a result, both net sales and profits are forecast to continue reaching new record highs, and the ordinary income margin is forecast to improve to 9.2% from 8.4% in the previous fiscal year.

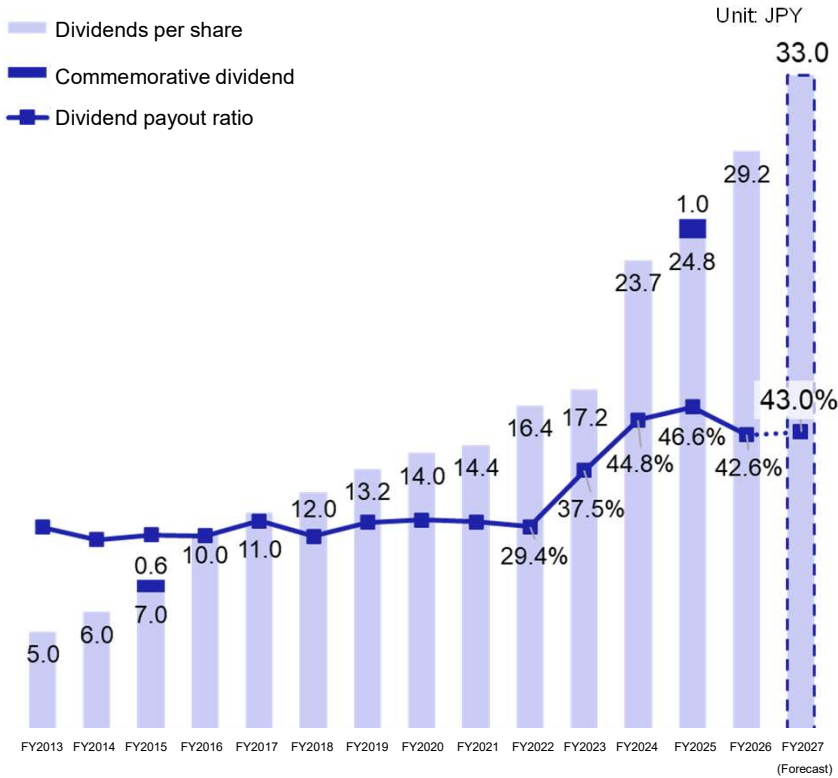
Returns to Shareholders



- Next up is our approach to shareholder returns.

Returns to Shareholders

Trend in Dividend per Share



FY2027 (Forecast)
**Annual Dividend:
 ¥33.0 per Share**
 (Interim: ¥16.5 per share)
 (Year-end: ¥16.5 per share)
 *Subject to change depending on business performance

- For the fiscal year ended March 31, 2026, we plan to set the year-end dividend to 14.6 yen per share. The annual dividend per share, including the interim dividend, will be 29.2 yen, resulting in an increase in dividends for 14 consecutive fiscal years. We will continue to aim for stable dividend payments.
- For the annual dividend forecast for the fiscal year ending March 31, 2027, given that we are anticipating record-high results, the dividend per share is forecast to increase by 3.8 yen to 33.0 yen, although this may change depending on future business performance and other factors.
- For overall capital policies, we also plan to provide further details within the new Medium-term Management Plan starting this fiscal year.

ALSOK Group Initiatives

- Next up is the initiatives of the ALSOK Group.

