

# ALSOK REPORT 2025

[Fiscal year ending March 31, 2025]

**ALSOK CO.,LTD.**

Securities Code: 2331





Electronic Security Services



Transportation Security Services



Facility Management Services, etc.



HOME ALSOK Services



Long-term Care Services



Stationed Security Services



Overseas Services

## Table of Contents

<b>ALSOK's Story of Value Creation</b>	
ALSOK's History of Value Creation .....	02
Businesses, Products and Services from ALSOK ....	04
ALSOK's Strengths .....	06
<b>Rebranding</b>	
Rebranding .....	08
<b>Message from Top Management</b>	
Message from Group CEO .....	10
Message from Group COO .....	13
<b>ALSOK's Value-Creation Strategy</b>	
ALSOK's Value-Creation Model .....	16
About Our Business Operations .....	18
Medium-term Management Plan .....	25
<b>Sustainability and ESG</b>	
Sustainability and CSR Management .....	26
Providing Trustworthy Security Services .....	28
Providing Products and Services that Help Resolve Social Issues .....	30
Cultivating Human Resources and Building a Comfortable Workplace Environment .....	34
Contributing to Local Communities through Active Communication .....	37
Initiatives for Respecting Human Rights .....	38
Consideration for the Global Environment .....	40
Corporate Governance .....	42
A Roundtable Discussion with Outside Directors....	45
Directors, Audit & Supervisory Board Members,... and Executive Officers	50
<b>Financial Information/Corporate Information</b>	
Financial Section .....	52
Corporate Information/Stock Information .....	57

### Editorial Policy

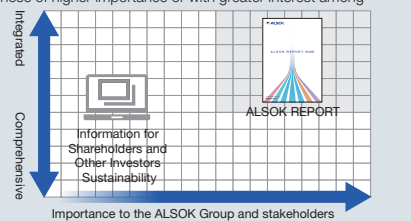
ALSOK Report 2025 has been constructed as an integrated report that compiles financial information on the Company's performance, business operations, and strategies as well as non-financial information on its corporate social responsibility (CSR) activities and other topics with the aim of obtaining the opportunity to deepen our engagement with shareholders, investors, and other stakeholders.

In addition to describing the state of management from an economic perspective, this report also explains the ALSOK Group's environmental, social, and governance (ESG) initiatives as well as the various CSR activities the Group carries out to contribute to the international society's drive to achieve the United Nations' Sustainable Development Goals (SDGs), along with the Group's approach to achieving growth through sustainable value creation and its business structure that supports medium- to long-term management, business strategies, and growth.

Data and more detailed information on corporate activities that were not included in this report are available on the Company's corporate website.

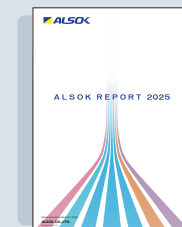
### Reporting Media

The Company provides reports in the forms of a pamphlet and a website, making full use of characteristics of the respective media. In the pamphlet version, items are narrowed down to those of higher importance or with greater interest among readers and the explanations on them are provided in a manner that is easy to read and understand. Meanwhile, the website version comprehensively includes financial information and the initiatives related to CSR and other matters in general.



### Guidelines Referred to

- IFRS Foundation, "International Integrated Reporting Framework"
- Ministry of Economy, Trade and Industry (METI), Guidance for Collaborative Value Creation
- Japan Standards Association (JSA), ISO 26000:2010 Guidance on Social Responsibility
- Global Reporting Initiative (GRI), Sustainability Reporting Standards
- Ministry of the Environment (MOE), Environmental Reporting Guidelines 2018



### Explanation of Cover

The seven lines illustrated on the cover symbolize the seven businesses that ALSOK operates. It expresses how combining the strengths of each business forms one powerful path, with the entire Group advancing toward the future. By renewing its brand slogan to 'ALways OK,' ALSOK has advanced beyond the boundaries of traditional security to become a company capable of addressing diverse risks, thereby delivering greater safety and security to society.



# ALSOK's History of Value Creation

Over the 60 years since our founding in 1965, ALSOK has been leading Japan's security industry adhering to its Management Philosophy, which is based on the principles of "arigato no kokoro"<sup>\*1</sup> (a feeling of gratefulness and gratitude) and "bushi no seishin"<sup>\*2</sup> (a samurai spirit). Guided by these principles, we have identified, analyzed, and assessed diverse risks, dedicating ourselves to providing safety and security to society.

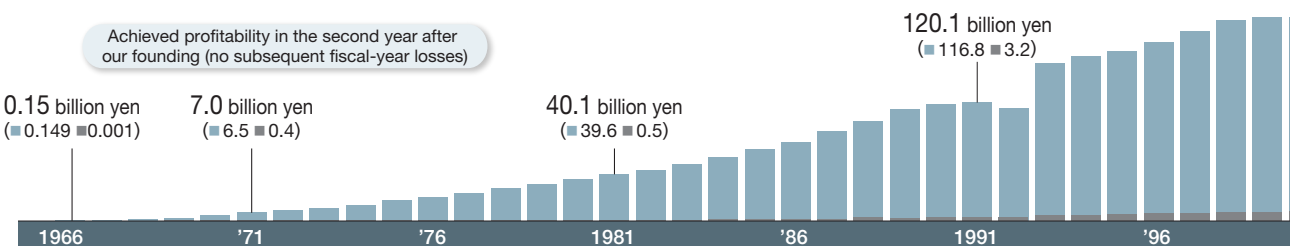
As a corporate group responsible for risk management and backed by one of Japan's largest service networks, we will continue to take on new challenges for the future while nurturing the distinctive qualities that define ALSOK.

<sup>\*1</sup> Human beings in society agree to live and let others live. The spirit of gratitude is a humble feeling of thankfulness to all the people and things around ourselves.

<sup>\*2</sup> The samurai spirit embodies a strong and honorable concept of discipline, purpose, and the will to succeed and develop.

## Net Sales

1965–2009: Security Services ■ Other  
2010–2023: Security Services ■ General Property Management and Fire Protection Services ■ Other  
2015–2023: Security Services ■ General Property Management and Fire Protection Services ■ Long-term Care Services ■ Other  
2024: Security Services ■ Facility Management Services, etc. ■ Long-term Care Services ■ Overseas Services



## Providing Better Services to More Customers

### Real-time Monitoring with Video

#### Increasing added value for Electronic Security

Responding to advances in security equipment and developments in communication technologies

#### 1967 Began providing Electronic Security Services

At the time, sensors detected something specific, and instructions were relayed by radio to on-site security staff

#### Today Video monitoring services

Identifying on-site situations with the use of imaging sensors. These can also be checked by customers via their smartphones



### Peace of Mind for Day-to-Day Life too

#### Expanded customer base, diversified services

From "Protecting homes" to "Protecting lifestyles"

#### 1988 Began providing Home Security Services

Expanded services on the back of increased awareness of crime prevention and lifestyle changes

#### Today Providing more than just crime prevention, with "safety and security" for all aspects of life

Ensuring safety and peace of mind for a broad range of lifestyles, including for the elderly and those living in condominiums, in line with the concept of security services for all aspects of life



### Evolved to "Visible Security"

#### "Manpower" x "state-of-the-art equipment"

Visualization of services using state-of-the-art equipment

#### 1965 Began providing Stationed Security Services

Cultivated know-how by providing human security personnel at major events like expos, summits and international sports competitions



#### Today Better quality and labor-saving efforts by utilizing state-of-the-art equipment

Achieving labor-saving and greater efficiency through the use of state-of-the-art equipment like robots and drones, and providing high-quality services by fusing manpower and DX



### Expanded Cash-Related Services

#### Expanded business domains and customer base

Responding to changes in society (labor shortages, shift to cashless systems)

#### 1966 Began providing Cash Transportation Services for financial institutions

Provided Cash Transportation Security Services for financial institutions



#### Today Established presence as an outsourcer for cash-related services

Total support for ATM operation and management. In addition to sales proceeds management for corporate clients, our services also cover cashless payments



### Providing Constant Total Support for Customer Business Operations

#### Developed and expanded facility management operations

Responding to the needs of building management and fire protection closely connected to security

#### 1966 Began providing general building management services

Began general building management services closely connected to security services

#### Today Diverse range of services related to building management and fire protection

Sales of disaster prevention supplies, AEDs and energy-saving products, in addition to support for repair and renewal work of building facilities and inspection, fire protection and cleaning services. Also provides support for increasing the added value of facilities



### Responding to a Super-Aged Society

#### Providing a wide range of care services

Backed by the "safety and security" of the ALSOK brand

#### 2012 Full-scale entry into Long-term Care Services

Began providing visitation-based care services in the Metropolitan Area

#### Today Providing a wide range of care services and care facility management

In addition to providing basic care to support daily living, we provide services including an original program designed to encourage body movement and brain activation as an initiative to prevent and control dementia



### For Safety and Security throughout Asia

#### Expanding services globally based on security know-how cultivated in Japan

Responding to mounting needs for safety and security around the world

#### 1980 Began dispatching security response personnel to diplomatic establishments abroad

Dispatched personnel to Japanese embassies and consulates around the world (Middle East, Latin America, etc.)

#### Today Developed diverse services for safety and security throughout Asia

Established local subsidiaries in six countries, mainly in Southeast Asia, a region that is experiencing significant growth, and began providing services there. Services will continue to be provided going forward for both Japanese and non-Japanese companies by meeting the specific needs of each region







## Businesses, Products and Services from ALSOK

As a provider of services related to the safety and security of society, the Group is working to provide new services that combine various service functions such as security, facility management, and nursing care to meet the needs for the safety and security of customers and society given increasingly diversifying risks.

### Security Services

#### (1) Electronic Security Services (P. 18)

Installation of alarm equipment and other sensors at contracted stores or homes, and dispatch of security guards to respond to any abnormal situations such as intrusions or fires.

##### Main Products and Services

- **ALSOK-G7** Security system that incorporates live video monitoring as a standard feature
- **ALSOK IT Rescue** In the event of an IT equipment-related failure, security guards rush to the scene to determine the cause and provide emergency response utilizing DX
- **ALSOK Equipment Rescue** In the event of an equipment malfunction at a condominium, building, etc., security guards rush to the scene to determine the cause and provide emergency response utilizing DX
- **Information Security Services** ALSOK PC management service, ALSOK Physical Penetration Test, ALSOK EDR Service, etc.

#### (2) HOME ALSOK Services (P. 19)

In line with the concept of “security services for all aspects of life,” we provide products and services tailored to the lifestyle and life stage of each customer, such as home electronic security services.

##### Main Products and Services

- **HOME ALSOK Connect** The optimal multifunction system for ordinary homes, including both condominiums and detached houses
- **HOME ALSOK MIMAMORI SUPPORT** System with emergency reporting and telephone health consultation service functions for senior citizens added

#### (3) Stationed Security Services (P. 20)

Security guards are stationed at the contracted facility and access control, patrol, and monitoring are performed to prevent various accidents and respond to emergencies. Security services are also provided for various events such as international conferences.

##### Main Products and Services

- **Stationed Security** Security guards are stationed at facilities, and in case of emergency, we carry out patrols, conduct monitoring, and provide facility/equipment management for crime and disaster prevention
- **Event Security** Flexibly responds to short-term security needs for international conferences, various events, etc.

#### (4) Transportation Security Services (P. 21)

Our Transportation Security Services Business provides transport of valuables such as cash and securities to locations designated by contract via cash transport vehicles. We provide comprehensive solutions for cash-related operations via services like our “Cash Deposit and Dispenser Machine On-Line System,” “ATM General Management Service” and “ALSOK Multi-QR Payment Solution.”

##### Main Products and Services

- **Cash Deposit and Dispenser Machine On-Line System** Total solution for customer business operations combining store sales proceeds management functionality with a transportation security network
- **ATM General Management Service** Total support for ATM operation and management, including replenishment and collection of ATM cash and ATM fault response
- **ALSOK Multi-QR Payment Solution** A cashless payment service that makes it possible to handle multiple payments on a single device
- **Operations Center BPO (business process outsourcing) for financial institutions** Efficient bill and document management work in response to the needs and requests of each customer

#### (5) Facility Management Services, etc. (P. 22)

Total support business covering building and condominium maintenance, operation and management, including repair and renewal of various building facilities, fire and disaster prevention, facility management, cleaning and sanitation management, plumbing installation and electrical installation. It also sells disaster prevention supplies, infectious disease control supplies, and AEDs.

##### Main Products and Services

- **Facility Management** Total support for building operation and management, including repair and renewal of building facilities, fire and disaster prevention work, facility management, cleaning management, sanitation management, and a telephone answering service
- **AED** Sale, rental, and management of AED equipment, and training in the use of AED equipment
- **Disaster, Infection Prevention Products, Harmful Bird & Wildlife Control Services** Sales and management of disaster stockpiles, food inspections, and support for protecting agricultural crops, etc., from harm caused by animal and bird pests

#### (6) Long-term Care Services (P. 23)

Provision of a wide range of services from home-based nursing services such as creating care plans and day services, to facility-based care services such as pay-for-care homes for the elderly with nursing care and group homes. We sell and rent equipment for long-term care covered by public aid, as well as provide home-visit medical massage services.

##### Main Products and Services

- **In-home care services** Care plan development, in-home care/nursing services, day-care services, loans and sales of equipment for long-term care, etc.
- **Residential care services** Fee-based senior care homes, group homes, and serviced senior housing
- **Other Services** Dispatch medical massage, etc.

#### (7) Overseas Services (P.24)

Established local subsidiaries in six countries, primarily in Southeast Asia, we are expanding our business domain not only to provide Security Consulting, Stationed Security Services, and Electronic Security Services, but also facility management such as disaster prevention and cleaning.

##### Main Products and Services

- **Security Services** Electronic Security Services, Stationed Security Services
- **General Property Management and Fire Protection Services** Facility Management, AED sales, etc.
- **Integrated Facility Management Service** We provide a service that centrally manages outsourced operations such as stationed security, cleaning, and employee cafeteria management



# ALSOK's Strengths

Building on our “Three Strengths”, we have provided solutions that help resolve diverse social issues while establishing a sustainable and stable profit structure.

## Three Strengths

### Brand



Through the provision of services such as Security Services, and by steadily gaining customers and building trust, we have established our position as a brand that symbolizes safety and security.

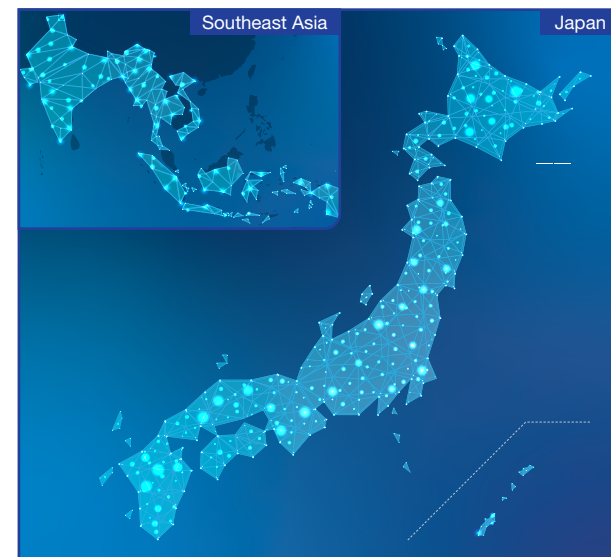
The ALSOK brand was born in 2003 and is now widely recognized across society.



### Organizational Capabilities

With the industry-leading network, ALSOK provides Safety and Security to society and customers 24 hours a day, 365 days a year, by harnessing its agility to rush to the site immediately in the event of an emergency. More than just in Japan, high-quality services are also provided in Southeast Asia and other regions.

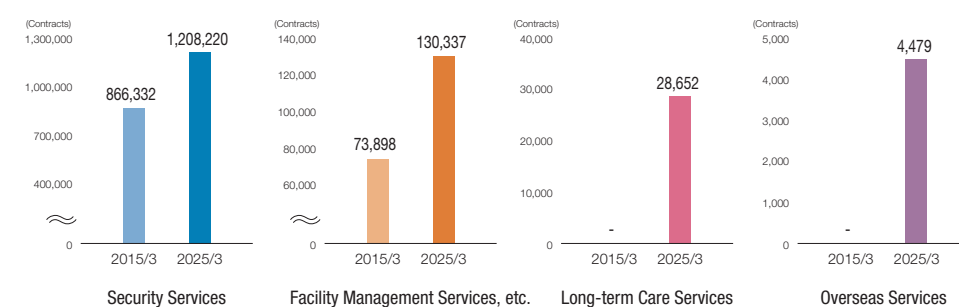
Number of Depots Located Nationwide	Approx. 2,300 locations
Number of Employees	64,733
Number of Company Vehicles* *Excluding bicycles	9,370
Number of municipalities where emergency reporting service is provided	520 municipalities (1,747 municipalities nationwide)
Number of Group Companies	Consolidated Subsidiaries 92 Companies Accounted for by the Equity Method 15
Overseas Operations	Operating in six countries (primarily in Southeast Asia)



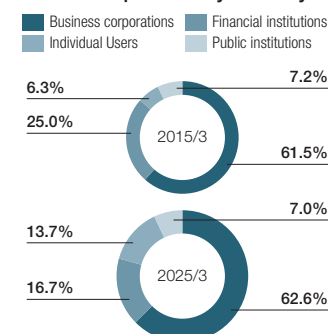
### Trust from Our Customers

We are already trusted by many customers, and the number continues to steadily grow. In addition, compared with the past, our customer base is diversified across business corporations, financial institutions, individuals, and others, enabling a well-balanced structure that does not skew toward any particular industry.

#### Number of Contracts by Business Segment



#### Sales Composition by Industry



## Providing Solutions that Help Resolve Social Issues

Since our founding, we have continually contributed to resolving the challenges of communities and our customers.

#### Case 1 AMAND System (1975)

Achieved unmanned operation of the ATM sections of financial institutions by automating all equipment required for opening and closing operations.

#### Case 2 Cash Deposit and Dispenser Machine On-line System (1997)

By allowing customers to deposit their sales proceeds, this system reduces the burden of cash-related administrative tasks.

#### Case 3 Accident scene First-Responder Service (2006)

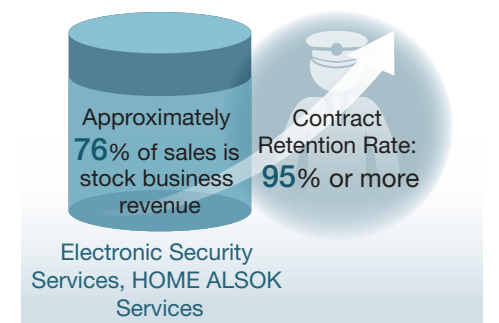
This service provides prompt response to reduce anxiety in the event of an accident by dispatching a security guard to the scene of the accident.



To remain a company needed by society, we continuously aim to provide solutions that contribute to solving issues.

## Sustainable and Stable Profit Structure

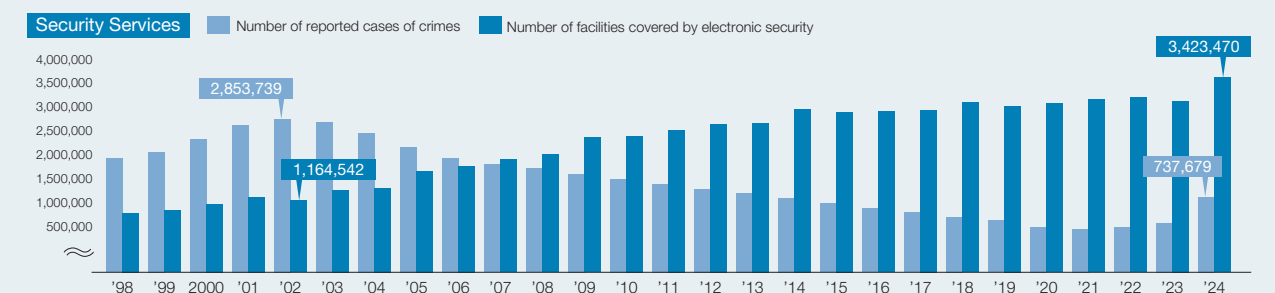
We have built a recurring revenue business model that earns revenue through ongoing contracts and periodic service delivery. In particular, Electronic Security Services and HOME ALSOK Services are business lines that benefit from economies of scale, as increasing the number of contracts does not require raising fixed costs beyond a certain level. In addition, because we maintain a high contract retention rate, we are able to secure stable profit.



## Business Development that Responds to Diversifying Risks

Utilizing the risk analysis and response capabilities cultivated in the Security Services, we are expanding our business domains in order to solve new risks and issues (aging of equipment, aging of society, etc.) that have arisen as a result of changes in society.

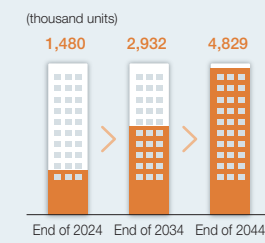
#### Business Conditions by Segment



Source: "Overview of Security Services in 2024" and "2024 Crime Statistics", National Police Agency

#### Facility Management Services, etc.

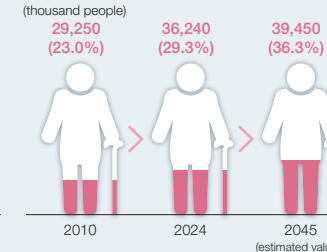
Number of condominiums constructed over 40 years ago



Source: "Trends in the number of condominiums constructed over 40 years ago (as of the end of 2024)", Ministry of Land, Infrastructure, Transport and Tourism

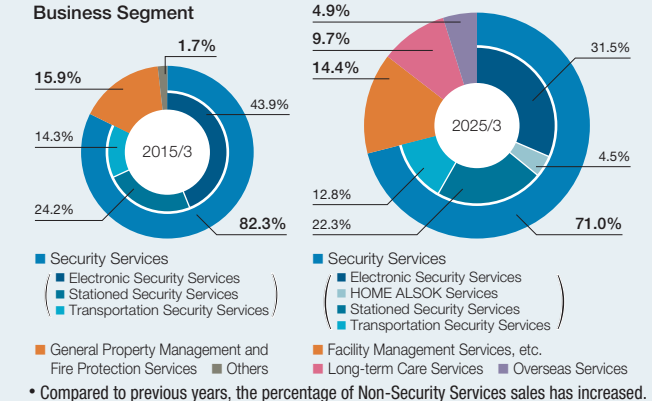
#### Long-term Care Services

Population aged 65 and over (percentage of the total population)



Source: "2025 Annual Report on the Aging Society", Cabinet Office

#### Sales Composition by Business Segment



• Compared to previous years, the percentage of Non-Security Services sales has increased.

\* For FY2015 (fiscal year ended March 31, 2015), figures represent the number of contracts and the net sales composition ratio for the former reportable segments.



# Rebranding

## — Leap to a new stage —

On the occasion of our 60th anniversary in July 2025, we amended our company name from “SOHGO SECURITY SERVICES CO., LTD.” to “ALSOK CO.,LTD.” Under our new brand slogan “ALwayS OK,” we will evolve into a corporate group capable of addressing diverse risks and create new value.

### The Evolution of Our Businesses and Brand

#### ■ Founding

On July 16, 1965, embodying the founder’s strong conviction that “The leading security company needs to excel at all security services,” SOHGO SECURITY SERVICES CO., LTD. was established.



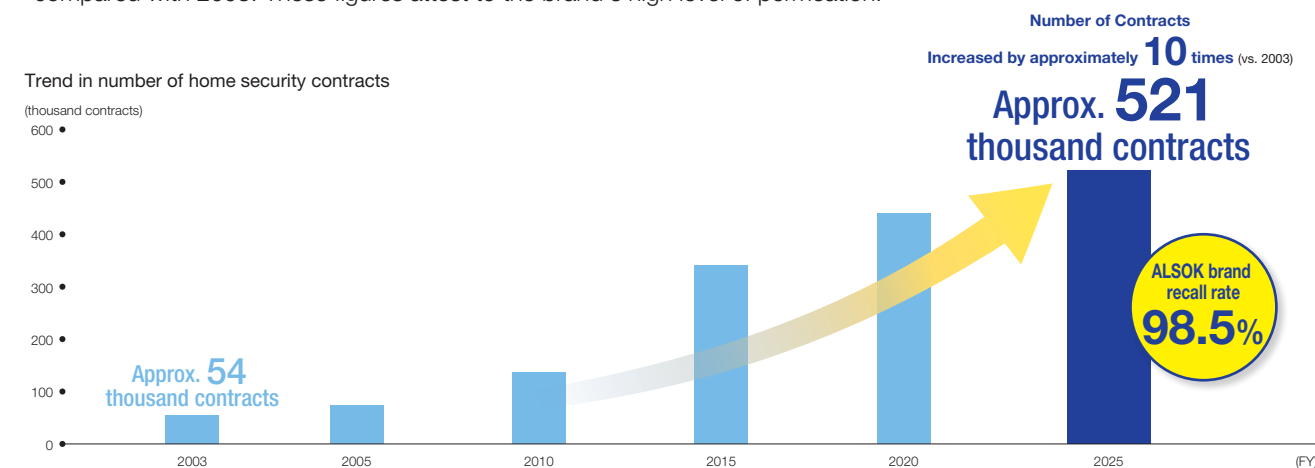
#### Background of our founding: Creating a Made-in-Japan security company

After retiring from the National Policy Agency and serving as the Deputy Secretary-General on the organizing committee for the Olympic Games Tokyo 1964, Jun Murai was advised by former Prime Minister Shigeru Yoshida who said, “You should create a uniquely Japanese security company.” This marked the building blocks of a truly Made in Japan security company—where the safety of Japan was provided by Japanese people.

Former Prime Minister Shigeru Yoshida with founder Jun Murai and his wife

#### ■ Birth and Permeation of the “ALSOK” Brand

- Taking our listing on the First Section of the Tokyo Stock Exchange on October 25, 2002 as an opportunity, we adopted “ALSOK” as our corporate brand in July 2003. “ALSOK” is a coined word shortened from “ALways Security OK,” which conveys SOHGO SECURITY SERVICES CO., LTD.’s most outstanding quality, the agility to act immediately, and the high motivation to provide security 24 hours a day, 365 days a year.
- Leveraging the rollout of the “ALSOK” brand, we have worked to further enhance our corporate image, particularly in markets targeting individuals and households.
- Beginning in 2004, increasing the number of impactful commercials featuring company-affiliated athletes and other efforts contributed to a rise in the share of people who, when thinking of “a company that provides home security,” recall our company by the “ALSOK” brand name. In this case, there was an increase from approximately 21% in 2004 to about 98% as of 2025. The number of home security contracts has also increased by approximately tenfold compared with 2003. These figures attest to the brand’s high level of permeation.

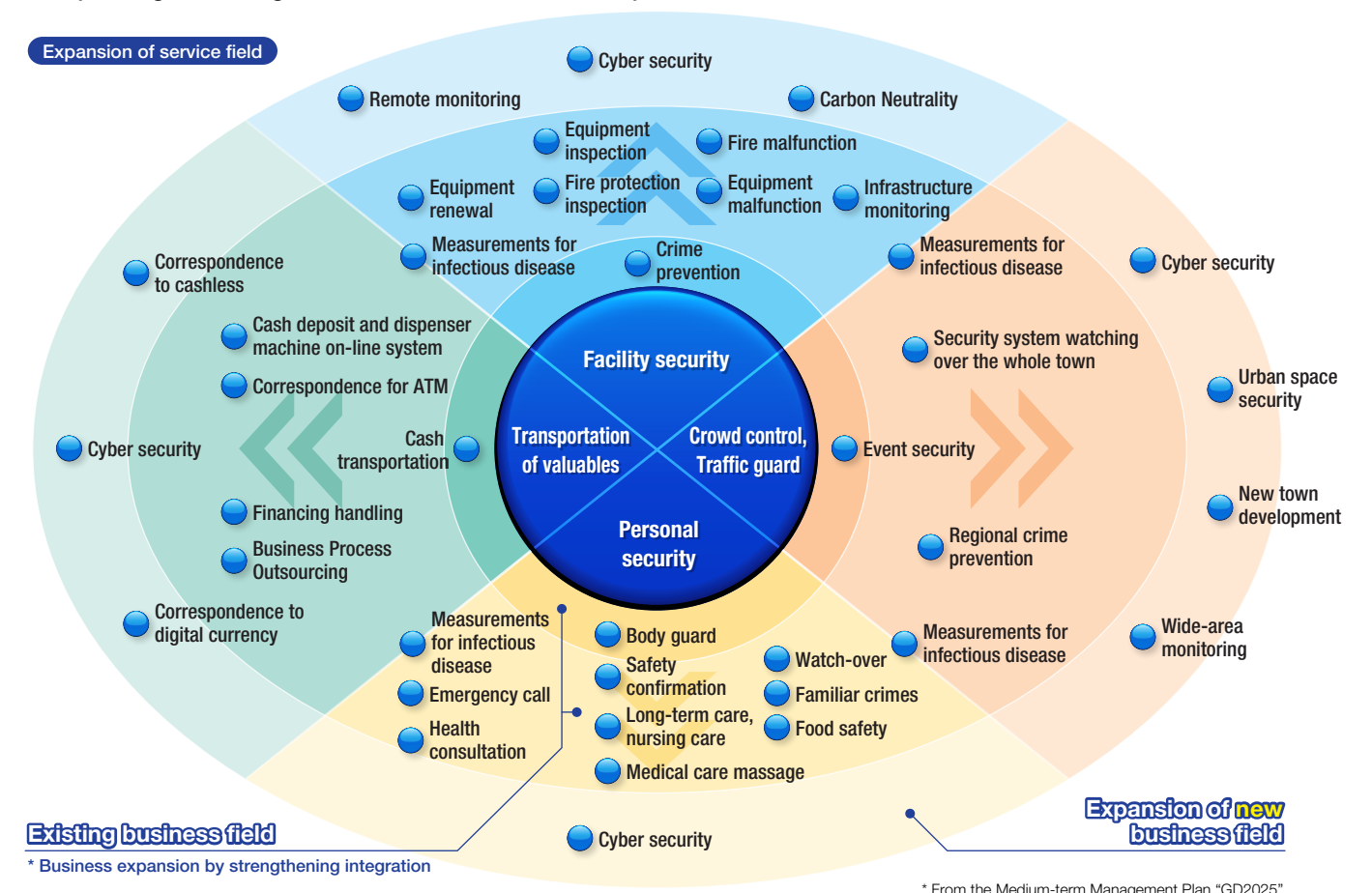


#### Evolution of the sticker



#### ■ Changing Social Needs and Expansion of Business Domains

As needs for safety and security diversify, our business domains are expanding beyond traditional security into areas such as facility management, long-term care, and information security.



#### Rebranding

More Essential to Society

# ALwayS OK

With the intention of delivering greater safety and security to society beyond the bounds of security, we changed our brand slogan from “ALways Security OK” to “ALwayS OK.” With shared values at heart throughout the Group, we will strive to be an entity that connects with society.





## The Thinking behind Our Rebranding

The ALSOK Group celebrated its 60th anniversary in July 2025. I would like to express my deepest gratitude to our customers, shareholders, employees, and all stakeholders whose support has enabled us to continue our business for 60 years. I feel that a company cannot continue unless its necessity is widely recognized by society, and it is deeply moving to say that our Group has been continually needed by people for as long as 60 years. Rather than taking this for granted, we will renew our commitment and devote ourselves to providing services and conducting business activities that society needs.

Marking this 60th anniversary, we have decided to rebrand. It has been 22 years since the corporate brand “ALSOK” was launched in 2003. As ALSOK has become widely recognized by society as a brand synonymous with safety and security, I feel that the name itself has grown to the point of being our greatest asset. At the same time, we are also offering services

## Rebranding Committed to

**Tsuyoshi Murai** Representative Director,  
Group CEO and CTO  
(Chief Technology Officer)

that can no longer be strictly called security services, such as our “rescue services,” which dispatch personnel in the event of a failure with IT equipment or a building’s facilities, and HOME ALSOK MIMAMORI SUPPORT, which dispatches personnel when there is a change in an elderly person’s condition. As a result, the name “Sohgo Security Services” is no longer a suitable name since we provide other services in addition to security services. We therefore redefined our business as being “a business that responds to diverse risks and delivers safety and security to customers and society” and also changed our brand slogan from “ALways Security OK” to “ALwayS OK.” Having thus solidified this core purpose of the Group, we amended the Company’s trade name from “SOHGO SECURITY SERVICES CO., LTD.” to “ALSOK CO.,LTD.” Going forward, we intend to convey more strongly than ever that we are a corporate group that addresses diverse risks, whether faced by corporations or individuals, and delivers safety and security broadly to society. As new demand has emerged with changes over time, we have expanded our business accordingly. This rebranding seeks to more forcefully articulate our significance to society in line with the expansion of our businesses.

## Growing Awareness of Risk Management and Expansion of Business Opportunities

Many people probably associate safety and security with crime and disaster prevention. From a crime-prevention perspective, while the number of recognized criminal offenses in Japan has turned upward in recent years, it remains below the peak, and initiatives for crime prevention have seen significant progress. Although some people point to a deterioration in perceived public safety, Japan still maintains a favorable level of public safety compared with other countries. The same applies to disaster prevention. While water-related disasters have somewhat increased amid the intensification of natural disasters, fires are on a declining trend, partly due to advances in fireproof building materials. We also take pride that companies like our Group, which devote efforts to disaster prevention, are



manner, and companies like our Group, which can make comprehensive proposals from risk analysis through to countermeasures, are being looked to with high expectations.

While closely monitoring such environmental changes, our Group aims to meet society’s needs by establishing services that “enhance social efficiency through multitasking.”

## Implemented to Mark Our 60th Anniversary Further Growth as a Company Needed by Society

contributing in no small part to mitigating disasters.

At the same time, in recent years, a momentum has been building across society to properly recognize risks, and signs of change are emerging. There is a trend among companies to accurately identify a wide range of risks beyond crime and disaster prevention, and to manage them to prevent the materialization of risks that could hinder business continuity. Specifically, this involves establishing a risk management cycle and making it more sophisticated, requiring that it be translated into the formulation and implementation of countermeasures to risks. However, doing all of this in-house is extremely difficult for companies, and it is inefficient for individual companies to allocate management resources to each low-probability risk. Within broader moves toward a sustainable and efficient society, this could also create “waste” at a societal level. There are limits to individual companies’ approaches to risk management from a capital efficiency standpoint as well.

What is needed then is the provision of services that, supported by a multitasking mindset, cover a broad spectrum of risks and address them in an integrated

## The Optimal Solution for Seizing Business Opportunities

As perceptions of risk and the business environment change, our Group retains a robust network, human resources, and a distinctive corporate culture that we have cultivated over many years. Looking ahead, it is essential that we leverage these strengths to the fullest.

We realized that the networked organization and personnel we built through our Security Services and the agility and mobilization capacity they generate can also be utilized in a range of risk management services. By developing new businesses that use these resources as strengths, we can not only bolster our Group’s earnings base but also help realize a sustainable and efficient society. Specifically, we envision our security guards stationed throughout Japan promptly rushing to respond whenever a customer’s facilities experience a failure, thereby addressing the diverse risks our clients may face. Akin to installing applications in a computer operating system, we will deploy various services in an operating system consisting of our network and personnel.



However, in that case, the challenge is to have the security guards who can access real-world sites acquire the skills needed to handle such tasks. Looking back, I am once again reminded that our Company has been supported by frontline strengths. However, if the scope of response operations continues to expand without limit, frontline employees may experience excessive stress and differences in experience and skills among employees could make it difficult to deliver services in a uniform manner. Here, the key to solving these issues is DX. We will organize systems in a way that is easy for those on the frontline to understand and, through DX, transfer the specialized knowledge needed on-site to the security guards in the field. As advancements in IT, such as AI, are making this possible, the possibilities for our business are expanding. In addition, there are various options in terms of our stance on IT utilization. One approach would be to pursue a powerful business rollout by providing fully unmanned services. However, aiming for that would likely require considerable time for system development and other efforts. Our way of solving problems is to introduce IT in a manner that achieves labor savings while leveraging our strengths—our frontline agility and mobilization capacity. Rather than providing fully unmanned services, we will combine people and IT to rapidly achieve real-world deployment. I believe that this will lead to capturing new demand and accelerating the pace of our business development, expanding areas in which we can contribute in real-world settings.

## Enhancing Human Resources and Organization

Securing human resources with the specialized knowledge required to deliver new services requires developing their abilities. I am specifically speaking about skills used to correctly understand diverse risks and basic IT skills. To acquire knowledge related to risks and IT, we have revised

our education programs, which we are currently implementing. Three years have passed since the introduction of the education programs, and many of our Group employees have come to better understand what skills are indispensable.

However, we also face several challenges. One is the human resources and skill sets needed to build the mechanisms for new services. We must quickly secure personnel with advanced skills, and we are working to establish that structure, including improving the work environment.

Another is strengthening our organizational capabilities. The key lies in a strong sense of ownership. As the size of an organization expands, a sense of ownership tends to fade, which in turn can impede the organization's governance. Conversely, when each individual has a strong sense of ownership, properly recognizes their role, and fulfills their responsibilities, internal controls function well and the organization becomes one with effective governance. This is why we have high expectations for the rebranding that I mentioned earlier. By clarifying our Group's significance to society, which had at times been somewhat ambiguous, I expect to see a heightened sense of ownership among each employee. From a governance perspective, I myself have been greatly supported by a Board of Directors that maintains a healthy sense of tension. I feel that the Outside Directors, who possess diverse skillsets, consistently raise necessary points for discussion, enabling sound decision-making.

## Enhancing Corporate Value

Over our long history, our Group's has built up a solid foundation of equity capital. As a result, we are now able to consider a variety of options. Going forward, in line with our Group's growth strategy and with due regard for our various stakeholders, I believe it is time to focus on the appropriate allocation of management capital. Utilizing our rebranding as an opportunity, we must articulate and communicate the Company's direction with greater clarity. The current fiscal year is the final year of our Medium-term Management Plan. In the next Medium-term Management Plan, we are preparing to revisit and clarify our approach to utilizing the capital we have secured to shape it into a more concrete approach.

As we mark the 60th anniversary of our founding, employees across the Group are renewing their commitment to ALSOK. Our desire to continue achieving sound growth as a corporate group that is even more essential to and trusted by society is growing stronger. Please look forward to the further growth of the ALSOK Group as we enter a new stage.



# Embracing the “Spirit of Challenge and Growth,” Strive to always Make the Best Choices in Serving Society

Ikuji Kayaki

Representative Director,  
Group COO

## A One-of-a-Kind Corporate Culture

I am deeply convinced that the ALSOK Group is a corporate entity that serves society and is needed by society.

Having joined the Company in 1982 and later assigned to our Kobe Branch, the Great Hanshin-Awaji Earthquake that occurred in 1995 remains one of the most painful memories I can never forget. The earthquake struck at 5:46 a.m. Although employees who were affected must each have faced tremendous hardship, many gathered at the office before noon and began making rounds to visit customers. Each time I saw colleagues in SOHGO SECURITY uniforms amid a city reduced to rubble, I felt the underlying strength of our Company. I still remember that vividly.

Of course, responses in times of disaster cannot be accomplished by our efforts alone. During the 2024 Noto earthquake, I was once again reminded of the importance of stakeholders working together to support the affected areas. Accordingly, the Group is working with like-minded private companies to conclude comprehensive collaboration agreements aimed at contributing to local communities, and I feel that even companies from different industries can find common ground in times of emergency. Drawing on these experiences, our Group, even beyond the framework of its core business, maintains a strong

commitment to serving society. I believe this is because we are a Company that brings together highly motivated human resources who strive to serve society, doing work that earns people's gratitude, and that we possess a one-of-a-kind and noble corporate culture. It is precisely because we are a corporate group needed by society that we can continue our business activities. Should the services we provide cease to be of use to our customers, meaning if we were unable to demonstrate our value, especially when disasters strike, the industry as a whole, ourselves included, would surely lose strength. Therefore, we intend to continue taking on challenges more than ever by developing our human capital, leveraging IT and AI, pursuing digital transformation (DX), and making new investments. We will remain fully mindful of our significance to society and devote all our capabilities to continuing being a Company that is needed by society.

## Recent Changes in the Business Environment and Our Performance Results to Date

The most difficult challenge in our operating environment is securing human resources. The working population





continues to decrease over the long term, making hiring conditions more difficult. Of course, we will continue to reward employees' efforts through compensation while continuing to work to raise engagement.

Although we are in the business of confronting risks, the geopolitical and economic risks in recent years have far exceeded what we had imagined. Furthermore, natural disasters such as extreme weather events are occurring more frequently, and I feel that we are more often in situations where the rules of thumb we have cultivated can no longer be applied in full. At present, as the very nature of risks is undergoing significant change, it can be said that new responses to risks are required.

Despite this challenging business environment, for the fiscal year ended March 31, 2025, our consolidated financial results exceeded the prior year in both net sales and income. On the business front, we increased net sales across each business, starting with Security Services, and over the past year we focused particularly on strengthening relationships with existing customers by adding new services. With an eye to medium-term growth, we of course place importance on expanding our scale by acquiring new customers. At the same time, I believe there is still ample room to broaden the range of services we can propose as a Group and to enhance services for existing customers. In that sense, I view this past year as one in which we were able to proactively roll out new offerings.

We have now completed the fourth year of our five-year Medium-term Management Plan, Grand Design 2025, and I assess that we are making steady progress on delivering new services that combine diverse service functions, as targeted in the plan. Amid continued inflation, we have also been able to implement price revisions reflecting higher costs with the understanding of our customers.

On the other hand, an error was identified related to the accounting treatment for retirement benefits, and, after disclosing deficiencies in internal controls, we were required to file an amended report. We sincerely apologize for the considerable concern caused to all stakeholders. We take this matter very seriously and are strengthening

our accounting framework and rebuilding our control and review processes. We will continue to conduct our corporate activities with transparency and integrity and work to restore trust. I respectfully ask for your continued support.

## Status and Outlook of Each Business

In FY2025, despite the challenging business environment, we were able to achieve results across all businesses.

Within the Security Services, our core Electronic Security Services segment is operating in a market where growth has slowed for electronic security itself. Despite this, we are enhancing services that leverage our existing electronic security infrastructure, such as ALSOK IT Rescue and ALSOK Equipment Rescue. We are also undertaking drone-based inspections of solar panels and exterior walls, and expanding cybersecurity-related businesses. From the standpoint of improving the efficiency of Electronic Security, reducing unnecessary dispatches and increasing our capacity to handle other operations are enduring challenges for which we are constantly pursuing solutions.