ALSOK Group Initiatives

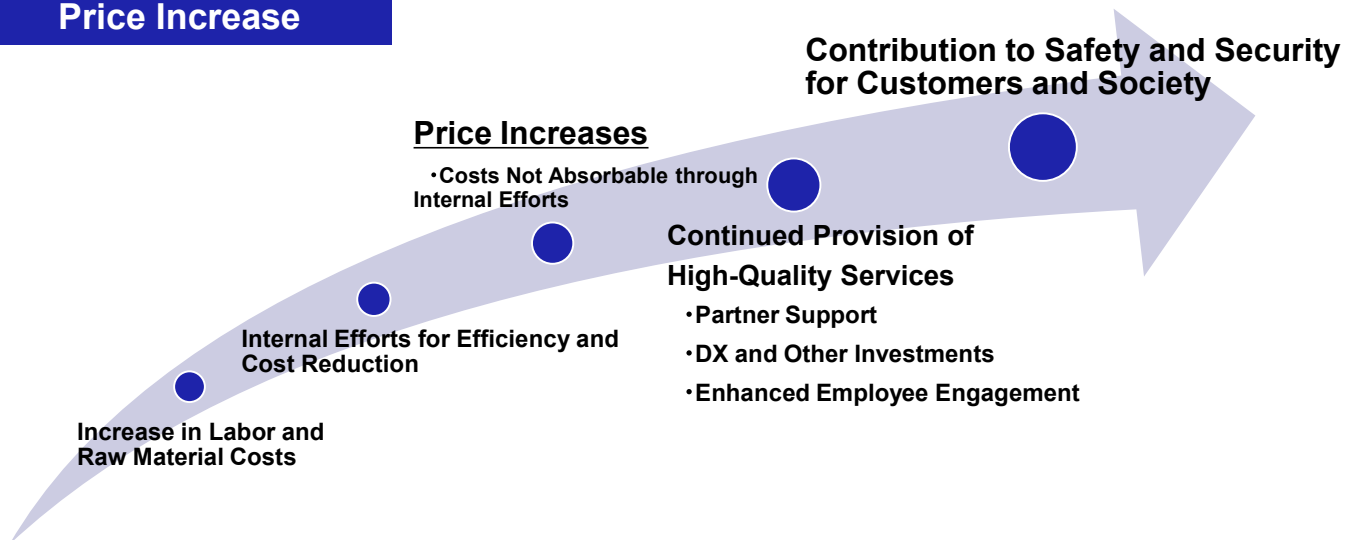
FY2026 Initiatives Achievements

Rebranding

Company Name
ALSOK CO., LTD.

Brand Slogan
ALways OK

Price Increase



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- In commemoration of our 60th anniversary, we changed our company name on July 16, 2025 from SOHGO SECURITY SERVICES to ALSOK, and we renewed our brand slogan from “ALways Security OK” to “ALways OK,” signifying our commitment to address not only security but a variety of risks.
- While the ALSOK brand had already received a high level of recognition, this initiative served as an opportunity to once again clarify its value and the direction it aims to pursue, and as a result, we believe it has contributed to the promotion of various businesses and to improvements in our financial performance.
- Understanding of our philosophy and brand has increased within ALSOK, which has also resulted in increased employee engagement.
This is also having a positive impact on our recruitment efforts for new graduates in 2027.
- As part of our ongoing efforts to deliver such value, price increases have been made mainly for Electronic Security Services and Stationed Security Services, in response to increases in personnel and material costs.
- In implementing these price increases, we provided detailed explanations and discussions based on the circumstances of each specific customer, enabling us to gain the understanding of many customers. The number of contracts has also continued to increase on a net basis, and we have not observed any negative impact on demand so far.
- We strive to continue providing high-quality services in line with their value, thereby contributing to the “safety and security” of our customers and society.
- This concludes my talk today.

Appendix

Consolidated Statements of Income

Results

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net sales	551.8	597.0	45.1	8.2%
Cost of sales	420.9	453.9	33.0	7.9%
Labor costs	202.6	217.6	15.1	7.4%
Outsourcing costs	58.7	70.4	11.7	19.9%
Depreciation	16.3	16.9	0.6	3.8%
Other costs	72.9	74.9	2.0	2.8%
Construction and installation costs	70.2	73.9	3.7	5.2%
SG&A	90.7	96.1	5.4	5.9%
Advertising expenses	2.6	3.0	0.5	17.8%
Personnel expenses	54.4	57.5	3.1	5.7%
Depreciation	3.7	4.4	0.7	17.9%
Other SG&A expenses	29.9	31.0	1.2	3.9%
Operating income	40.2	46.9	6.7	16.7%

Consolidated Balance Sheet

Results

(Unit: Billion yen)

	FY2025	FY2026	YoY		FY2025	FY2026	YoY
Current assets	256.7	297.8	41.1	Current liabilities	108.8	139.5	30.6
Cash and deposits	68.6	77.7	9.0	Notes and accounts payable – trade	30.1	28.9	(1.1)
Cash for transportation services	81.5	88.3	6.8	Short-term loans payable	12.4	37.2	24.7
Notes and accounts receivable – trade and contract assets	69.7	73.1	3.4	Other	66.2	73.2	6.9
Other	36.7	58.5	21.7	Non-current liabilities	87.5	108.5	21.0
Non-current assets	315.6	377.1	61.4	Long-term loans payable	1.3	12.4	11.0
Property, plant and equipment	122.4	145.9	23.5	Net defined benefit liability	39.5	35.8	(3.7)
Intangible assets	38.7	36.7	(1.9)	Other	46.6	60.3	13.7
Investments and other assets	154.5	194.4	39.8	Total liabilities	196.4	248.0	51.6
				Shareholders' equity	310.0	330.8	20.7
				Accumulated other comprehensive income	28.3	52.7	24.4
				Non-controlling interests	37.5	43.3	5.7
				Total net assets	376.0	426.9	50.9
Total assets	572.4	675.0	102.6	Total liabilities and net assets	572.4	675.0	102.6