In HOME ALSOK Services, against a backdrop of a perceived deterioration in public safety, inquiries about home security services are on the rise. In light of this situation, we also intend to contribute to developing mechanisms that prevent incidents before they occur. Most recently, we have been working to expand sales of HOME ALSOK Connect, which delivers safety and security to households, while also focusing on HOME ALSOK MIMAMORI SUPPORT, a monitoring service for seniors in view of the progressing super-aging society.

In Stationed Security Services, in addition to reinforcing security at airport facilities affected by the expansion of inbound tourism and meeting increased security demand accompanying the restoring of production bases, for Expo 2025, we, as a Group, are undertaking not only venue and pavilion security but also initiatives such as visitor support utilizing avatars and AI. With labor shortages expected to intensify, we will continue to secure talent while pursuing both greater efficiency and quality improvement.

In Transportation Security Services, although the number of ATMs in Japan is declining, the need among financial institutions and business corporations to streamline cash management operations related to cash proceeds remains strong, and we have been able to expand the scale of the business even under challenging conditions.

As for Facility Management Services, etc., the value of completed work in the construction division remained solid, and we welcomed Kanso Co., Ltd., which primarily

operates a building maintenance business in the Kansai region, into the Group. Amid numerous challenges, such as securing talent and improving productivity, we expect this to contribute to the further expansion and strengthening of Facility Management Services, etc.

Long-term Care Services business performance was also solid. In this field, possibilities for business expansion are growing, including efforts to create new businesses through industry-academia collaboration. However, we recognize that there remains room to improve profitability and that further effort is required.

In Overseas Services, net sales have increased substantially partly due to the effects of M&A. Going forward, we intend to strengthen our management base in Southeast Asia and other regions with a view to achieving profitability at an early stage.

## Toward Future Growth

As mentioned earlier, our Group alone cannot meet society's expectations completely on its own. With this in mind, even before becoming President, I actively took part in cross-industry exchange forums and similar events, devoting efforts to building personal networks. The collaboration following the 2024 Noto earthquake mentioned earlier also drove home the importance of cross-industry collaboration. Going forward, I want to see the Group further enhance the platforms built among companies that share the same aspirations. Collaboration with municipalities is also extremely important. In times of disaster, for example, information is concentrated at

municipalities. If such information can be shared and connected to companies rooted in the local community, prompt disaster response becomes possible. Fortunately, our Group has extensive ties with companies across many industries and is positioned, as a hub for such enterprises, to contribute to solving issues facing local communities. We can fulfill this role because we have dependable human resources. We are convinced that it is precisely through human connections that we can resolve the various challenges faced by our customers and local communities.

I offered the words "spirit of challenge and growth" to new employees that joined the Company this year. Once you become part of an organization, it is easy to prioritize your own department and lose sight of the situation in surrounding departments. I hope these new employees will broaden your perspective, look around themselves, and take on the challenge of building lateral connections. I believe that by doing so, they will ultimately contribute to their own growth and to the growth of the Company as a whole. On the front lines of our operations, we face numerous choices that demand decisions. In such situations, when confused about which choice to make, I urge all employees to carefully discern what is best and make that choice. This is a mindset I myself consistently uphold in managing the Company. I keep firmly in mind not to be overly fixated on short-term profits, but to always pursue "Goodness" for our Group—and, beyond that, "Goodness" for society.

Thanks to your support, our Group has reached its 60th anniversary. To remain a company needed by society, we will continue to value communication with society and demonstrate the ALSOK Group's significance to society.





# ALSOK's Value-Creation Model

Over the 60 years since our founding, the ALSOK Group has continued to provide high-quality security services and more. Our greatest strengths are our corporate brand, organizational capabilities, and the trust of our customers. Although conditions are changing rapidly both inside and outside of the Company, we remain committed to creating new value and achieving sustainable growth for protecting the safety and security of customers and society while simultaneously achieving sustainable growth. By accomplishing these goals, we will meet the expectations of all stakeholders.

## ALSOK's Business Model



### Management Capital

#### Abundant human resources

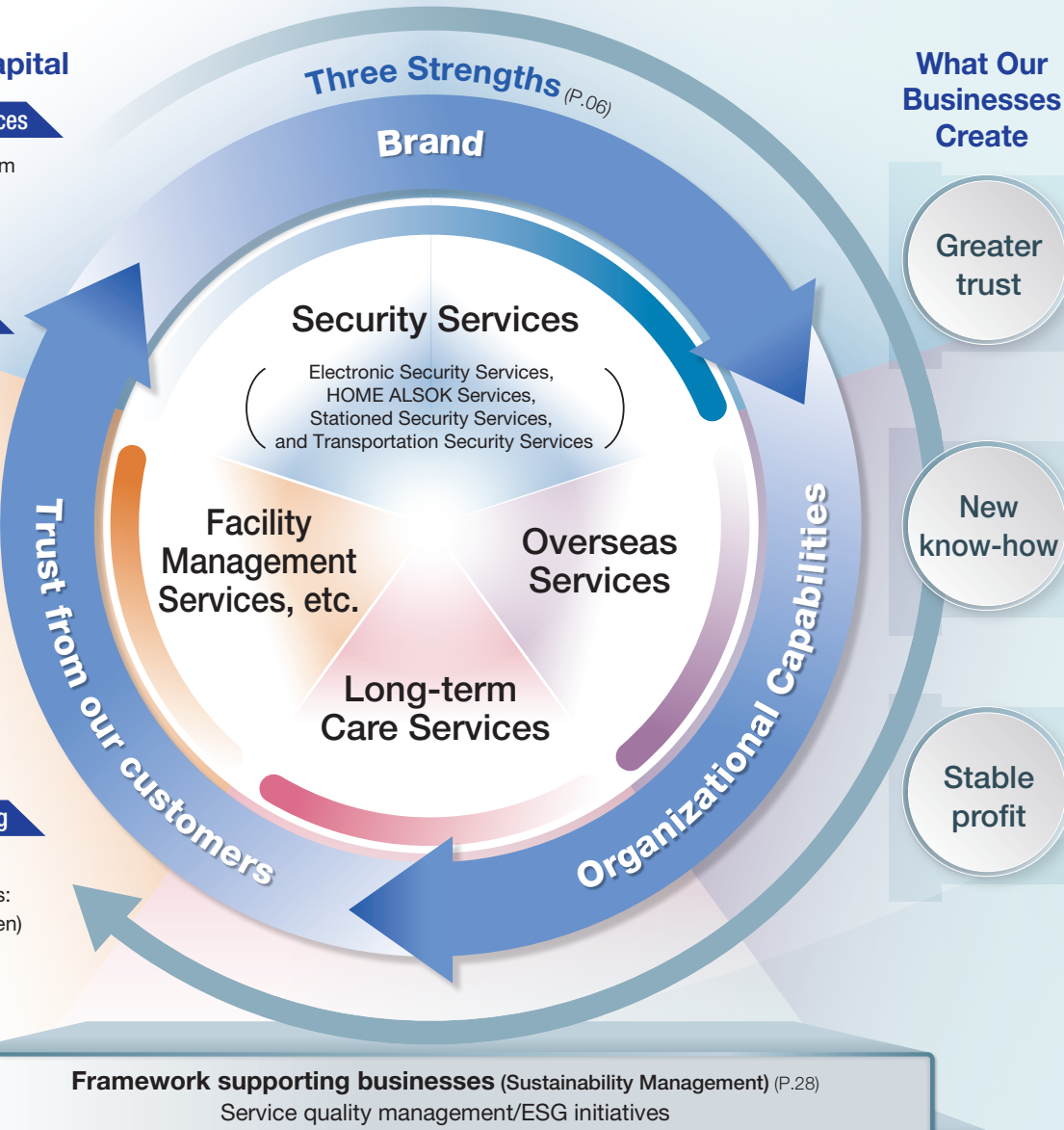
- Enhanced training system
- Diversity promotion
- Employees: **64,733**

#### Trust and Network

- ALSOK brand trust
- Global Service Network: In **six** countries with a focus on Southeast Asia
- Number of Depots Located Nationwide: Approx. **2,300** locations
- Number of business locations: Head office, **62** branches **34** offices **246** sales offices
- Certifications: ISO 9001, ISO 14001, ISO 22301, and ISO 27001

#### Sound financial standing

- Equity Ratio: **59.1** %
- Consolidated Net Assets: **376,000** (Millions of yen)
- Ranking (R&I): **A+**



### Management Philosophy

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

\* QOL: Quality of Life

## Value Provided

# Protecting the Safety and Security of Our Customers and of Society as a Whole

## Growth Strategies and Materiality

### Medium-term Management Plan (FY2022–FY2026)

## Grand Design 2025 (P.25)

### Basic Policies

- Enhancement of response capacity for diverse safety and security needs of society
- Digitization and utilization of data
- Establishing a work environment where employees play an active role
- Strengthen the efforts of sustainability

### Vision

## Becoming a Resilient Integrated Safety and Security Solutions Provider

### Five Material Issues (P.26)



#### (1) Providing Trustworthy Security Services



#### (2) Providing Products and Services That Help Resolve Social Issues



#### (3) Cultivating Human Resources and Building a Comfortable Workplace Environment



#### (4) Contributing to Local Communities through Active Communication



#### (5) Consideration for the Global Environment

### Customers

Provide safety and security through our high-quality products and services

### Employees

Based on the belief that people are an important source of corporate activities, we provide an environment in which each and every employee can fully demonstrate their abilities and work energetically and develop their abilities

### Shareholders and Other Investors

Increase in stock price and provision of shareholder returns by increasing corporate value through sustainable growth

### Business Partners

ALSOK and the supply chain will work together to realize sustained growth for both

### Local Communities and the Global Society

Contribute to the creation of a safe and secure society by creating new solutions in response to diversifying risks



Security Services

Electronic Security Services

Business Details

This business installs alarm equipment like sensors at contracted sites, remotely monitors intrusions, fires, and equipment anomalies at the guard center via communication lines, and dispatches security guards to respond to any abnormal situations.

In addition to deploying the ALSOK-G7 online security system, which comes standard with high-definition image sensors, we are expanding various emergency dispatch services that leverage our electronic security infrastructure, available nationwide 24 hours a day, 365 days a year.



Our Vision

- Expand business domains and increase added value for Electronic Security
- Address diverse social issues by leveraging our Electronic Security infrastructure

Expectations from Society

- Provide high-quality security services toward achieving a safe and secure society
- Respond to diversifying and intensifying risks and social issues based on our ability to respond 24 hours a day, 365 days a year, nationwide

“Initiatives” for Achieving Our Vision

With a surge in crimes employing unprecedented methods, along with progressing labor shortages due to the declining birthrate and aging population, the risks and issues surrounding society are diversifying and intensifying. As a result, we are receiving a wide range of requests from customers.

To respond quickly and accurately to these needs, we are building a remote support framework that leverages DX, such as a knowledge management system and video calls, to enhance guards' response capabilities, while rolling out various rescue services. We will continue to refine our high-quality service delivery platform unique to ALSOK and address diverse risks.



Manabu Morimoto

Executive Officer,  
in charge of Electronic Security Services

Security Services

HOME ALSOK Services

Business Details

Under the “HOME ALSOK” brand, founded on the concept of security services for all aspects of daily life, we offer smartphone-based home security through “HOME ALSOK Connect,” monitoring services for seniors via “HOME ALSOK MIMAMORI SUPPORT,” and the “HOME ALSOK APARTMENT AND CONDOMINIUM PLAN” for multi-unit residences, among other offerings.



Our Vision

- Achieve a “Lifestyle where safety is the norm”

Expectations from society

- Overcome growing safety concerns stemming from the deterioration of the domestic sense of security
- “Constant” monitoring “just in case” with the increase in elderly couple households
- Provide services that support diversifying lifestyles

“Initiatives” for Achieving Our Vision

We offer a lineup of home security and monitoring services tailored to each customer's lifestyle and life stage. In addition to conventional crime monitoring, we provide home security equipped with features that alleviate everyday anxieties and inconveniences, such as an “emergency button” that allows reporting an emergency with a single press and smartphone-based operation support. We also offer services that monitor the health status and heatstroke risk of seniors and deliver information to their families. Through these initiatives, we aim to realize communities where everyone, from ordinary households to seniors living alone, can live with peace of mind. This is equivalent to achieving a “Lifestyle where safety is the norm.”



Yutaka Miyajima

Senior Executive Officer,  
in charge of HOME ALSOK Services

TOPICS

Continuously Rolling out New Services that Make Full Use of Our Emergency Dispatch Framework, including Various Rescue Services and Remote Damage Assessment

Under the concept of “delivering knowledge of specialists who possess a wealth of experience and know-how to customer locations by fusing ALSOK's ability to rush staff to the scene and DX,” we are rapidly expanding a lineup of services that help solve customers' challenges.

In July 2024, we launched ALSOK IT Rescue and ALSOK Equipment Rescue nationwide.

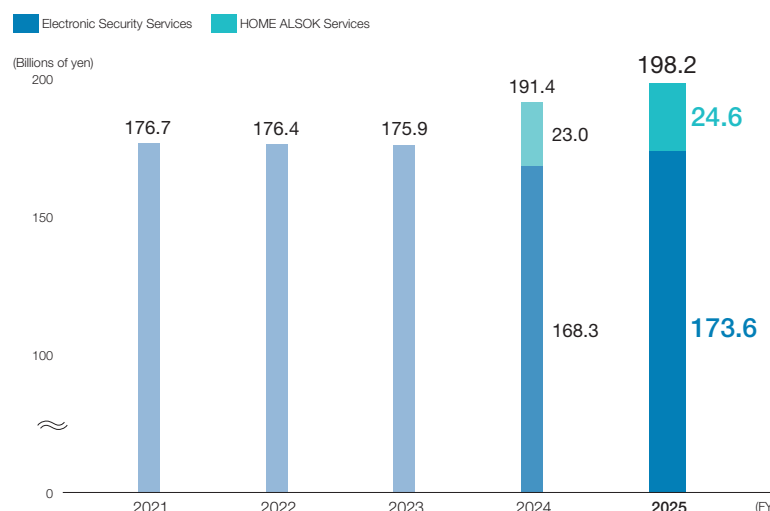
Building on these efforts, we launched the Remote Damage Assessment service nationwide in March 2025 to support smoother insurance loss adjustment operations. ALSOK guards, connected to professional loss adjusters via remote assistance tools, visit the assessment site, photograph the damage conditions and documentation required for insurance payment, and share them with the adjuster to facilitate swift claims payment. Adjusters can confirm the policyholder's situation in real time, leading to appropriate loss assessment.

Going forward, we will further enhance services built on our unique Electronic Security infrastructure and work to resolve a wide range of social issues that go beyond the framework of “security”.



Akira Terui  
Electronic Security  
Department

Net Sales



\* For fiscal years ended March 2023 and earlier, net sales for the former segments are shown. From the fiscal year ended March 31, 2024 onward, we present net sales as the combined total of the new segments Electronic Security Services and HOME ALSOK Services.

Number of Contracts



\* For fiscal years ended March 31, 2023 and earlier, the number of contracts for the former segments are shown.

TOPICS

ALSOK's New TV Commercial Highlights Peace of Mind in Daily Life

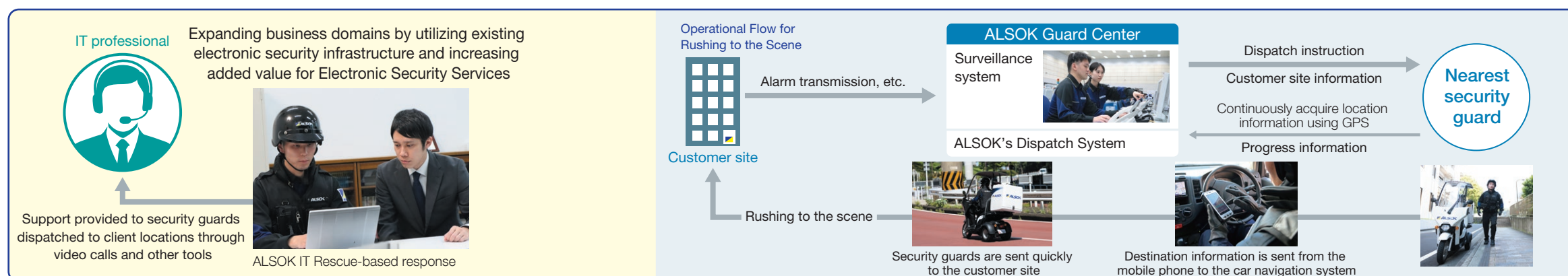
We have been airing a new TV commercial since April 1, 2025. The commercial's catchphrase is “ALSOK is here.” Mr. Kenichi Matsuyama visits the home of an older couple whose child has left and of newlyweds starting a new life to ask about the HOME ALSOK Connect service and the peace of mind that comes from having ALSOK on their side. This commercial communicates the appeal of the service not through Mr. Kenichi Matsuyama himself, but by kindly eliciting the experiences of the users. Please note Mr. Matsuyama's gentle expression, which puts the speakers at ease, and the palpable sense of security it conveys.

Enhancing Our Senior Monitoring System

ALSOK's monitoring services have already been adopted by 520 municipalities. To meet increasingly diverse customer needs, we have taken over the business of ALSOK Care & Support Co., Ltd. as of July, enhancing our system. We will further expand services that leverage ALSOK's strength in emergency dispatch.



Seiji Marui  
HOME ALSOK  
Business Department





Security Services

Stationed Security Services

Business Details

Security guards are stationed at the contracted facility and access control, patrol, and monitoring are performed to prevent various accidents and respond to emergencies and accidents. We also provide security for various events such as international conferences, sports competitions, fireworks events, and festivals, meeting a wide range of needs. We are also promoting DX, equipping stationed security guards with mobile devices, etc. and aiming to shift from “Demonstrated Security”<sup>1</sup> to “Visible Security”<sup>2</sup>, which visually conveys safety and security to customers.



Our Vision

- Utilize DX to provide more advanced security and increase labor savings and provide security that leverages the mobilization capabilities of the ALSOK Group

Expectations from society

- Provide security services that, in cooperation with public initiatives related to safety and security, contribute to social development and the resolution of social issues
- Contribute to the development of safe and secure communities by providing high-quality security services
- Trust built on advanced expertise and dependable execution of duties

“Initiatives” for Achieving Our Vision

ALSOK's Stationed Security Services have progressed from human-based security to security where we focus on utilizing “digital technology” tailored to the changing needs of society and customers. By utilizing state-of-the-art technologies such as AI and robotics, we aim to sophisticate and increase the labor savings of Stationed Security Services. Furthermore, by equipping security guards with state-of-the-art mobile devices and establishing a framework for real-time collaboration with specialists, we are now able to handle disaster-prevention-related operations in addition to crime prevention, thereby expanding our business domain.

We will continue to leverage DX and the mobilization capacity of a leading industry player to meet diverse needs.

**Hiroyoshi Yoshida**

Senior Executive Officer,  
in charge of Stationed Security Services



TOPICS

DX Implementation for More Advanced Security

Leveraging mobile devices (smartphones) now enables voice and image sharing among security guards and the digitization of reports. We are now able to share information rapidly with customers, bringing “Visible Security” to life.

We have also installed AI-equipped avatars at reception and other points to handle initial reception, reducing the workload of reception operations. Amid labor shortages across many industries, we provide services tailored to customer needs, including supporting efficient operations with limited staff.



Contributing to the Safe Operation of Expo 2025

Leveraging the know-how we have cultivated to date, the ALSOK Group's mobilization capabilities, and a security framework that utilizes the latest DX tools, we worked to ensure the safety and security of visitors at Expo 2025. We also contributed to the smooth and safe operation of various large-scale events, including the Tokyo 2025 World Athletics Championships.



Yuki Yamaguchi  
Stationed Security  
Department

\* Demonstrated Security: An approach to preventing crime by providing uniformed security guards  
Visible Security: Utilization of digital technology to visualize safety and security

Security Services

Transportation Security Services

Business Details

Dating back to the safe and reliable transportation of valuables including transporting cash to designated locations, today we provide services like ATM General Management for the all-inclusive management of financial institution ATMs, and the Cash Deposit and Dispenser Machine On-Line System for corporate clients to cover back office operations and manage small change and in-store sales. As a payment provider, the ALSOK Multi-QR Payment Solution is also available to respond to the development of a cashless society.



Our Vision

- Establish a solid presence as a domestic cash distribution provider
- Provide comprehensive solutions that, while centered on cash, also handle non-cash payments and related operations end-to-end

Expectations from Society

- Supply sustainable and reliable services as social infrastructure
- Safe and reliable transportation and management of valuables
- Providing management services tailored to the reduction of in-store cash holdings

“Initiatives” for Achieving Our Vision

Our involvement with Transportation Security Services began with the transportation of bills, which was then developed into a service to suit the times and released into the market.

We are enhancing our response to changes occurring throughout the environment such as moves to cashless payment systems, in order to leverage our comprehensive capabilities. We will continue to make use of the transportation security platform to support social infrastructure through our comprehensive solutions, including cash-related operations. At the same time, we will contribute to the sustainable growth and development of our customers by further improving operational efficiency through the utilization of DX and IoT technologies.

**Ken Takahashi**

Senior Executive Officer,  
in charge of Transportation Security Services



TOPICS

Contributing to the Operational Efficiency of Financial Institutions

Up to now, while positioning cash transportation as our core business, we have expanded into new service domains such as transporting important documents between head offices and branches of financial institutions and ATM management operations. The number of ATMs we manage is increasing even as the total number of ATMs in Japan declines.

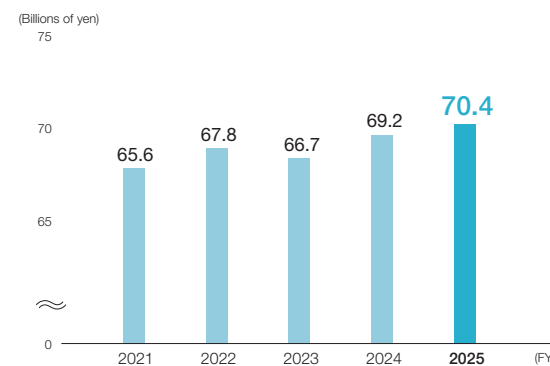
We now also operate a shared operations center that handles electronic exchange of bills and checks for multiple financial institutions, and have expanded our outsourced services to cover direct debit processing as well.

To address the challenges of enhancing efficiency and standardizing operations at financial institutions with limited human resources, we will promote expansion of the scope of outsourced services and the joint performance of operations, thereby strengthening our role as an indispensable infrastructure company.



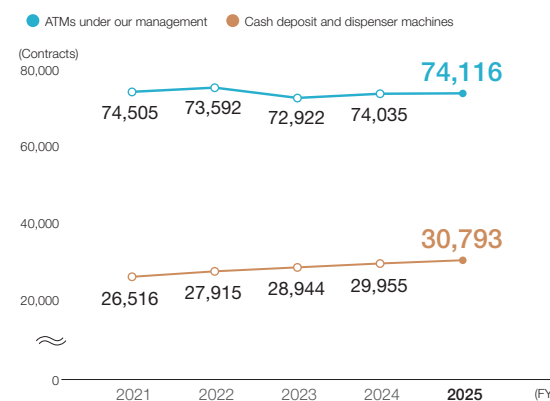
Makoto Ando  
Transportation  
Security  
Department

Net Sales

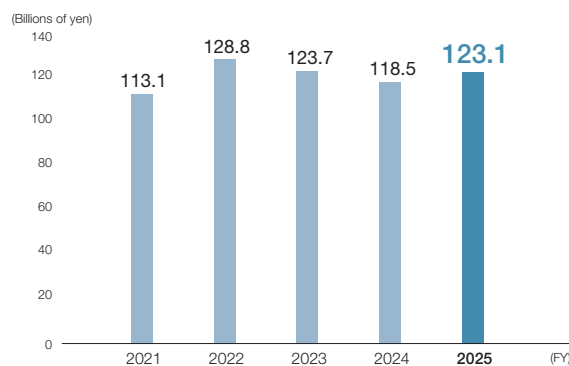


\* For fiscal years ended March 2023 and earlier, net sales for the former segments are shown.

Number of ATMs under our management and number of cash deposit and dispenser machines

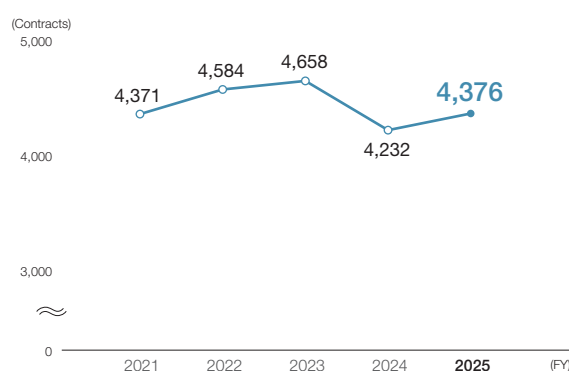


Net Sales



\* For fiscal years ended March 2023 and earlier, net sales for the former segments are shown.

Stationed Security Services (Number of Long-term Contracts)



\* For fiscal years ended March 31, 2023 and earlier, the number of contracts for the former segments are shown.



## Facility Management Services, etc.

### Business Details

Facility Management Services, etc. provides total support for building operation and management, from reducing building management costs to maintaining and enhancing asset value, through the maintenance, management, and operation of facilities in buildings and condominiums, including repair and renewal of building equipment, plumbing and electrical work, fire prevention and disaster response services, facility management operations, cleaning services, sanitation management services, and telephone answering services. Through a capital and business alliance with Hochiki Corporation and Nippon Dry-Chemical Co., Ltd., both comprehensive fire protection manufacturers, we are also working to strengthen our business promotion framework in the fire and disaster prevention field.

It also rents and sells disaster preparedness supplies and AEDs, and conducts intestinal bacteria testing, asbestos testing, etc.



### Our Vision

- Realize building management services by leveraging our strength as a security company, which is our ability to respond 24 hours a day, 365 days a year, and our nationwide network

### Expectations from Society

- Provide one-stop, all-inclusive security and facility management
- Level of trust that only ALSOK can provide

### “Initiatives” for Achieving Our Vision

We have expanded the scope of our services to respond to a wide range of needs related to the maintenance, operation, and management of customers' assets. Utilizing our strength of our Electronic Security segment, which allows us to quickly detect anomalies at customer facilities, we are enhancing the service provision system within the Group to provide a one-stop service covering repairs of facilities through inspections and upgrades.

Additionally, we are contributing to the sustainable business operations of our customers by expanding our lineup of products and services, including energy-saving and energy-creating products and asbestos-related services that capture changes in social conditions, expanding our service coverage areas, and also advancing initiatives to streamline various inspection operations by leveraging DX.

**Yasuhiro Yoshimoto**

Executive Officer,  
in charge of Facility Management Services



## TOPICS

### Strengthening our Service Foundation in the Kansai Region

In December 2024, we welcomed Kanso Co., Ltd., which has an extensive track record in building maintenance centered on large commercial facilities, into our Group, further strengthening our service delivery structure. Leveraging ALSOK's customer base, we will also provide one-stop building maintenance services in the Kansai region where Kanso has built a track record, meeting diverse needs related to the preservation, management, and operation of customers' assets.



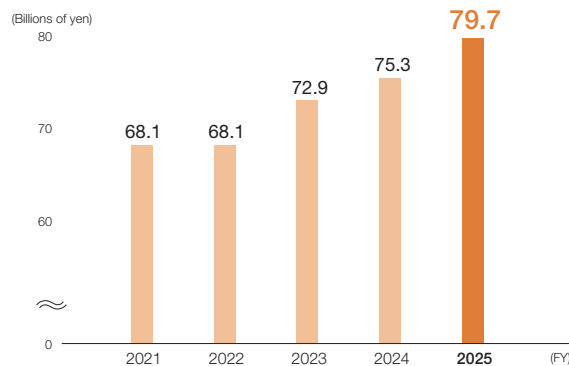
Kazuya Toda  
Kanso Co., Ltd.

#### <Main services of Kanso Co., Ltd.>

- Building maintenance services
- Renovation work

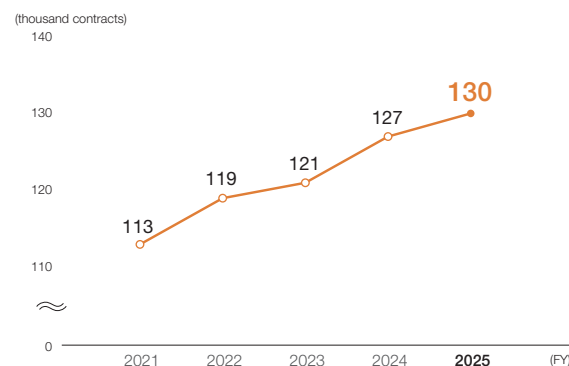


### Net Sales



\* For fiscal years ended March 2023 and earlier, net sales for the former segments are shown.

### Facility Management Services, etc. (Number of Long-term Contracts)



\* For fiscal years ended March 31, 2023 and earlier, the number of contracts for the former segments are shown.

## Long-term Care Services

### Business Details

We provide a broad range of services, from in-home care services—such as care management (care plan creation), home-visit long-term care, home-visit nursing, and day services that support living at home—to residential care services, including specified facility long-term care for residents (fee-based nursing homes with care), group homes for persons with dementia, and serviced senior housing.

In addition to selling and renting welfare equipment, we also provide home-visit medical massage services for home-care patients.



### Our Vision

- Earn the trust of our customers and respond to the trust society places in us by serving each and every one of them with integrity and supporting their own unique lifestyles
- Realize a virtuous cycle of growth leading to talent acquisition and better compensation

### Expectations from society

- Provide care services that respond to the latent risks in a super-aged society
- Provide high-quality care services that are safe, secure, and in harmony with the community
- Provide services that no other company can provide offering comprehensive support, from security monitoring services to home and care facility-based services

### “Initiatives” for Achieving Our Vision

Leveraging ALSOK's unique strengths, in addition to providing long-term care services that support the safety and security of users and their families, we are promoting DX, including the use of care robots and sensors, and are striving to deliver high-quality services.

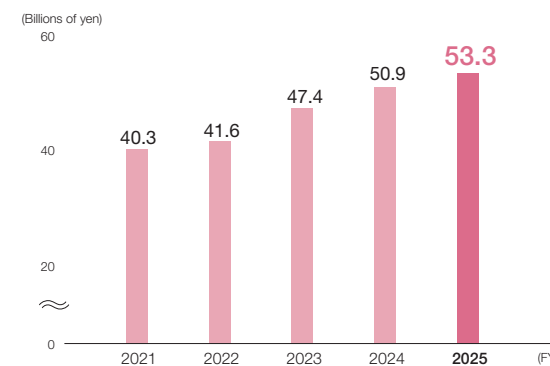
We are advancing a productivity acceleration program at each site, positioning productivity improvement, enhancement of care quality, talent acquisition, and better compensation as elements that create a “virtuous cycle of growth,” and expanding services from both tangible and intangible perspectives, including by introducing a reward system for those who achieve KPIs. Including Specified Skilled Workers, we are actively recruiting to establish a stable framework for providing stable care services even amid labor shortages, thereby fulfilling our social mission.

**Takashi Kumagai**

Senior Executive Officer,  
in charge of Long-term Care Services

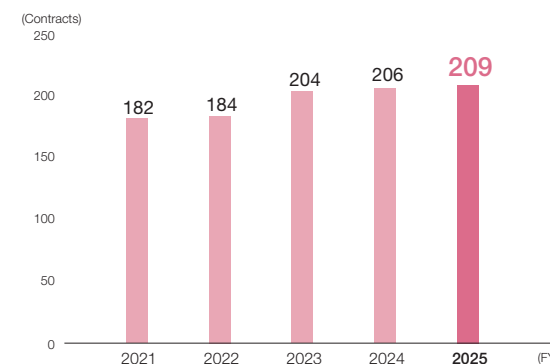


### Net Sales



\* For fiscal years ended March 2023 and earlier, net sales for the former segments are shown.

### Number of Facilities



### Group Long-term Care Facilities Received the Minister of Health, Labour and Welfare's Award (Encouragement Prize)

In care settings facing severe labor shortages, we aim to maintain care quality even with limited staff by promoting productivity gains and reducing staff workload through the introduction of ICT devices. These advanced initiatives were recognized, and a more efficient staffing standard than usual (0.9 care staff per three service users) was applied as a special exception. This demonstrates that high-quality care is possible even with small teams; furthermore, facilities that delivered excellent results received the Minister of Health, Labour and Welfare's Award (Encouragement Prize) for Creating a Comfortable Working Environment for Nursing Care Workers in fiscal year 2025. We will continue to expand these initiatives and pursue higher productivity.

### ALSOK Concludes an Agreement to Address Challenges among Older Adults through Go

We concluded a partnership agreement with the Nihon Ki-in and the Tokyo Metropolitan Institute for Geriatrics and Gerontology to promote joint research aimed at slowing the progression of dementia. In addition to joint research on the effects of Go in maintaining cognitive function, we will work together to utilize Go in care services based on research findings and to hold Go events at care facilities. Go is expected to help maintain and improve attention and working memory, and we will continue to utilize Go to help address issues faced by older adults.



Chiharu Sudou  
Long-term Care  
Business Department



## Overseas Services

### Business Details

Since 2007, we have been developing overseas services mainly in Southeast Asia, where many Japanese-affiliated companies have expanded, and we have established local subsidiaries in six countries: Thailand, Vietnam, Indonesia, India, Myanmar, and Bangladesh.

Today, our business domain extends beyond Security Consulting, Stationed Security Services, and Electronic Security Services to Facility Management, including disaster prevention, cleaning, and building facilities management.

We also provide services not only to Japanese-affiliated companies but also to local service-sector and financial companies.



### Our Vision

- To grow into a core business underpinning next-generation ALSOK, we will globalize the uniqueness of ALSOK and contribute to the growth of customers across Asia

### Expectations from society

- Support safe and secure business continuity for customers across Asia
- Provide alternative first-response services in countries where response infrastructure for crime and fires is underdeveloped

### "Initiatives" for Achieving Our Vision

By harmonizing the needs of customers in countries with differing public safety and economic conditions with the services we offer in Japan, we support their business continuity. In countries where response infrastructure for crimes and fires is underdeveloped, we are also focused on helping build a safe and secure society by providing alternative first-response services to prevent the spread of damage.

In recent years, in addition to organic growth by our local subsidiaries, the acquisition of PT.Shield-On-Service Tbk in August 2023 has significantly expanded our service delivery capacity in Indonesia.

Going forward, by providing high-quality services that address a variety of risks in the Asian market, we aim to grow together with our stakeholders.



**Motoshi Suzuki**  
Executive Vice President and Director,  
in charge of Overseas Services

## TOPICS

### Expansion of Our India Business

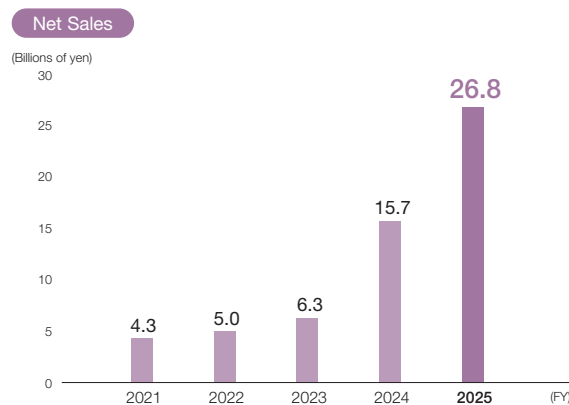
With Prime Minister Modi's promotion of the "Make in India" policy, the investment environment and tax incentives have been put in place, accelerating the entry of Japanese manufacturers into India. At the same time, due to the geographic distance between India and Japan and challenges related to living conditions, it is common to see a small number of expatriates operating and managing large plants. As a result, many companies face challenges in ensuring safe and secure business continuity.

Against this backdrop, our Indian subsidiary, ALSOK India Private Limited (hereinafter "ALSOK India"), provides an Integrated Facility Management Service that centrally manages outsourced operations such as Stationed Security Services, cleaning, and employee cafeteria management. In addition, through a joint venture with a local security company, we have started Electronic Security sales. These services are highly regarded for helping ensure business continuity and are particularly well received by companies that place a strong emphasis on compliance.

Through these business activities, ALSOK India has addressed a wide range of management challenges faced by companies expanding into India, while also contributing to the expansion of our Group's overseas services. Going forward, building on our solid presence in the rapidly growing Indian market, we will contribute to the development of both Japanese and local companies and work to enhance our corporate value over the medium to long term.



**Tatsuro Aono**  
International  
Affairs Department



# Medium-term Management Plan

(April 2021–March 2026)

## ALSOK's Aim

To meet the expanding needs for safety and security in a society where risks are diversifying, ALSOK will promote the innovation of its security business model and aims to become a resilient integrated safety and security solutions provider.

## Basic Policies and Initiatives

### (1) Enhancement of Response Capacity for Diverse Safety and Security Needs of Society

Enhancement of inside and outside infrastructure cultivated by the Security Business and Facility Management Business, and Construction of Solutions through a combination of various services  
Prompt development of products and services assimilating new technology

- Initiatives**
- Nationwide launch of ALSOK Equipment Rescue and ALSOK IT Rescue (July 2024)
  - Launch of Remote Damage Assessment service (March 2025)

### (2) Digitization and Utilization of Data

Digitization of data

- Enhancement of communication with customers
- Efficiency and manpower savings of operations
- Complement of functions by digital technology
- Analysis of collected data
- External data integration

- Initiatives**
- DX in Stationed Security Services (use of AI avatars at Expo 2025, etc.)
  - Establishment of the DX Strategy Department (April 2025)

### (3) Establishing a Work Environment Where Employees Play an Active Role

Diversifying human resources

- Recruit of diverse human resources
- Provision of diverse work styles
- Capability development

- Initiatives**
- Increased base pay (increase for 12 consecutive fiscal years)
  - Introduction of a new employee benefits program that allows comprehensive medical examinations at no out-of-pocket cost (March 2025)
  - Restricted Stock Incentive Plan for the Employees Shareholding Association (July 2025)

### (4) Strengthen the Efforts of Sustainability

Enhancement of governance

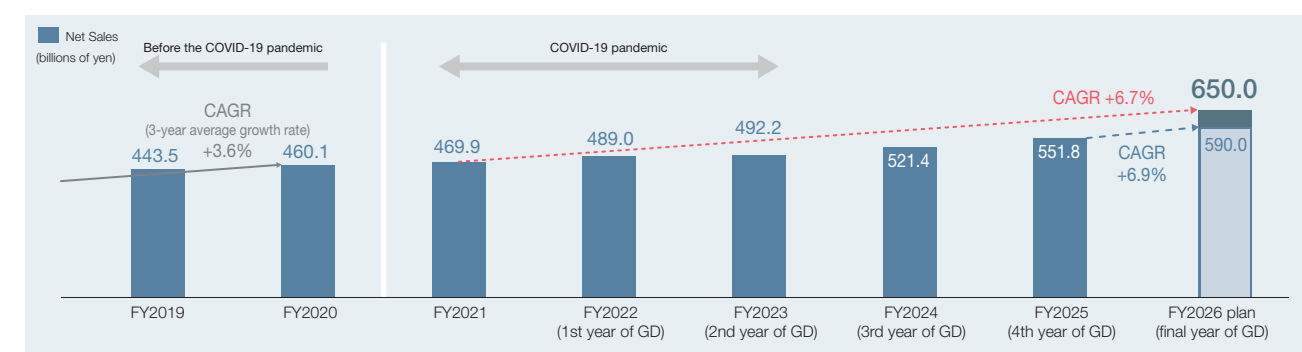
- Approach to the SDGs
- Approach to environmental issues

- Initiatives**
- Environmental (E): Participated in GX League (May 2023) and the Green x Digital Consortium (April 2025)
  - Social (S): Established Human Rights Policy (November 2023) and Human Rights Committee (April 2024)
  - Governance (G): Established Quality Management Department (April 2023) and enhanced the functions of the Nomination and Remuneration Committee (FY2024)

## Financial Goals

Performance (FY2025)	Targets (FY2026)	Future Targets	Investment Plan (Based on Cash Flow)	
Consolidated net sales ¥551.8 billion	Approx. <b>¥650 billion</b>	<b>Net Sales</b> Approx. <b>¥1 trillion</b>  <b>Income</b> Approx. <b>¥100 billion</b>	Item	FY2022–FY2026
Consolidated ordinary income ¥43.1 billion	Approx. <b>¥65 billion</b>		Research and development, digital-related investments, etc.	¥70.0 billion
Consolidated ordinary income to sales 7.8%	More than <b>10%</b>		M&A, etc.	¥50.0 billion
ROE 7.9%	More than <b>10%</b>		FY2022–FY2026 increase in cash	¥110.0 billion

## Progress of Grand Design 2025 (GD2025)





# Sustainability and CSR Management

## ALSOK's Materialities (important issues)

ALSOK believes that practicing our Management Philosophy exemplified by the principles of “arigato no kokoro” (a feeling of gratefulness and gratitude) and “bushi no seishin” (a samurai spirit) in response to requests from all stakeholders including customers and local communities leads to sustainability and CSR for our whole group.

We have identified five themes as Materialities (important issues) in the promotion of sustainability and CSR activities in keeping with our Management Philosophy. As a company that helps sustain social infrastructure, we will advance initiatives with respect to materialities as we work to solve social issues and sustainably enhance our corporate value.

## Sustainability Promotion Framework

Sustainability promotion policies and the status of Group-wide initiatives are discussed and reported during Management Committee meetings, which are held four times a year, and Board of Directors meetings, which are held once a year. The Sustainability Promotion Office of the General Affairs Department leads efforts in cooperation with related departments to propose measures and act on them. Information is also shared with each committee to create a company-wide system to advance sustainability.