Consolidated Statements of Cash Flows

Results

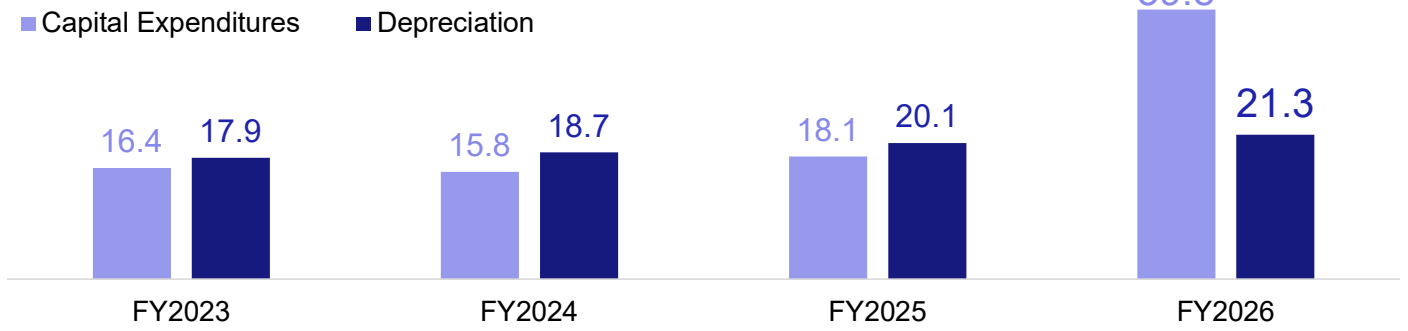
(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net cash provided by (used in) operating activities	42.6	53.7	11.1	26.1%
Net cash provided by (used in) investing activities	(15.5)	(39.2)	(23.6)	152.2%
Net cash provided by (used in) financing activities	(36.3)	(7.7)	28.5	(78.7%)
Cash and cash equivalents at end of period	60.0	66.8	6.7	11.3%
Free cash flow	27.0	14.5	(12.5)	(46.2%)

Capital Expenditures and Depreciation

Capital Expenditures and Depreciation

(Unit: Billion yen)



YoY Change

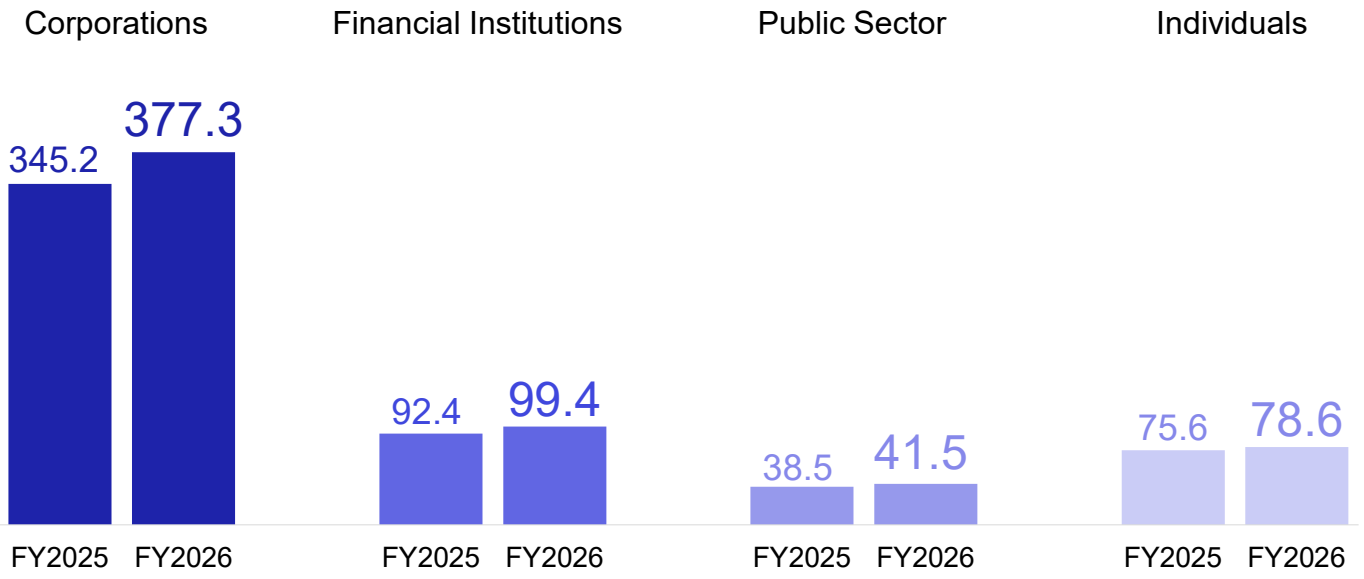
(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Capital expenditures	18.1	39.8	21.6	119.0%
Depreciation	20.1	21.3	1.2	6.4%

Sales by Customer Segment

Net Sales

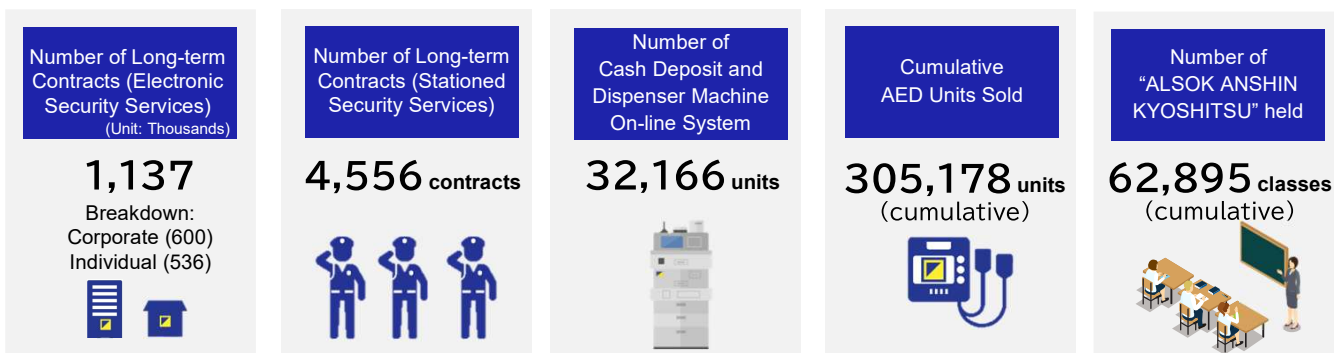
(Unit: Billion yen)



Corporate Information

Company Overview

Corporate Name	ALSOK CO.,LTD.(Securities Code: 2331)
Head Office	1-6-6 Motoakasaka, Minato-ku, Tokyo, 107-8511, Japan
Established	July 16, 1965
Capital	¥18,675 million
Number of Affiliated Companies	Consolidated Subsidiaries 92 Equity Method Affiliate 12
Employees	Consolidated: 66,949 / Non-consolidated: 11,741
Main Business Activities	Electronic Security Services, HOME ALSOK Services, Stationed Security Services, Transportation Security Services, Facility Management Services etc., Long-Term Care Services, Overseas Services



*As of March 31, 2026

Management Philosophy

Based on two core principles exemplified by "arigato no kokoro" and "bushi no seishin", we promote our business and devote ourselves to protecting the safety and security of our customers and society as a whole.

Brand Statement

Since its founding, ALSOK has conducted its business based on "arigato no kokoro," a spirit that never forgets gratitude, and "bushi no seishin," based on toughness, fairness, and generosity, calling for self-discipline even in the face of adversity and constant consideration for others. Guided by these values, we have always been sincerely committed to protecting the safety and security of our customers and society.

We have pursued the role that ALSOK should play in addressing the diverse risks and needs arising from changing times and societal shifts.

The phrase "ALwayS OK" embodies the "way"—the path—we are committed to following. With the aim of becoming a presence of which people can say, "With ALSOK, it is always OK—and everything is OK," and with a strong determination to take responsibility ourselves and see our commitments through, we continue to take on the challenge of evolution.

"Arigato no kokoro" (a feeling of gratefulness and gratitude): This refers to the way people in Japanese society agree to live their lives while being respectful toward the lives of others; it represents a humble feeling of gratefulness and gratitude toward the people and everything else that enriches our daily lives.






"Bushi no seishin" (a samurai spirit): This embodies a strong and honorable yet kind mentality of a samurai from a bygone era characterized by discipline, purpose, and the will to succeed and grow.