Five Material Issues	Social Issues and Demands from Society	KGI: Vision	KPIs, etc.: Main initiatives	Targets	Target year	60th Fiscal Year Performance
<b>Providing Trustworthy Security Services</b>	<ul style="list-style-type: none"> <li>Worsening of crime levels and diversification of crimes due to the increasing complexity of society</li> <li>Heightened public awareness of compliance</li> </ul>	Suppress crime, prevent the spread of damage, and realize a robust security service that is responsive to increasingly complex threats and relieves all anxieties	<ul style="list-style-type: none"> <li>On-site response time</li> <li>Enhance crime prevention in local communities through the provision of security services</li> <li>Improve call response rate at Guard Center</li> </ul>	<ul style="list-style-type: none"> <li>Improve level of promotion compared with the previous fiscal year</li> <li>Prevention rate for intrusions, etc.: 100%<sup>*1</sup></li> <li>Call response rate: 100%</li> </ul>	<ul style="list-style-type: none"> <li>2025</li> <li>Every year</li> <li>Every year</li> </ul>	<ul style="list-style-type: none"> <li>Nationwide average: 16 minutes</li> <li>Not disclosed</li> <li>Not disclosed</li> </ul>
<b>Providing Products and Services That Help Resolve Social Issues</b>	<ul style="list-style-type: none"> <li>Diversification of services in demand among customers</li> <li>Issues accompanying the recovery from the COVID-19 pandemic</li> <li>Response to aging social infrastructure</li> <li>The decline and aging of the working-age population</li> </ul>	Provide integrated safety and security solutions, meeting customers' expectations by listening to their voices	<ul style="list-style-type: none"> <li>Develop state-of-the-art technologies to support safety and security</li> <li>Provide monitoring services for the elderly by strengthening cooperation with local governments</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of municipalities contracted for emergency reporting services and the number of users compared with the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>2025</li> </ul>	<ul style="list-style-type: none"> <li>520 municipalities</li> <li>81,216 contracts</li> </ul>
<b>Cultivating Human Resources and Building a Comfortable Workplace Environment</b>	<ul style="list-style-type: none"> <li>Cultivating diverse talent</li> <li>Balancing motivation and ease of work</li> <li>Respect for human rights and diversity</li> </ul>	Achieve a workplace in which each and every employee can achieve self-fulfillment, fully apply their individual abilities, and vitally engage in rewarding work	<ul style="list-style-type: none"> <li>Proportion of women in management positions</li> <li>Percentage of childcare leave taken by male employees</li> <li>Percentage of foreign nationals in management positions</li> <li>Percentage of mid-career hires in management positions</li> <li>Human Rights Due Diligence</li> <li>Improve employee well-being</li> </ul>	<ul style="list-style-type: none"> <li>30%</li> <li>50%</li> <li>Increase of 5% from fiscal 2021</li> <li>Maintain ratio of around 50%</li> <li>Achieve 100% correct answer rate for harassment training</li> <li>Maintain certification under the Health and Productivity Management Organization (Large Enterprise Category)</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal 2031</li> <li>Fiscal 2026</li> <li>Fiscal 2026</li> <li>Fiscal 2026</li> <li>Every year</li> <li>Every year</li> </ul>	<ul style="list-style-type: none"> <li>11.5%</li> <li>34.9%</li> <li>215.7% increase</li> <li>48.2%</li> <li>Correct answer rate: 98.7% Number of participants: 39,556</li> <li>Certification obtained (nine consecutive years)</li> </ul>
<b>Contributing to Local Communities through Active Communication</b>	<ul style="list-style-type: none"> <li>Strengthening community-based crime and disaster prevention volunteer systems</li> <li>Reduced economic and social sustainability due to declining population, shortage of successors, personnel</li> <li>Working through our supply chain to advance sustainability</li> </ul>	Leverage core business to create new value while contributing to the safety and peace of mind of local communities. Realize a sustainable society by reinforcing frameworks of collaboration with various suppliers	<ul style="list-style-type: none"> <li>Number of ALSOK ANSHIN KYOSHITSU® held</li> <li>Promotion of conclusion of agreements with municipalities and other entities</li> <li>Endorsement of the CSR and Sustainability Procurement Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>2,800 times</li> <li>Increase compared with the previous fiscal year</li> <li>100%</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Every year</li> <li>Every year</li> </ul>	<ul style="list-style-type: none"> <li>2,625 times (Number of participants: 76,658)</li> <li>149 agreements</li> <li>100%</li> </ul>
<b>Consideration for the Global Environment</b>	<ul style="list-style-type: none"> <li>Climate change countermeasures</li> <li>Effective utilization of resources</li> <li>Safeguarding biodiversity</li> </ul>	Contributing to the realization of a carbon neutral, circular society	<ul style="list-style-type: none"> <li>Percentage of environmentally friendly vehicles<sup>*2</sup> introduced</li> <li>Reducing Scope 1 and 2 emissions</li> <li>Reducing Scope 3 emissions through the reuse of alarm equipment<sup>*3</sup></li> </ul>	<ul style="list-style-type: none"> <li>100%</li> <li>46% reduction compared with FY2014</li> <li>Achieve carbon neutrality</li> <li>4,700 t-CO<sub>2</sub>e</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal 2031</li> <li>Fiscal 2031</li> <li>Fiscal 2051</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>38.3%</li> <li>23.8%</li> <li>86,049 t-CO<sub>2</sub>e remaining</li> <li>4,535 t-CO<sub>2</sub>e</li> </ul>

<sup>\*1</sup> Our operational indicator showing the prevention rate (non-occurrence rate) for intrusions, etc. at client sites under our Electronic Security Services

<sup>\*2</sup> Electric vehicles, fuel cell vehicles, plug-in hybrid vehicles, hybrid vehicles, natural gas vehicles, and clean diesel vehicles

<sup>\*3</sup> Reduction achieved by using repaired items and thereby avoiding the purchase of new ones



# Providing Trustworthy Security Services

## —Quality Improvement Initiatives

### Quality Management Department



#### Important Related Themes

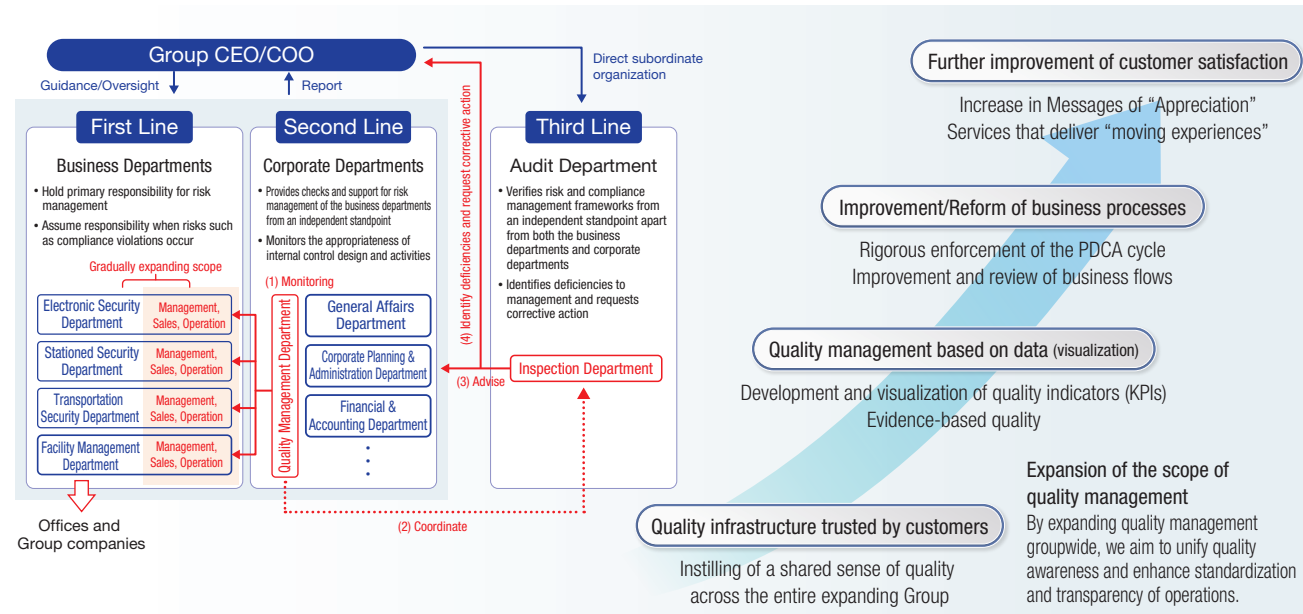
Given the nature of our business of safeguarding the lives and property of our customers, we consider it an important management issue to provide high-quality services that reflect our customers' needs based on relationships of trust.

We listen closely to all the feedback that we receive from customers and are expanding new initiatives and specialized areas aimed at further enhancing quality, including establishing frameworks for feeding feedback into the organization and for improving operations. We also identify risks that could affect our business, make advance preparations and continuously enhance our management systems, and promote initiatives aimed at improving quality.

### Quality Management Initiatives

#### Direction of Quality Management

Based on the Medium-term Management Plan GD2025, we are promoting operational efficiency and digital transformation to improve service quality. From fiscal 2025 we introduced the Three Lines of Defense, visualizing and validating the quality foundations that underpin customer trust, and strengthening initiatives to deliver high-quality services.



### Improving the Quality of Service That We Provide to Our Customers

#### “Customer Feedback” is Becoming an Even Greater Driving Force

We share the opinions and requests we receive from customers with all employees and use them to improve our operations. In particular, we treat complaints as important hints for improving services, and through analysis of occurrence status and causes, we promptly consider and implement appropriate countermeasures.

Praise from customers is of course most rewarding, and we also enhance motivation by having employees recognize each other's service delivery. As part of these efforts, we have introduced the Good Service Thanks Card (GST) to foster a focus on strengths and linking them to improvements in service quality. We aim to further enhance customer satisfaction by instituting an awards program for especially notable CS (customer satisfaction) efforts.

Customer Feedback	
Complaints	722 (Non-consolidated: 527; Group: 195)
Messages of Appreciation	3,542 (Non-consolidated: 2,625; Group: 917)
GST Cards	
Total:	66,386 cards
(Non-consolidated: 35,542; Group: 30,844)	



Customer card



Colleague card

### Enhancing Expertise for Improving Quality

#### Initiatives for Talent Development Aimed at Improving Quality

To improve service quality, the ALSOK Group fosters talent through various training programs focused on advanced expertise and actively creates forums for information sharing and exchange of opinions.

We regularly hold theme-based meetings for operations and practical managers at offices and Group companies nationwide, sharing information from Head Office departments that lead operations and engaging in lively discussions and exchanges of views on on-site challenges and improvement measures. These initiatives contribute to improved service quality and the delivery of consistent services.

#### Major meetings held in the previous fiscal year

- Nationwide meeting of operations managers, etc.
- Block-based meetings with participants including electronic security unit leaders
- Block meetings with participants including technical section chiefs, etc.
- Nationwide meetings on fire-related operations, etc.

#### Highly Specialized Training

By sharing qualifications, skills, job competencies acquired through specialized training and drills, as well as response case studies, we ensure that service quality functions effectively in all anticipated scenarios.

#### Example of training: Training for acquiring Basic Life Support (BLS) skills

ALSOK sells AEDs, and in addition to teaching how to use AEDs, we conduct in-house BLS instructor training to develop personnel capable of providing Basic Life Support courses. In the previous fiscal year, we conducted 12 sessions and trained 309 BLS instructors.

### Quality Improvement Initiatives

#### Initiatives to Enhance Operational Skills and Strengthen Service Quality

The ALSOK Group continuously holds in-house competitions and regular meetings with partner companies with the aim of improving employees' job skills and enhancing service quality. At the competitions, we strengthen on-site capabilities through practical skill events aligned with actual operations, recognizing and sharing outstanding initiatives. At regular meetings with partner companies, we share issues, examine improvement measures, and work to strengthen collaboration.



Quality Improvement Presentation Competition (Long-term Care Services)



Quality Improvement Tournament

#### Performance data for competition, etc. (for events held in the previous fiscal year)

- 1 Quality Improvement Tournament: Entrants: 248 participants from 67 offices
- 2 Quality Improvement Presentation Competition (Long-term Care Services): Entrants: 9 teams from 7 ALSOK Group companies
- 3 Quality Improvement Meetings (Facility Management Services): Total participating partner companies: 3,335\*

(\* Includes those hosted by Group companies)

### Comprehensive Disaster Response Drills

To prepare for emergencies such as large-scale disasters and accidents exemplified by the Great East Japan Earthquake and the 2024 Noto Earthquake, we conduct comprehensive disaster-preparedness drills twice a year. We conduct drills to verify end-to-end information flows and coordination—establishing a disaster response headquarters, collecting information on damage, responding to customers and coordinating with local government, and confirming the safety of employees and their families—and also share information with our offices and Group companies to train initiatives that lead to concrete disaster support.

### Acquisition of Various Management System Certifications

At ALSOK, we regard the stable continuity of our business operations as a social responsibility. To prepare for emergencies such as large-scale disasters and accidents, we are establishing and strengthening operations under a Business Continuity Management System (ISO 22301) for which we are certified, with the aim of minimizing interruptions to critical operations and reducing impacts on stakeholders.

By obtaining Quality Management System (ISO 9001), Information Security Management System (ISO 27001), and Environmental Management System (ISO 14001) certifications, we strive to balance risk management and sustainability across the fields of quality, information security, and the environment. Currently among our ALSOK Group companies, 64 companies have acquired ISO 9001 certification, 20 companies have acquired ISO 27001 certification, and 75 companies have acquired ISO 14001 certification.



# Providing Products and Services That Help Resolve Social Issues



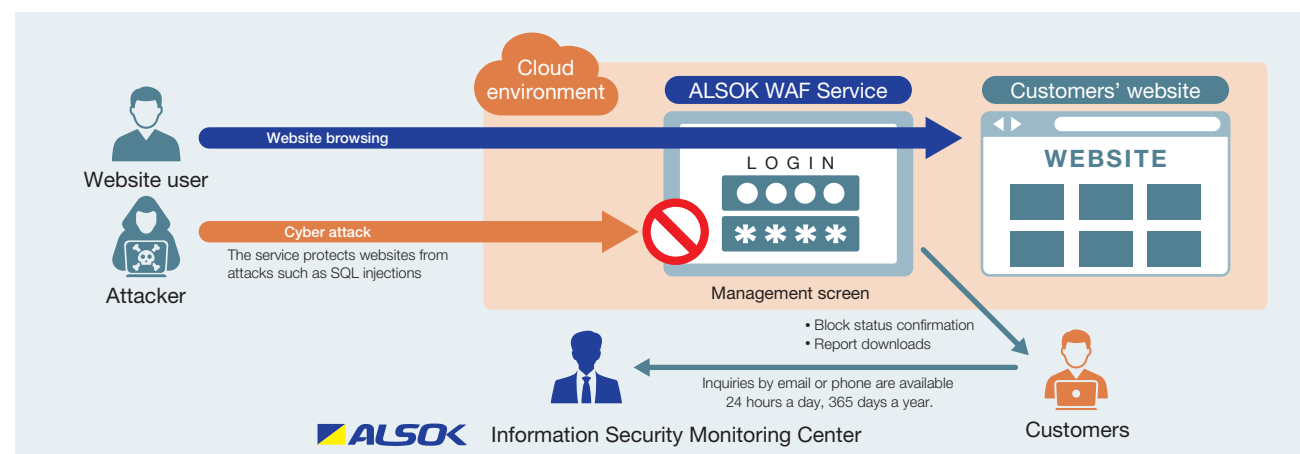
## Important Related Themes

By accurately grasping social trends and utilizing know-how cultivated in the security industry, we provide multifaceted services that contribute to solving social and customer issues.

## Products and Services That Help Resolve Social Issues

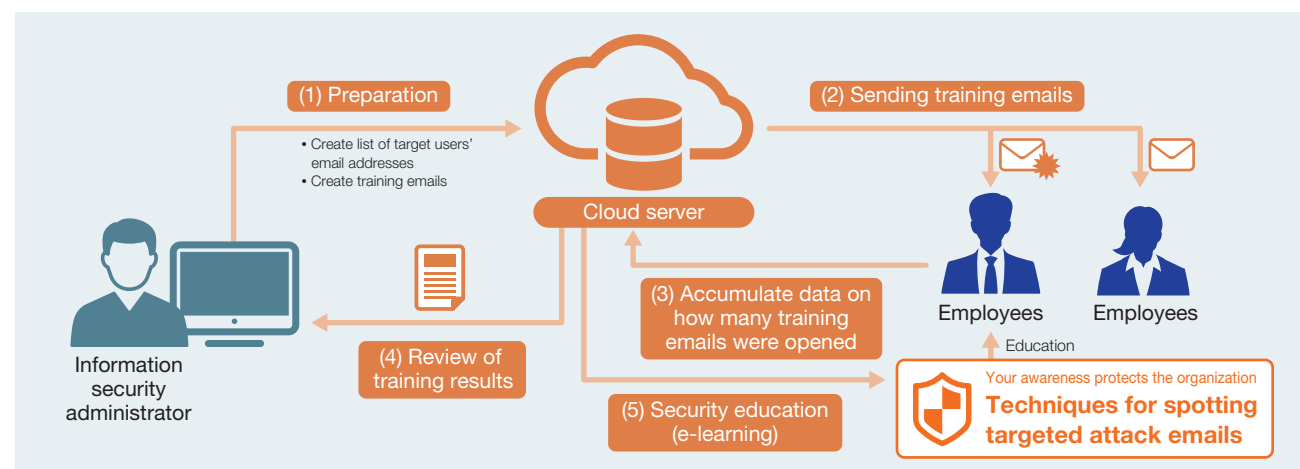
### ALSOK WAF Service, a Service That Protects Customers' Websites from Cyber Attacks

This service monitors traffic to customers' websites in the cloud 24 hours a day, 365 days a year to detect and block cyber attacks. In recent years, cyber attacks targeting websites have been increasing and causing serious damage. By implementing this service, we are able to protect customers' websites from cyber threats and reduce the risk of data breaches, system outages, etc.



### Targeted Attack Email Training T3 with Security Education

In addition to our practical, repeatable targeted attack email training service that we have long provided, we offer a package that includes high-quality security education updated regularly. This enables employees to internalize what they learn in the email training, deepens their understanding, strengthens their response capabilities, and helps reduce corporate security risk.



## Products and Services That Help People Live in Safety and Security

### Launch of Smartphone Gate, a Controller Used for HOME ALSOK Connect

Beginning in May 2024, we launched Smartphone Gate, a controller for the HOME ALSOK Connect home security service. It allows users to arm and disarm the system via smartphone authentication and includes a "forgot-to-bring" prevention feature, offering greater convenience. By simplifying security operations and ensuring that users always have their smartphones with them, Smartphone Gate enables seamless security management and supports a comfortable, safe, and secure daily life.



## Achieving Cost Savings and Risk Reduction

### Initiatives to Promote Robot-friendliness

Selected under the Ministry of Economy, Trade and Industry (METI)'s fiscal 2025 Innovative Robot Research and Development Platform Construction Project, we are conducting demonstration experiments jointly with Octa Robotics Co., Ltd. and Daiwa Life Next Co., Ltd. on "Robots and Security System Linkage." Traditionally, in office buildings and commercial facilities, human operation was required when robots arrived, which hindered progress in labor-saving. In addition, cleaning robots required human supervision on floors where heightened vigilance was necessary. To address these issues, we participate in the Security Integration Technical Committee of the Robot Friendly Asset Promotion Association (RFA) and are working to formulate standards and guidelines that enable robots to link with elevator, door, and electronic security systems to provide spatial services. Furthermore, we are exploring system whereby collaboration between security robots and electronic security systems support the operations of cleaning robots while maintaining building security levels.



## Contribution to Safe Operation of Large Scale Events

### Provided Security Consulting and Risk Management Services for Team Japan Facilities at the Paris 2024 Olympic Games

In addition to conducting vigilance, monitoring, various accident-prevention measures, information gathering, and appropriate responses to ensure the Japanese delegation would not fall victim to terrorism or crime, we delivered meticulous support based on a uniquely Japanese perspective epitomized by omotenashi—attentive hospitality that security companies in the host country do not readily provide.

### Participation in Safety Management for Expo 2025

At Expo 2025, in addition to deploying security guards, we utilized AI avatars and translation tools to serve people from around the world and also undertook facility maintenance and management operations. By supporting the creation of an environment where everyone can enjoy themselves safely and comfortably, we put into practice the ALSOK Group's Basic Sustainability Policy of providing multifaceted services.



## Communication through External Events

### Participation in Building Maintenance CONNECT 2025 and SECURITY SHOW 2025

Focusing on ALSOK Equipment Rescue, we introduced a diverse array of ALSOK Group solutions at the shows that go beyond the scope of security. We provided information to people involved in facility management and operations on services that support more efficient building maintenance while ensuring safety and security.





## Providing Products and Services That Help Resolve Social Issues

### Contributing to Safety and Security by Entering Agreements with Local Government throughout Japan

Making use of its industry-leading network and mobility, ALSOK enters agreements with local government and companies to develop activities that contribute to the safety and security of local communities. We strive to contribute to society by utilizing special features of the Security Services to solve the problems faced by each region from every possible direction.