ALwayS OK

Corporate History





From the Company's Founding to the Present

Business

<p>1965 Foundation</p>  <p>(Former Prime Minister Shigeru Yoshida with the Founder and His Wife)</p>	<p>1971 Began Transportation Security Services</p>	<p>1983 Acquired the first security industry certification from the Tokyo Metropolitan Public Safety Commission Start of rental-type home security</p>	<p>1997 Launched Cash Deposit Machine On-line System</p> 	<p>2002 Listed stock on the first section of the Tokyo Stock Exchange</p> 	<p>2012 Began security operations at Tokyo Skytree Entered the Long-term care business</p>	<p>2024 Launched of Nationwide Rescue Services</p> 
<p>1966 Began building management services</p>	<p>1975 ATM management system started operation</p>			<p>2003 Changed corporate brand to "ALSOK" form "SOK"</p>	<p>2015 Olympic and Paralympic Games Tokyo 2020 Conclusion of official partner contract</p> 	<p>2025 Changed corporate name to ALSOK CO.,LTD.</p>
<p>1967 Began Electronic Security Services</p>				<p>2007 Overseas expansion (ALSOK Thailand)</p>		

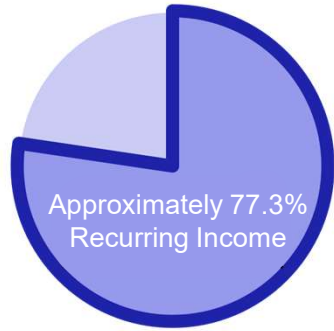
• 1965~ • 1970~ • 1980~ • 1990~ • 2000~ • 2010~ • 2020~

Events

<p>1965 Security of the Beatles Performance at Budokan</p> 	<p>1970 Security of the Osaka Expo</p> 	<p>1981 Kobe Port Island Exposition</p>	<p>1990 Security of the International Garden and Greenery Exposition</p>	<p>2002 Security of the FIFA World Cup</p>	<p>2011 Support for Great East Japan Earthquake</p> 	<p>2021 Security of the Olympic and Paralympic Games Tokyo 2020</p>
	<p>1972 Security of the Sapporo Winter Olympics</p>	<p>1985 Security of the Tsukuba Expo '85</p>	<p>1995 Support for Great Hanshin-Awaji Earthquake</p> 	<p>2008 Security of G8 Hokkaido Toyako Summit</p> 	<p>2016 Security of the Ise-Shima Summit</p>	<p>2023 Security of G7 Hiroshima Summit</p>
	<p>1979 Security of the Summit (Tokyo Summit, 5th)</p>	<p>1986 Security of the Summit (Tokyo Summit, 12th)</p>			<p>2019 Security of the Rugby World Cup</p>	<p>2025 Security of EXPO2025 Security of Japan and World Athletics Championships Tokyo 2025</p> 

Revenue Structure and Strengths

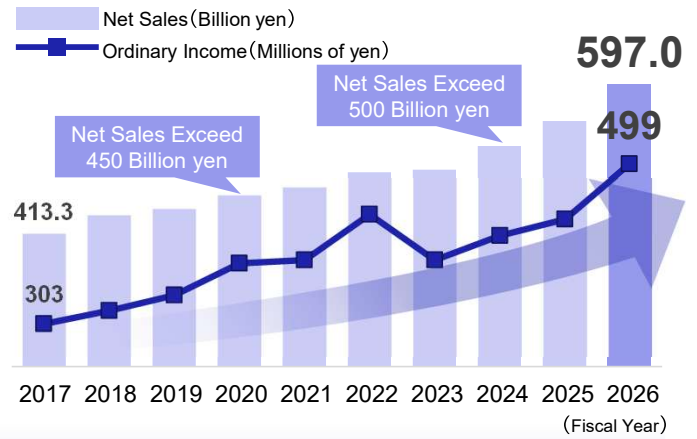
Sustainable and Stable Earnings Structure



Contract
Renewal Rate
Exceeding 95%※

※FY2026 Results of Electronic Security Services / HOME ALSOK Services

Continued Stable Growth



Three Core Strengths Supporting Growth

Brand	Organizational Capabilities	Trust from Our Customers
The ALSOK brand symbolizing "safety and security"	24/7 nationwide response	A Well-Balanced Customer Base Not Concentrated in Any Specific Industry

Enhancing Corporate Value Through Sustainable Growth