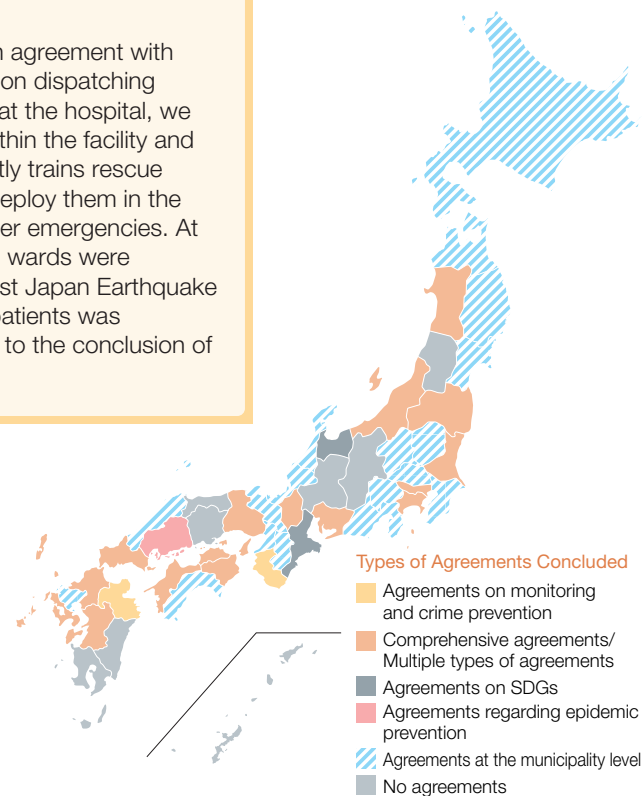
#### Agreement on Dispatching Rescue Teams

Kita-Kanto Sohgo Security Services, Co., Ltd. concluded an agreement with Nasu Red Cross Hospital (Otsu city, Tochigi Prefecture) on dispatching rescue teams in the event of a disaster. If a disaster occurs at the hospital, we will dispatch rescue teams to conduct lifesaving activities within the facility and provide equipment and supplies. The company independently trains rescue team members and can deploy them in the event of disasters and other emergencies. At Nasu Red Cross Hospital, wards were damaged by the Great East Japan Earthquake in 2011, and evacuating patients was extremely difficult, leading to the conclusion of this agreement.



#### Agreement on the Opening, Operation, and Security of Wide-area Evacuation Sites

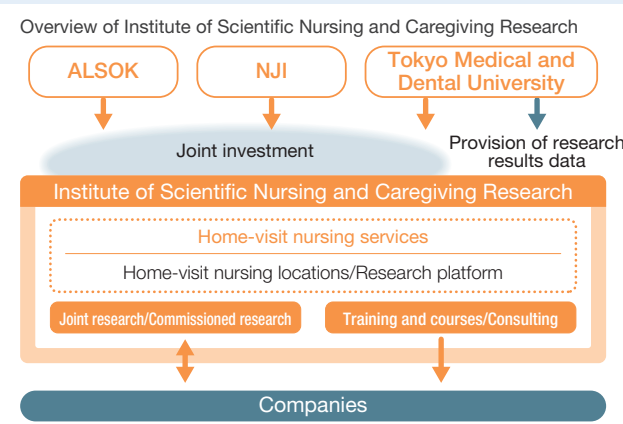
ALSOK concluded an agreement with the Tokyo Metropolitan Government aimed at building a disaster-resilient city to open, operate, and secure wide-area evacuation sites. Under this agreement, when there is a risk of a large-scale flood, the Tokyo Metropolitan Government and ALSOK will coordinate and carry out the opening, operation, and security of large-scale, wide-area evacuation sites within Tokyo.



Note: The agreements shown on the map are examples of some of the agreements we have concluded. (as of March 31, 2025)

### Joint Establishment of a New Company to Conduct R&D and Human Resource Development in the Nursing and Long-term Care Fields

We established the Institute of Scientific Nursing and Caregiving Research through joint investment with Tokyo Medical and Dental University (now Institute of Science Tokyo) and NJI Co., Ltd. The new company advances nursing and long-term care services through scientific approaches and promotes healthcare R&D, conducting joint and commissioned research with research institutions and companies. Furthermore, we leverage research findings in the education and training of medical and long-term care personnel and are committed to human resource development. As the population ages and demand for home care rises, we will help resolve issues in nursing and long-term care by delivering services optimized for each individual and developing new healthcare services.



## Diverse ALSOK Activities Spread Across the Country and throughout Asia

The ALSOK Group, which operates nationwide and throughout Asia, provides a variety of distinctive services with a focus on Security Services, and contributes to solving regional issues through closeness with each community.

### ▶ ALSOK Vietnam

#### Provided Security and an AED Training Booth at a Local Marathon Event

ALSOK Vietnam provided security and an AED training booth at Pocari Sweat Run Vietnam 2024, a marathon event hosted by Otsuka Pharmaceutical Co., Ltd. Through this effort, we contributed to spreading knowledge in Vietnam on how to use AEDs.



### ▶ ALSOK Gunma

#### Received the Japanese Red Cross Society's Golden Medal of Merit at the fiscal 2025 Gunma Prefecture Blood Donation Merit Award Ceremony

As a social contribution, ALSOK Gunma conducts corporate blood donation drives on its premises twice a year. The ongoing participation of many partner companies and employees was recognized, and at the fiscal 2025 Gunma Prefecture Blood Donation Merit Award Ceremony, we received the Japanese Red Cross Society's Golden Medal of Merit.



### ▶ ALSOK Akita

#### A Former Professional Baseball Player Now Working at ALSOK Akita Contributes to Local Baseball Events

Takanobu Tsujiuchi, an employee of ALSOK Akita, participated in "Tokyo Catch Ball Club in Akita" and "Pitching Injury Prevention Class for Young Baseball Players in Katagami." Through these events, we helped strengthen ties within the local community.



### ▶ ALSOK India

#### Sale of Environment-related Products

In the area around the capital Delhi, where air pollution is severe, diesel generators are considered a contributing factor to it. At ALSOK India, we sell and install exhaust gas treatment systems for diesel generators as a way to control emissions, contributing to environmental improvement and to companies' stable business continuity. We also sell special coatings that use cutting-edge ceramic technology to reflect sunlight and provide heat-shielding and insulation for factories and other facilities, contributing to workplace energy savings, improved working environments, and reduced utility expenses.



### ▶ ALSOK Life Care

#### Establishment of ALSOK Care College

Since 2021, ALSOK Life Care has launched "Life School," providing an environment where staff can complete Certified Care Worker practical training while working. From fiscal 2026, we bring this school in-house and establish ALSOK Care College as an educational corporation, reducing costs to one-tenth of outsourcing while enhancing employee well-being and aiming to further improve service quality through qualification acquisition.



### ▶ ALSOK CARE and ALSOK Funabashi Branch

#### Initiatives That Transcend Corporate Boundaries

ALSOK CARE coordinated with ALSOK Funabashi Branch to conduct suspicious-person response drills at Tanpopo Kaijinchō Minami Nursery School (Funabashi City, Chiba Prefecture), which ALSOK CARE operates. Parents of currently enrolled children and visitors who are considering having their children enter said that they have peace of mind knowing that the ALSOK Group is at their side.





# Cultivating Human Resources and Building a Comfortable Workplace Environment

## Human Resources Department



### Important Related Themes

Based on the fundamental concept that the source of growth in a company is its people, the ALSOK Group conducts various education and training programs. In addition, we support employees' career development through daily operations.

We will continue to nurture human resources with multifaceted perspectives and the ability to adapt while also creating an internal environment where each employee can thrive both personally and professionally.

### Vision

In order to respond to the ever-changing business environment, such as diversifying risks and needs, we will work to develop human resources who "proactively engage in," "have an individual will," and "learn independently." Furthermore, we will develop an environment and systems to ensure that all employees can advance their careers and work in various ways with peace of mind.

### Issues

- Improve employee engagement by creating an environment for diverse work styles
- Provide opportunities for employees to take initiative in learning based on their own interests

### Targets

Proportion of women in management positions	30% or higher by fiscal 2031
Percentage of childcare leave taken by male employees	50% or higher by fiscal 2026
Proportion of foreign nationals in management positions	Increase of 5% over fiscal 2021 by fiscal 2026
Proportion of mid-career hires in management positions	Maintain at around 50% by fiscal 2026

### Naoki Hyakutake

Executive Vice President and Director,  
in charge of Human Resources Affairs



## Improved Employee Capabilities

### We are Risk Response Professionals

As risks inherent in our lives become more complex and diverse, we are strengthening our risk management education to cultivate talent capable of creating broad value as a corporate group that responds effectively to diverse risks with security at its core.

For example, in the initial training program for new employees, they learn risk management as one of the knowledge and skills required for their roles. We also incorporate it into training curricula tailored to positions, implementing regular education to enhance overall standards and refine skills.

Furthermore, by integrating people and technology (digital), we aim to improve efficiency while creating new values. To this end, we provide digital education to all employees, including frontline staff, to enhance digital literacy, and have introduced a system that supports the acquisition of professional qualifications to cultivate talent with more advanced skills.

### Updating Employee Skill Sets

The knowledge and skills that a risk response professional should possess are wide-ranging. Therefore, we designate qualifications highly aligned with our business domains as "recommended qualifications" and, by showing the relevance between the knowledge and skills to be acquired and the job, as well as the desired talent attributes, we encourage employees to make an active effort to acquire qualifications.

Qualification	Number of certified employees	YOY
Employees who have passed the IT Strategist Examination	14	+6
Employees who have passed the Applied Information Technology Engineer Examination	153	+8
Registered Information Security Specialist	43	+1
First Class Telecommunication Work Operation and Management Engineer	69	+11
Security Guard Supervisor of Instruction and Education No. 1 (for facilities)	3,544	+111
Security Guard Supervisor of Instruction and Education No. 4 (personal protection)	2,032	+76
Certified Electrical Worker	558	+28

\*As of March 31, 2025

### Qualifications obtained to date

- Security Guard Supervisor of Instruction and Education
- Various Security Service Certifications
- Telecommunication Work Operation and Management Engineer
- Fire Defense Equipment Officer
- Security Planner
- Security Consultant

etc.



### Qualifications to be obtained going forward

- Japan Statistical Society Certificate
- Data Scientist Certification
- Information Technology Passport Examination
- The Official Business Skills Test in Bookkeeping
- Business Legal Affairs Certification
- Certified Financial Planner
- TOEIC

etc.

## Supporting Employees' Autonomous Career Development

As part of our recruitment, we hold a variety of internships for each type of job and increase opportunities for students to learn about our Company. This allows them to become familiar with the Company before they are hired, facilitating a smooth transition after joining, and promotes the appeal of ALSOK, which plays a vital role in ensuring the safety and security of society.

Furthermore, after they join, we support autonomous career development through initiatives such as promoting personnel exchanges among central government agencies, other companies, and Group companies; responding to open recruitment for personnel in the field of security measures at overseas diplomatic missions; and dispatching employees to professional graduate schools to develop management personnel.

Furthermore, we have established a job matching system that provides opportunities for employees to take on roles they aspire to, supporting employees in taking on positions where they can leverage their experience, abilities, and performance.

## Initiatives to Improve Employee Engagement

At ALSOK, to make the company a rewarding place to work, we have enhanced systems to build a comfortable workplace and improved compensation and working conditions. We will continue to promote the recruitment and retention of talent while advancing initiatives to increase engagement.

### ALSOK100

In order to improve service quality and motivation among employees, we have established a variety of in-house award programs, ranging from individual employee awards to individual office awards.

Among these is ALSOK100, which we have been implementing since 2017. This initiative aims to further enhance engagement and foster a healthy sense of competition by recognizing 100 employees who have achieved remarkable accomplishments in various fields or whose work approach and attitude serve as a model for others. A ceremony is held to honor the employees who received the award after a rigorous screening process, where the Group CEO and COO directly present the awards and hold an award ceremony. In addition to honoring the winners, we are working to drive organizational vitality through further contributions and developing the next generation of talent.



## Restricted Stock Incentive Plan for the Employees Shareholding Association

At ALSOK, we have created an opportunity for employees to acquire restricted stock through the Shareholding Association to commemorate the 60th anniversary of our founding in July 2025 as an expression of gratitude for their ongoing contributions and as a measure to enhance employee benefits. The objectives are to help employees build their assets, to provide incentives to pursue the sustainable enhancement of the Company's corporate value, and to promote further value sharing between employees and the Company's shareholders.

## Student Loan Third-Party Repayment Program

In October 2024, ALSOK launched a Student Loan Third-Party Repayment Program designed for employees who are repaying student loans from the Japan Student Services Organization (JASSO) and other organizations. Under the program, the company will repay student loans on behalf of new graduate hires, year-round hires, and employees who meet certain conditions for up to five years, with a monthly maximum of 18,000 yen (up to 1.08 million yen in total).

In addition, this program is being introduced at ALSOK Group companies as well. While conditions for repayment and other terms differ in part, through this program, we support the next generation of talent across the ALSOK Group.

	Overview of the System
Repayment amount	Up to 216,000 yen per year (up to 18,000 yen per month) Note: The actual repayment amount is compared with the aforementioned subsidy amount. Whichever is lower is the amount paid.
Repayment period	Maximum of five years
Maximum repayment amount	1,080,000 yen
Eligible employees	Employees who have been employed by the Company for less than five years (Employees who also meet other requirements set by the Company)



## Cultivating Human Resources and Building a Comfortable Workplace Environment

### Diversity and Inclusion

The ALSOK Group actively and continuously recruits a diverse array of human resources, regardless of gender or nationality, and is committed to creating a work environment where employees can demonstrate their unique characteristics and abilities.

#### Active Participation of Foreign National Employees

Across the ALSOK Group, approximately 29,000 foreign nationals are actively working in Japan and overseas.

Each local subsidiary in Southeast Asia takes religious and cultural customs into consideration as much as possible by considering individual preferences wherever possible. For example, we promote mutual understanding of local cultures by arranging shifts that accommodate prayer times and by providing prayer spaces in our offices. We are also enhancing training aimed at delivering services to ALSOK-quality standards, and by showcasing the results at the annual ALSOK Group Corporate Quality Improvement Tournament, we help to promote the quality of our operations overseas.

In Japan, we are also actively accepting foreign technical intern trainees and Specified Skilled Workers in the long-term care and FM (Facility Management) fields.

For example, at ALSOK CARE, we strive to dispel concerns by conducting interviews using an online conferencing system with prospective applicants prior to their arrival in Japan. In addition, through classroom training and on-the-job training programs organized by the ALSOK Head Office and each service site, we are strengthening human resource development to equip personnel with the necessary skills and service practices distinctive to Japan.



Employees of PT. Shield-On Service Tbk from Indonesia performing a demonstration at the ALSOK Group Corporate Quality Improvement Tournament

#### Active Participation of Seniors and People with Disabilities

We have established a framework that enables those who have been active at ALSOK to continue leveraging their knowledge and experience after retirement and to choose flexible work styles aligned with their career aspirations and lifestyles. In addition to various business sites, including branch offices and Group companies, we support each employee with disabilities in a wide variety of fields in leveraging their unique personal attributes to enable meaningful participation and career development together with our special subsidiary, ALSOK Business Support.



Foreign employees undergoing training (ALSOK CARE)

#### Promoting the Empowerment of Women

ALSOK has established a childcare and nursing care leaves program which exceeds legal standards, short-hour work arrangements, and other systems so that all employees can balance work and family life with peace of mind.

We also place importance on communication with employees and hold roundtable meetings each year to gather issues and opinions raised by employees. In fiscal 2025, we held a total of 113 meetings at business sites nationwide.

As a Group, we remain committed to creating an environment where every employee can pursue diverse work styles and advance their careers.



We held a dialogue session with female employees engaged in Transportation Security Services and discussed topics such as creating an environment in which women can also take on managerial positions.

## Contributing to Local Communities through Active Communication



### Important Related Themes

Embodying “arigato no kokoro” (a feeling of gratefulness and gratitude)—part of ALSOK’s fundamental spirit—we are working to meet local communities’ demands and expectations for safety and security by leveraging our core business in community contribution activities, and by promoting sports and culture and providing educational opportunities for children who will lead the next generation.

### Contributing to the Next Generation

#### ALSOK ANSHIN KYOSHITSU

We have been conducting crime prevention classes nationwide since 2004, with a total of 1,906,519 participants as of the end of June 2025. As this initiative marked its 20th anniversary, it received the Minister of Education, Culture, Sports, Science and Technology Award at the fiscal 2025 E-TAIKEN Awards (Commendation for Companies Promoting Experiential Activities for Youth).



#### Providing Social Learning Opportunities for Students

We welcome company visits by students, people who will lead the next generation, from junior high and high schools and other schools across Japan. We also provide learning opportunities for international students from universities near our headquarters to help them better understand work styles in Japanese companies.



### Activities to Support Sports, Culture and Art

#### ALSOK Sports Club

We regularly hold national competitions for judo, kendo, and ALSOK Protective Techniques, which are recognized as official company martial arts. We also have nine sports clubs active in disciplines such as judo, wrestling, weightlifting, and shooting, and have produced many Japanese national team athletes and international champions. In fiscal 2025, we held ALSOK judo classes for elementary and junior high school students twice to which we dispatched five elite athletes.



#### Ōshō Tournament Sponsorship

We have been contributing to the promotion of the culture of Shogi (Japanese chess) as a special sponsor since 2021 because we feel that the respect shown to the opponent in a game of Shogi, as well as the integrity with which the losing side gives up voluntarily, have an affinity with “arigato no kokoro” (a feeling of gratefulness and gratitude) and “bushi no seishin” (a samurai spirit), principles that have formed the spirit of our company since its founding.



### Donation/Volunteering Activities

#### Activities of the ALSOK ARIGATO UNDO FOUNDATION

The ALSOK ARIGATO UNDO FOUNDATION collected donations for activities including social welfare and disaster relief support including subsidies to social welfare corporations, donations of welfare vehicles, and disaster relief donations to disaster-stricken areas. As of August 2025, we have donated a total of 166 welfare vehicles, provided activity grants to 205 organizations, and contributed disaster relief funds to 170 locations.

#### Regular Corporate Blood Drives

The ALSOK Group cooperates in holding corporate blood drives in multiple regions including at the Head Office building, with the aim of helping those who need blood transfusions.

### Disaster Initiatives

On March 28, 2025, a magnitude 7.7 earthquake struck with its epicenter in central Myanmar. The ALSOK Group also suffered significant damage, including injuries to employees of our local subsidiaries and the collapse of company facilities and private homes.

In response, we conducted a fundraising campaign among officers and employees of the ALSOK Group, and, as well as supporting local employees, donated approximately 2.84 million yen to Emergency Relief Efforts for the Myanmar Earthquake implemented by the Office of the United Nations High Commissioner for Refugees (UNHCR) through the ALSOK Arigato Undo Foundation.

Collapsed home of a local employee



### Cooperation with Stakeholders

#### Participation in Social Contribution Projects

We support the Kodomo Boken Bank (Children’s Adventure Bank), a project provided by Florence, a certified NPO, that aims to eliminate experience disparities by providing children with free experiences (“adventures”). With the aim of realizing a society in which all children can lead fulfilling lives, we offered experiences at KidZania Tokyo and TOKYO DOME CITY Attractions to more than 200 parents and children.



# Initiatives for Respecting Human Rights

## Approach to Human Rights

The ALSOK Group respects basic human rights in accordance with the Basic Sustainability Policy and the Human Rights Policy based on two core principles of “arigato no kokoro” (a feeling of gratefulness and gratitude) and “bushi no seishin” (a samurai spirit).

The Human Rights Policy sets out our approach to respecting human rights based on the ALSOK Charter, which sets forth ALSOK’s Management Philosophy, Management Guidelines, and Code of Conduct. This policy applies to all executives and employees of the ALSOK Group (ALSOK CO.,LTD., Group companies, and affiliates), and we expect all business partners, including suppliers, to respect human rights in line with this policy.

## Addressing Business and Human Rights

Following the formulation of the government’s Action Plan on Business and Human Rights (2020 Inter-Ministerial Liaison Committee), we launched initiatives addressing business and human rights. In accordance with the Guiding Principles on Business and Human Rights (2011 UN Human Rights Council), and with advice and support from external experts, we examined Commitment, Human Rights Due Diligence, and Remedy.

### Commitment

In November 2023, we formulated and published the ALSOK Group Human Rights Policy.

### Human Rights Due Diligence

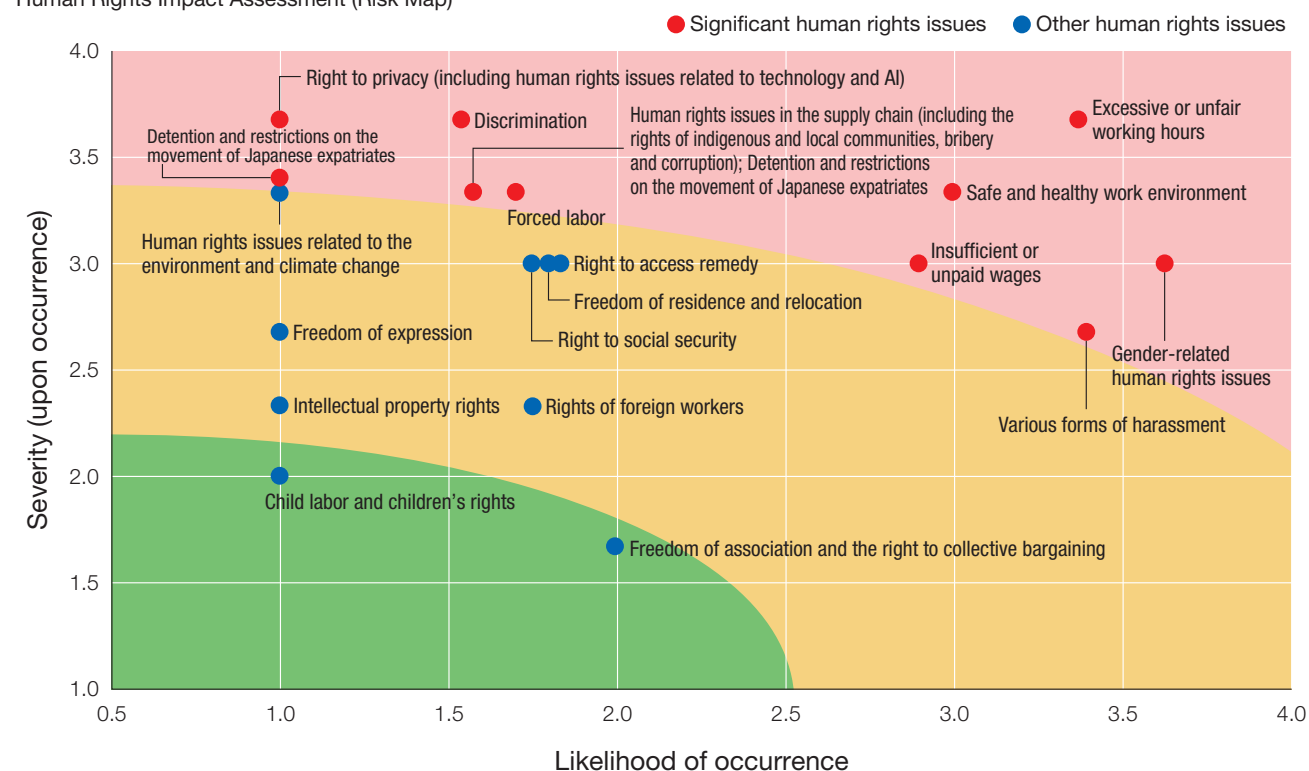
In April 2024, we established the Human Rights Committee and began implementing human rights due diligence, a continuous improvement process to identify, assess, prevent, and mitigate negative impacts on human rights related to our business activities.

We quantified the human rights impacts of our activities and transactions in terms of both severity and likelihood, mapped them, and identified key human rights issues.



Human Rights Policy

Human Rights Impact Assessment (Risk Map)



Significant human rights issues identified

Significant human rights issues	Impact target	Significant human rights issues	Impact target
Excessive or unfair working hours	Employees	Forced labor	Contractors
Safe and healthy work environment	Employees	Human rights issues in the supply chain (including the rights of indigenous and local communities, bribery and corruption)	Contractors
Harassment	Employees	Discrimination	Employees, contractors, customers, and residents
Gender-related human rights issues	Employees	Detention and movement restrictions on Japanese expatriates (Overseas)	Employees
Right to privacy (including human rights issues related to technology and AI)	Customers		
Insufficient or unpaid wages; Living wage	Contractors		

## Preventive and Mitigation Measures / Monitoring

For significant human rights issues, we formulated prevention and mitigation measures, set monitoring indicators, and began continuous oversight of implementation status through the Human Rights Committee.

Prevention and Mitigation Measures	Applicable Significant Human Rights Issues	Monitoring Indicators (results, etc.)
Labor management training	Excessive or unfair working hours	Average overtime hours Number of participants in labor management administrator training
Safety and Health Committee	Safe and healthy work environment	Occupational injury frequency rate
Harassment prevention training	Various forms of harassment	Number of participants in harassment training
Diversity training	Gender-related human rights issues	Number of participants in diversity training
Acquiring ISMS and Privacy Mark certifications	Right to privacy	Maintaining ISO 27001 and Privacy Mark certifications
Formulation of the Basic AI Policy	Human rights issues related to technology and AI	Formulating an AI usage policy
Promoting dialogue with contractors	Insufficient or unpaid wages; Living wage Forced labor Human rights issues in the supply chain	Number of price negotiations Number of dialogues with collaborating organizations, etc. Number of process audits

## Remedial Measures

The points of contact for reporting human rights violations are listed below. We will continue our efforts to ensure these channels are utilized properly.

ALSOK Group Reporting Contacts

Name	Type	Operation
ALSOK Hotline	For reports from employees	Internal
Business Partner Hotline	For reports by business partners	Internal
Support Line	For consultations requested by employees and their family members	External

Notes For ALSOK (non-consolidated) and Group companies in Japan and overseas  
Overseas matters are also handled by local subsidiaries (in the local language)

## Supply Chain Management

We believe that achieving a sustainable society requires not only initiatives by individual companies but also collaboration and mutual understanding with our business partners. Companies must address a wide range of areas such as human rights, labor, environment, and anti-corruption. We will share challenges across the entire supply chain and work together to tackle them.

### Sharing of Policies, Etc.

- ALSOK Group Human Rights Policy
- CSR and Sustainability Procurement Guidelines
- Partnership-building Declaration
- Multi-Stakeholder Policy

### Initiatives

- In 2022, based on the CSR and Sustainability Procurement Guidelines, we conducted a survey of 290 existing suppliers of security equipment regarding their initiatives to address risks related to environmental conservation and human rights violations.
- As a member of Global Compact Network Japan (GCNJ), the Japanese network of the UN Global Compact, we are working to realize CSR and sustainability procurement.



# Consideration for the Global Environment



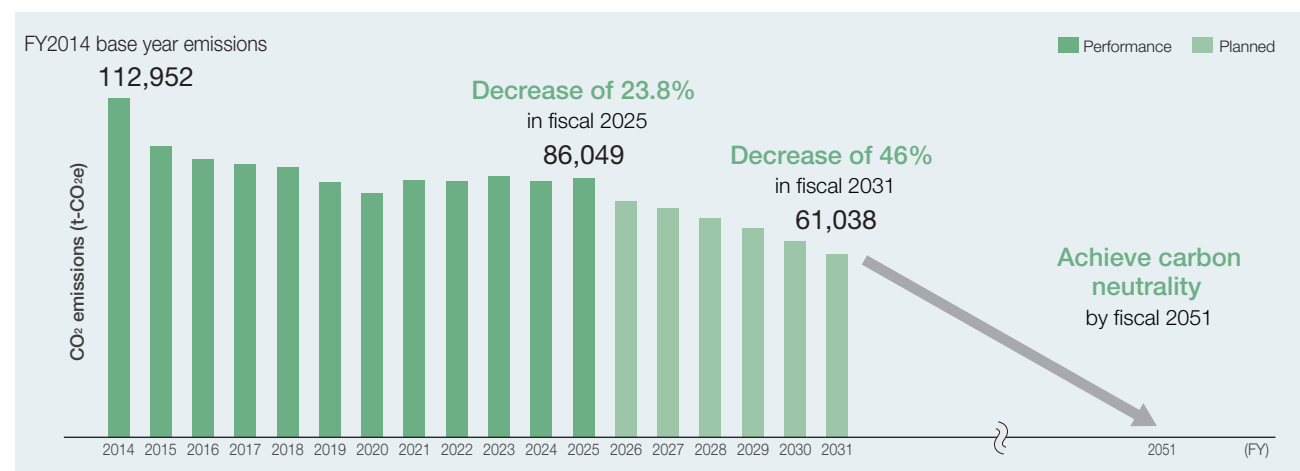
## Important Related Themes

We recognize that global environmental issues are shared challenges for all humanity and have therefore set targets to reduce CO<sub>2</sub> and other emissions as we strive to prevent environmental pollution and reduce environmental impact, while also addressing the climate change problem and engaging in environmental conservation activities.

## Initiatives Aimed at Carbon Neutrality

### ALSOK Group CO<sub>2</sub> Reduction Targets

The ALSOK Group aims to reduce Scope 1 and 2 CO<sub>2</sub> emissions by 46% from fiscal 2014 levels by fiscal 2031 and achieve carbon neutrality by fiscal 2051.



## Initiatives to Reduce CO<sub>2</sub> Emissions

In addition to progress on upgrading our lighting and air conditioning equipment to achieve CO<sub>2</sub> emission reduction targets, we are also replacing vehicles with environmentally friendly alternatives, primarily electric vehicles, and working on power saving and eco-driving practices.

- Scope 1**
  - Established internal rules for vehicle replacement to promote the use of gasoline-free vehicles
  - Promoted the introduction of electrified vehicles (YoY: EVs +13 units, hybrid vehicles +677 units, electric motorcycles +60 units)
- Scope 2**
  - Promoting the installation of solar power generation equipment, switchover to LED lighting, and renovation of air conditioning equipment at facilities owned by the Company and leased facilities
  - In-house electric power conservation campaign
- Scope 3**
  - Providing products and services that contribute to the reduction of power consumption by end users and alarm device-based energy savings
  - Promoting reductions throughout the supply chain through cooperation with suppliers
  - Waste reduction and new procurement reduction through the reuse of alarm equipment



Third-Party CO<sub>2</sub> Emissions Verification Report (Scope1+2+3)

\* Fiscal 2024 calculations (April 2023 to March 2024)

### Environmental Considerations for Security Vehicles

Traditionally, cash-in-transit vehicles faced challenges such as increased weight from cargo and security measures, which led to reduced fuel efficiency. To address this, we introduced lighter vehicles and, in October 2024, ALSOK became the first in Japan to deploy EV cash transport vehicles. These next-generation vehicles produce zero CO<sub>2</sub> emissions during operation, are quiet, and generate minimal vibration, reducing environmental impact even during early-morning and nighttime operations. Although charging was a challenge when introducing EV cash transport vehicles, we overcame this through meticulous operations scheduling. ALSOK will continue expanding the use of EV cash transport vehicles.



## Promoting the Introduction of Solar Power Generation Systems and LED Lighting

We are promoting the introduction of solar power generation systems and LED lighting at company-owned and fully leased facilities. In fiscal 2025, we installed solar power generation systems at the Sohkei Shinyokohama Building and the Sohkei Omiya Building, and introduced LED lighting at the ALSOK Shimanto Building and the ALSOK Shizuoka Building.



Sohkei Omiya Building

## Aiming for Acquisition of ISO 14001 Certification by All Group Companies

### Environmental Management Systems (ISO 14001 and Eco-Action)

To strengthen our environmental initiatives, the ALSOK Group is working to obtain certification under environmental management systems including ISO 14001. In fiscal 2025, ALSOK MBIC Laboratory obtained certification, maintaining company-wide certification.

## Toward the Realization of a Recycling-Oriented Society

### Promotion of reuse of alarm equipment (Repair Center)

We are working to reduce waste and resource consumption in manufacturing by reusing alarm equipment as part of our environmental commitment. Repair centers are located in Kanagawa and Osaka Prefectures, and we are steadily expanding the number of offices that use these centers.



### Collaborative Initiatives by ATM-related Companies to Reduce Environmental Impact

Since February 2024, Seven Bank, Ltd. and its three partner companies (ALSOK, NEC Corporation, and Nomura Research Institute, Ltd.) have been holding regular "ATM Partner Sustainability Meeting" to discuss strategies for visualizing and reducing CO<sub>2</sub> emissions from ATM infrastructure.



### Bird & Wildlife Control/Game Meats Business

Nine companies in the ALSOK Group are certified wildlife capture operators and provide integrated support, from the sale, installation, and management of traps and protective fencing through to culling. At ALSOK Chiba's Mobara Game Meat Processing Facility, we accept captured wild boars and other animals and operate a game meat business that processes them under hygiene control in accordance with HACCP\* standards. In September 2024, these initiatives were recognized with the Excellence Award at the 7th EcoPro Awards.



Received the 7th EcoPro Awards Award of Excellence



\* This is a method for sanitation management involving the analysis of potential hazards in the process from the receipt of raw materials to product shipment, development of a sanitation plan to protect against hazards, as well as plan execution and record-keeping.

### Participation in the Green x Digital Consortium

Since April 2025, we have been participating in the Green x Digital Consortium, an organization established within the Japan Electronics and Information Technology Industries Association (JEITA) to promote digitalization in the environmental field. We are also participating in working groups that promote the digitalization of GHG accounting through corporate collaboration and examine rules for calculating the GHG emissions of products and services in Japan.

**Green x Digital Consortium**

### Registration as a GX Leadership Declaration Company

In the GX League led by the Ministry of Economy, Trade and Industry (METI), we have been recognized as a silver-grade GX Leadership Declaration Company. We will promote reductions in GHG emissions by accelerating the replacement of vehicles with EVs and other electrified vehicles and by using renewable energy to charge them.



### Participation in Mangrove Planting Activity

ALSOK Group companies in Indonesia—PT. ALSOK BASS Indonesia Security Services and PT. Shield-On Service Tbk—participated in a mangrove reforestation program organized by the Jakarta Japan Club, an organization comprising the local Chamber of Commerce and Japanese community groups. On the day of the event, participants received explanations from staff responsible for the protected forest about the history and rich ecosystem of the mangrove reserve and carried out planting.





# Corporate Governance

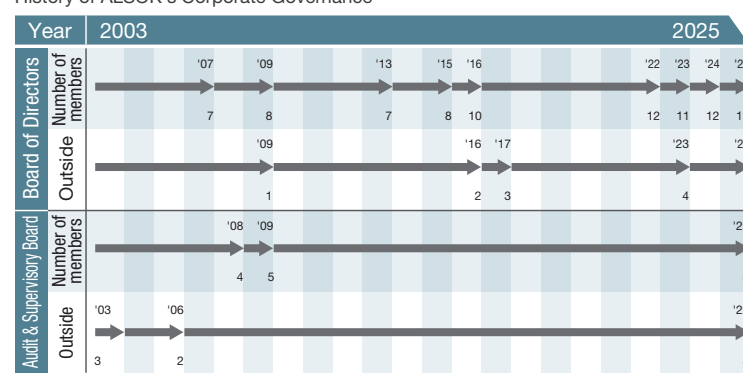
## Basic Policies and Systems

Based on its Management Philosophy exemplified by the principles of “arigato no kokoro” (a feeling of gratefulness and gratitude) and “bushi no seishin” (a samurai spirit), we promote our business and devote ourselves to protecting the safety and security of our customers and society as a whole. The ALSOK Group also advocates “contributing to society” as one of its management policies. Meanwhile, to continue to be a corporate group that is trusted by all stakeholders, we strive to reinforce groupwide corporate governance with measures that separate managerial execution and oversight functions, allow swifter decision making, encourage strong

corporate ethics, and provide transparency in business management. We also place importance on information disclosure and are actively engaged in IR activities in Japan and overseas, including holding financial results briefings for investors and analysts and conducting visits to institutional investors to provide briefings.

The company observes the principles put forth by Japan’s Corporate Governance Code, which was formulated by the Tokyo Stock Exchange, using these policies as guidelines for corporate governance and carrying out detailed inspections and reviews of organizational structures.

History of ALSOK’s Corporate Governance



Percentage of Female Senior Executives

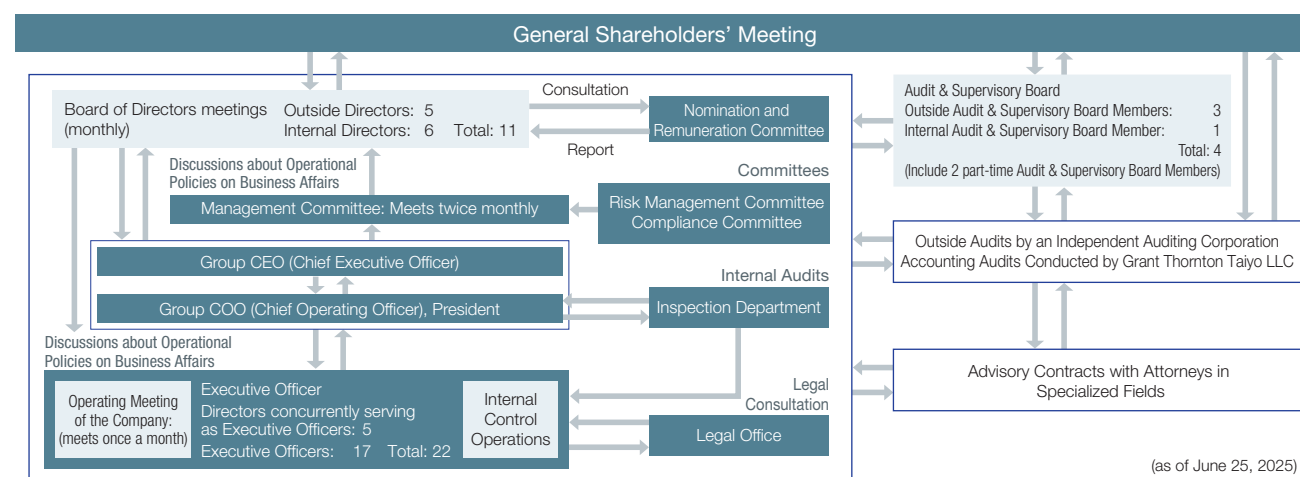
Year	2021	2022	2023	2024	2025
Percentage	12.5%	12.5%	13.3%	12.5%	20.0%

## Overview of Corporate Governance Systems and Reasons for Adoption

The Company has adopted the Company with Audit & Supervisory Board structure described in the Companies Act of Japan. By implementing the following systems, the Company affirms that effective and complete audits are conducted by Audit & Supervisory Board members and that management is being appropriately governed.

As of June 25, 2025, we have appointed 11 directors who include 5 outside directors, and 4 Audit & Supervisory Board members who include 3 outside Audit & Supervisory Board members. The Board of Directors meets once a month, in principle, to decide on basic management policies and important matters pertaining to operational execution

and to supervise the execution of duties by directors and executive officers. The Management Committee, which is chaired by the Representative Director, Group CEO meets twice a month, in principle, to determine the agenda items to be presented to the Board of Directors and to discuss the operational execution policies formulated based on Board of Directors’ decisions. The Audit & Supervisory Board meets once a month, in principle, to discuss and make decisions based on reports on important matters related to audits. In addition, one Audit & Supervisory Board Member attends the Management Committee to appropriately monitor the status of management execution.



## Composition of the Board of Directors

Our Board of Directors includes several directors with background experience in industry and the public sector, in addition to those with a wealth of in-house experience, for a board composition with well-balanced and diverse knowledge, experience, and capabilities.

With respect to the basic policy and decision-making methods for the nomination of our Directors (excluding Outside Directors), decisions are made by the Board of Directors following deliberations and recommendations by the voluntary Nomination and Remuneration Committee, a majority of whose members are Independent Outside Directors. The Board of Directors meets once a month in principle, in addition to meetings to be called as needed. It met 13 times during the fiscal year ended March 31, 2025.

### Key Resolutions and Reports for the fiscal year ended March 31, 2025

Matters for Resolution	Matters for Reporting
<ul style="list-style-type: none"> <li>Matters Concerning the General Shareholders' Meeting</li> <li>Matters Concerning Financial Results</li> <li>Matters Concerning Directors</li> <li>Matters Concerning Stocks, etc. <ul style="list-style-type: none"> <li>Matters Concerning Acquisition of Treasury Stock</li> </ul> </li> <li>Organizational and Personnel Matters</li> <li>Matters Concerning Maintenance of the Internal Control System</li> <li>Matters Concerning Management</li> <li>Matters Concerning the Disposal and Acquisition of Important Assets</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Results of the Execution of Board of Directors Resolutions <ul style="list-style-type: none"> <li>Acquisition of Treasury Stock, etc.</li> </ul> </li> <li>Status of operational policies <ul style="list-style-type: none"> <li>Compliance Committee activity reports</li> <li>Acquisition/sale of short-term investment securities and gains</li> <li>Status of Risk Management Committee Activities, etc.</li> </ul> </li> <li>Monthly State of Management</li> <li>Other Matters Deemed Necessary by the Board of Directors <ul style="list-style-type: none"> <li>Results of the questionnaire survey on the effectiveness of the Board of Directors</li> <li>Audit status reports</li> <li>Status of Initiatives on Social, Environmental, and other Issues</li> <li>Results of deliberations concerning the nomination and remuneration of Directors and other related matters, etc.</li> </ul> </li> </ul>

## Effectiveness Assessment

In order to evaluate the effectiveness of the Board of Directors, we administered a questionnaire on this subject to all directors and Audit & Supervisory Board members. From the perspective of ensuring objectivity and transparency, in principle, the survey responses are made to an external organization, and the aggregated results are reported by the external organization.

In accord with the opinions presented through the evaluation, the Company will strive to improve the effectiveness of the Board of Directors.

Composition of the Board of Directors	Reasons for Adoption
Composition of the Board of Directors	<ul style="list-style-type: none"> <li>While the current composition is appropriate, continual review and changes will be necessary going forward to support the Company's business expansion.</li> <li>We hope to realize the early appointment of female internal directors. It is desirable to have someone with expertise in DX and AI-related fields.</li> </ul>
Operations of the Board of Directors	<ul style="list-style-type: none"> <li>Because we receive thorough explanations of agenda items in advance, proceedings of the Board of Directors run smoothly.</li> </ul>
Monitoring function of the Board of Directors	<ul style="list-style-type: none"> <li>Amid Group reorganization and expansion, it remains necessary to strengthen on-site management functions across the entire Group, and monitoring of Group governance is becoming increasingly important.</li> </ul>
Support system for Directors and Audit & Supervisory Board Members	<ul style="list-style-type: none"> <li>As it appears difficult to obtain knowledge and information about the industry (such as frontline security and long-term care), we request further enrichment of content, including information on the latest trends in the industry (domestic and overseas).</li> </ul>
Dialogue with Shareholders (Investors)	<ul style="list-style-type: none"> <li>We also hold small meetings and conduct active, lively exchanges of opinions, and IR activities have been gradually enhanced. We hope for further information disclosure and feedback gathering, including by the IR department.</li> </ul>
Overview of the Board of Directors	<ul style="list-style-type: none"> <li>Including at pre-briefing sessions, active opinions are voiced primarily by outside officers, and numerous requests are being made to the executive side. Responses to action items and reviews of issues are reported to the Board of Directors, and we feel the supervisory function is being fulfilled.</li> <li>After Board meetings, we hold lunch meetings to discuss medium-term issues, which is a very good initiative.</li> </ul>

## Composition of the Board of Directors and Skill Matrix

The composition of the Board of Directors and the expertise and experience of each Director are as follows.

Name	Position	Corporate Management (including sustainability)	Finance/Accounting	Legal Affairs/Compliance	IT/Digital	Global Business	Sales/Marketing	Human Resource Management	Industry (security, facility management, and long-term care)
Tsuyoshi Murai	Representative Director, Group CEO, CTO	●		●	●		●	●	●
Ikuji Kayaki	Representative Director, Group COO	●		●			●	●	●
Motohisa Suzuki	Director	●		●		●	●	●	●
Naoki Hyakutake	Director	●		●			●	●	●
Kazuhide Shigemi	Director	●	●				●		
Shinichiro Hayashi	Director	●	●	●			●	●	
Toshie Ikenaga	Director	●		●				●	
Masahiko Mishima	Director	●		●		●	●		
Kenji Iwasaki	Director	●	●	●			●	●	
Hirofumi Morita	Director	●	●		●	●	●		
Risa Tanaka	Director	●					●	●	



## Corporate Governance

### Nomination and Remuneration Committee

On February 7, 2023, the company established a Nomination and Remuneration Committee as a voluntary advisory body to the Board of Directors.

The committee aims to ensure objectivity and transparency in the methods for determining the nomination and remuneration of directors and to further enhance the corporate governance system. In response to consultations from the Board of Directors, it deliberates on matters concerning the basic policies and methods for determining the nomination and remuneration of directors and submits recommendations to the Board of Directors. With respect to committee composition, from the perspective of fulfilling the roles expected of it, a majority of members are independent outside directors, as shown below. Furthermore, beginning with the fiscal year ended March 31, 2025, to further

enhance the objectivity and transparency of Directors' decision-making procedures and to foster discussions with stronger involvement by outside directors, we have revised the composition of the committee.

#### Committee Composition

Title	Name
Representative Director, Group CEO	Tsuyoshi Murai
Representative Director, Group COO	Ikuji Kayaki
Outside Director	Toshie Ikenaga
Outside Director	Masahiko Mishima
Outside Director	Kenji Iwasaki
Outside Director	Hiroyuki Morita
Outside Director	Risa Tanaka

### Activities of the Business Investment Review Committee

We established a Business Investment Review Committee on October 1, 2022.

The committee shares the objectives of business expansion investment projects such as corporate acquisitions and business transfers, and considers the various risks involved, such as operational business issues including quantitative aspects, as well as the human resources aspects of engaging in and operating the projects.

The committee is composed of the Representative

Director and Group CEO, who serves as chairperson, the Representative Director and Group COO, who serves as vice-chairperson, as well as the officers in charge of General Affairs/PR, Corporate Planning & Administration, Business Strategies, Financial & Accounting, Human Resources Affairs, officers in charge of projects, and other members appointed by the chairperson. The committee holds meetings for projects as needed. It met 13 times in the fiscal year ended March 31, 2025.

### Policies and Methods for Deciding Remuneration Amounts

The maximum amount of total remuneration for company directors is 400 million yen, and the maximum amount of total remuneration for Audit & Supervisory Board members is 120 million yen. In accordance with the resolution of the 59th General Shareholders' Meeting held on June 25, 2024, the maximum total amount of remuneration for Directors has been revised to 600 million yen. The remuneration paid to directors, based on the following policies decided by the resolution of the Board of Directors, consists with the flat amount determined by the appointment and outside director, other directors besides, and with the productivity-linked remuneration calculated by the performance feedback of each directors by certain standard. Remuneration for Audit & Supervisory Board Members is a fixed amount, and the specific amount is determined in accordance with standards set by the Audit & Supervisory Board.

#### Policy on determining the Payment Ratio of Remuneration other than Performance-linked Remuneration and Performance-linked Remuneration

For the Company's Directors (excluding Outside Directors), the predetermined remuneration (so-called bonus) paid each June constitutes performance-linked remuneration. When both the Company performance payment rate and the individual performance payment rate are 100%, the payment ratio is 45% of total annual compensation (short-term incentive: 30%, medium- to long-term incentive: 15%). In the case where fixed monthly pay falls under the category of remuneration other than performance-linked remuneration and both the company and individual performance payment rates are 100%, the percentage to be paid is 55% of the annual total amount of remuneration.



#### Indicators for performance-linked remuneration, reasons for selecting those indicators, and method for determining the amount of performance-linked remuneration

In calculating predetermined remuneration, which is linked with performance, the company's performance payout ratio for short-term incentives is calculated based on a reference index (consolidated operating income + equity in earnings of affiliates + consolidated bonus), which is adjusted for consolidated operating income, while the company's performance payout ratio for medium- to long-term incentives is calculated based on the three-year average annual growth rate of that reference index. In addition, the individual performance payment rate is determined based on the degree of achievement of the goals set for each individual. After that, the amount of payment is finally determined by multiplying each payment rate by the standard amount.

### About the Audit & Supervisory Board

ALSOK is a company with an Audit & Supervisory structure. As of June 25, 2025, the Audit & Supervisory Board consists of 4 members (including 3 outside members), at least 1 of whom has extensive financial and accounting expertise. In addition, 2 full-time employees are assigned to the Audit & Supervisory Board Secretariat to assist the auditors in their work duties, and personnel transfers and evaluations of these employees is subject to the consent of the Audit & Supervisory Board members, which increases their independence from directors, ensuring the effectiveness of the auditors' instructions.

The Audit & Supervisory Board meets once a month, in principle, to discuss and make decisions based on reports

on important matters related to audits. In addition, one Audit & Supervisory Board Member attends the Management Committee to appropriately monitor the status of management execution.

The Audit & Supervisory Board met 16 times during the fiscal year ended March 31, 2025. Members of the Audit & Supervisory Board report, deliberate and resolve important matters concerning audits, audit policy and audit planning. The activities engaged in only by the full-time Audit & Supervisory Board members, and the details of on-site audits by each auditor, are reported to the other auditors at meetings of the Audit & Supervisory Board, etc.

## A Roundtable Discussion with Outside Directors



Risa Tanaka Outside Director Hiroyuki Morita Outside Director Toshie Ikenaga Outside Director

## We would like to see ALSOK leverage its core competencies to create new value

We received recommendations regarding ALSOK's core competencies from an outside director perspective for creating corporate value and the governance framework that supports them.

### ALSOK's Core Competencies

**Morita:** I believe ALSOK's core competencies lie in its approximately 2,300 depots located throughout Japan and its ability to deliver rapid service that reaches customers in a short time. The greatest strength is the ability to reliably provide services that give customers a strong sense of security. Moreover, beyond its original business in security, ALSOK promotes a very wide-ranging portfolio of services, including ATM management for financial institutions, facility maintenance for buildings, and, in the long-term care field, the rollout of services that address a super-aging society. The fact that all of these are consistently guided by the catchphrase and philosophy of "safety and security" is what underpins ALSOK's strengths.

**Tanaka:** ALSOK is a company that can reliably deliver safety and security both in normal times and during major events, and it operates with a deep community focus. Moreover, it addresses a very broad spectrum of social risks, not limited to Security Services, but also including monitoring for seniors and disaster response. Judging from the actual operations of these businesses, ALSOK is a "people (human capital) company," and I am convinced that its greatest competitive advantage lies in its people. There is strength, a sense of rightness in invariably fulfilling its social mission, and warmth present. That said, whether such a broad range of services and

core competencies are being communicated sufficiently to external audiences is not necessarily the case. Generally speaking, to expand brand recognition it is necessary to grasp various touchpoints and address diverse perspectives. I recognize that a major challenge lies in whether we can swiftly and accurately share ALSOK's true identity with society.

**Ikenaga:** I believe ALSOK's strengths lie in its clearly defined significance to society. Continuing activities to protect the safety and security of society, customers, and individuals—and being deeply important to society, a characteristic that employees can take pride in—is a strength in itself. Employees are characterized by their seriousness and respect for discipline, combined with perseverance and a strong sense of responsibility. These qualities have earned ALSOK a high level of trust from companies, municipalities, and other organizations. I have deep respect for the way ALSOK has put trust first and steadily built relationships with society over many years.

As labor shortages become a serious issue, there will naturally be disadvantages for a labor-intensive company like ALSOK. However, on the other hand, I note that the Company is actually finding business opportunities in the labor shortage, through offerings such as ALSOK IT Rescue and ALSOK Equipment Rescue, by capturing outsourcing demand, and by handling large-scale events with powerful mobilization leveraging its nationwide network.



## A Roundtable Discussion with Outside Directors

### Assessment and Expectations for Initiatives to Enhance Corporate Value

**Tanaka:** To enhance corporate value, the Company requires both a strategy to further hone the core competencies mentioned earlier and efforts to advance existing businesses by leveraging those strengths. In addition, we must also make use of M&A and the like to apply the sources of ALSOK's service strengths to other fields. In that context, while investors raise questions about improving capital efficiency, from the standpoint of Outside Directors, I hope they will recognize that the Company is steadily executing its business activities based on strategy and watching over that growth.

Strengthening existing foundation businesses will also lead to an expansion of stable earnings. ALSOK holds a variety of training and study sessions; in addition to sharing information from the field, everyone discusses ideas for new businesses and services, which I find truly excellent. However, rather than only working hard internally, I feel it would be beneficial to consciously let in outside perspectives and different ways of thinking, actively incorporating them and examining them repeatedly.

To continue community-rooted businesses and initiatives for the safety and security of families and organizations, it is important to become a presence that can enter and be embedded within communities. ALSOK's customers are diverse. Since anyone can become a customer regardless of age, business field, employees need the human qualities to enter communities and the traits to be relied upon and well-liked. On that basis, initiatives will also emerge to understand customer expectations, create new businesses and services, and spark innovation through ingenuity. Based on my on-site visits and communication to date, each department within the Company advances its work with strong teamwork, and there is an observable atmosphere of collaboration and co-creation. I expect that, within this environment, ALSOK will explore new mechanisms and methods.

From a corporate strategy perspective, the challenge for any infrastructure lies in the last mile. At ALSOK, however, we are connected as the "first mile" of safety and security starting from the

customer. As possibilities expand for developing services and products starting from the customer, realizing them efficiently would represent a major opportunity.



**Morita:** In this era of rapid change, to roll out services that fully leverage IT and DX, we must allocate ALSOK's talent resources, our key differentiator, efficiently. Although we have addressed "toughness, fairness, and generosity", for customers to genuinely feel ALSOK's warmth, in addition to making sophisticated use of IT, I believe a major factor is how well ALSOK employees engage with customers. Ultimately, when something truly critical happens, the warmth customers feel from having an actual person on site matters immensely. To make more effective use of our core competencies, it is important to deepen DX and raise the added value the Company delivers to customers. Meanwhile, management must both improve productivity and build mechanisms that ensure customers feel glad to have chosen ALSOK. As IT advances, we increasingly live without being conscious of the fact that we inhabit a physical world. However, when trouble strikes, there are inevitably frustrating moments, such as being unable to get help over the phone. In other words, having someone come to the scene, listen and consult, and being able to converse with a person is, I believe, the greatest value for customers. I would like ALSOK to make it a strength to enhance added value through IT and then provide an extra layer of warmth at the last mile.

From the standpoint of corporate value, leveraging IT is essential, but risk management related to IT is equally important. Including IT, we are kept informed each time about the status of various risks and planned actions going forward, and we feel the risk management structure is properly configured to respond.

**Ikenaga:** To enhance corporate value, it is necessary to articulate a growth strategy. While the security market, which is the core market for our business, is maturing, ALSOK has rock-solid agility that others cannot match, commanding an exceptionally strong presence. At the same time, it is crucial to develop and deploy businesses as ALSOK moves forward that branch out from that core. We must continue to

challenge ourselves and experiment, enriching our offerings to turn the labor shortages at small and medium-sized enterprises into business opportunities and to provide rescue services as social infrastructure. Moreover, investment is indispensable for boosting corporate value; we believe DX, talent, and M&A will be the core pillars of investment. In April 2025, a DX Strategy Department was established, and the management team recognizes its importance. We need to advance digital implementation to strengthen communication with customers, make better use of data, improve and streamline operations, and enhance functions through digital technologies. Digital implementation is closely tied to investment in people; it will contribute to ALSOK's own efficiency and labor saving while enabling the provision of more advanced services. Furthermore, in expanding security and electronic security by leveraging DX, we will need to cultivate talent capable of developing and mastering equipment, and investment in this area must also be reinforced. As we expand the safety and security infrastructure, we are expected to actively consider and execute M&A to accumulate know-how and secure talent. Naturally, we recognize that rigorous perspectives on synergy effects and on the integration or separation of businesses are required when doing so.

Through dialogue with investors, we are again reminded that, beyond internal sharing, it is important to present more clearly to external stakeholders what these investments mean within ALSOK's medium- to long-term growth strategy.



### Evaluation and Challenges of the Human Resources Strategy

**Morita:** As mentioned earlier, it is crucial that we heighten each employee's IT literacy and, by fully leveraging it, pursue higher levels of added value in the services ALSOK provides. Due to the rapid promotion of IT and DX, this applies not only to ALSOK but to many companies as well. However, within the changing business environment, gaps with human resources have become apparent. In the future, groups of talent portfolios will be needed, including individuals

with expertise in IT or business management, as well as those highly skilled in each specific business domain. To form such talent groups, we must determine, in a planned manner, which development plans to adopt and what training to provide at each level. We are required to formulate and execute a human resource development plan that is broken down from the business plan.

One of ALSOK's notable strengths is the large number of personnel who faithfully carry out what has been decided, exactly as decided. This is a major strength for the organization. At the same time, we need an educational framework that fosters thinking within the organization that becomes the source of new added value when the environment changes. ALSOK has direct last-mile contact with customers. From the customer's standpoint, it means there is someone right in front of them to whom they can say, "This is what we'd like you to do." This demonstrates that our points of contact with customers and the market are extremely strong. We expect these touchpoints and voices to be fed back into the business and nurtured as seeds for new services.

**Tanaka:** Human resource development is the engine of corporate growth. In the era of 100-year lifespans, everyone will keep refining both "spirit" and "skills." Within a company, on the "spirit" side, its strength lies in how many people understand and subscribe to the Management Philosophy and put it into practice in their work. I believe ALSOK employees understand this and are endeavoring to act accordingly. The widespread penetration of philosophy is one of our strengths. To anchor that strength more firmly, it is important for employees to consider how they connect with society, enhance their own capabilities while contributing to society, and challenge themselves to grow. It is the management's responsibility to build an environment that employees regard as conducive to this. Investing in people is a source of competitive advantage for increasing corporate value. We view value enhancement through human capital management as the culmination of ensuring it is recognized not only as something for the market, but also as the growth story of each individual employee.

On the "skills" side, to take on new challenges for the future, we must further enhance capabilities such as problem identification and problem definition. A major element in protecting our safety and security depends heavily on IT literacy, and we must all continue to hone that literacy. It is important to advance education and create opportunities to cultivate an environment in which employees can help one another hone their skills. ALSOK places great importance on employee engagement; to raise it, it is also vital that the intended direction—including shared understanding and goals—is clarified through education and information sharing.





## A Roundtable Discussion with Outside Directors



**Ikenaga:** Since the two of you discussed talent portfolios and skills, I will speak from a different perspective. From the employee's perspective, it has become important to be able to map out a career path. In other words, plan out how they will grow in the Company. Management is expected to present clear pathways showing what careers employees can choose and how. That also requires flexibility that accommodates diverse career paths and individuals' life events. ALSOK is now significantly broadening the scope of its businesses related to safety and security. Against this backdrop, we must recognize that the number of women among individual and corporate customers and among our employees is rising, and that more male and female employees are working while raising children or providing care. In particular, to attract and retain younger generations, while preserving ALSOK's virtues of discipline and of everyone striving toward a shared direction, I feel the Company should place even greater emphasis on building systems that make work styles more flexible where possible, enable both women and men to fulfill both work and private lives, and provide environments in which individuals can learn autonomously. This is not only for women, but also for everyone, including younger generations and employees with constraints, as it enhances motivation and capability, thereby improving the company's productivity. We will continue to pay close attention to this going forward.

### Governance and Effectiveness of the Board of Directors

**Tanaka:** Including the other Outside Directors and Audit & Supervisory Board Members, I feel we have assembled truly professional governance overseers with abundant management experience. I myself am grateful that, inspired by everyone's views and leveraging my own expertise, I am able to organize various insights and issues on a daily basis.

ALSOK is transitioning to a stage of pursuing a bold vision and undertaking diverse challenges in new domains, and we recognize the need to keep rigorously testing the soundness of our strategies.

Human capital management is about more than corporate strategy. It entails securing each employee's education, career development, ease of working, and the safety of the work environment, including psychological safety. I would like to confirm whether management practices to achieve this are being properly implemented. In addition, as a voice for stakeholders, I would like to keep discussing matters while remaining mindful of how we are perceived by society.

At ALSOK, I feel that both the CEO, who serves as chair, and the executive-side officers have fostered an atmosphere of thoroughly debating how to drive growth, and that genuinely candid, lively discussions are being put into practice. Transparency is high, but at the same time that entails significant responsibility. Looking at the market's evaluation of the various measures taken by the Board of Directors and how we have responded to questions from investors, I sense there may have been some shortfalls in our communications. Our aim is to proceed without any disconnect with the times or the market, while checking how the information we communicate is being received. While this inevitably entails a strong sense of tension, we believe we must ensure the process functions properly from the standpoints of transparency and risk management. We intend to continue posing forward-looking questions and to assess whether ALSOK's future vision is aligned with our current strategy; we believe that continuing this approach will lead to effective governance.



**Ikenaga:** I believe ALSOK's Board of Directors, including the Audit & Supervisory Board Members, has become more diverse year by year. Currently, including the Audit & Supervisory Board Members, three women serve on the Board, and the proportion of outside directors is also rising. It is also an environment in which it is easy to speak up; when agenda items relate to each outside director's field of expertise, the CEO as chair actively invites their views, and I feel efforts are being made to fully leverage each person's knowledge.

Going forward, DX, including the use of IT and AI, will grow in importance, and from the standpoint of ALSOK's future growth, I also feel it is important to keep overseas expansion in view. Therefore, we must closely monitor developments in DX and in the

overseas divisions. Because the executive side has thoroughly debated each matter, rather than commenting on the specifics of individual items, I would like to confirm the background and thinking behind them, the timing of submission to the Board, and how they are positioned within corporate management and growth strategy, and to share these points among Board members through our discussions.

For information sharing, in addition to the Board of Directors, we have set up informal lunch meetings for directors and executive officers as a forum for candid discussion. We also provide opportunities for Outside Directors and Outside Audit & Supervisory Board Members to exchange views, for example, candidly discussing the day's Board themes and debates, to align our understanding. These have become venues where, from our respective areas of expertise and positions, we can exchange information unknown to one another, and through these numerous opportunities I feel effectiveness has also been enhanced.

**Morita:** Including the three Outside Directors and the Audit & Supervisory Board Members, ALSOK's Board of Directors brings together people with different experiences, knowledge, and backgrounds; in that sense, I feel that diversity is fully secured and that discussions based on that diversity are taking place. Furthermore, Director Tanaka and I both took office as new appointees last year, and through site visits and other efforts to understand the businesses to date, I believe we have significantly deepened our understanding of why the executive side thinks the way it does. What we should pay attention to at the Board is, particularly for investment proposals, to review them from the standpoint of whether it is clearly demonstrated how rational the thinking is. At ALSOK, I feel that discussions are held in a way that



makes it easy to explain to external parties what kinds of investment decisions are made regarding rational objectives and investment profitability. Naturally, we provide advice for decision-making by leveraging the knowledge we possess; in addition, I believe it is the role of us Outside Directors to evaluate whether decisions are being made on a sustainable basis to ensure ALSOK's continuity into the future.

With respect to our relationships with investors, it is expected that more diverse disclosures will be required going forward, such as the consideration of indicators from the perspectives of capital efficiency and the cost of capital, and we must be able to explain these externally. In such situations, I believe that directors, as well as the executive side of management and staff divisions, will be required to have the ability to adapt to these changes. However, we will not manage solely on the basis of mechanical capital efficiency. Striking a balance with the significance and growth potential of the businesses will also be a highly important theme.





# Directors, Audit & Supervisory Board Members, and Executive Officers

(as of August 1, 2025)

## Representative Directors

Representative Director	
<b>Tsuyoshi Murai</b> Group CEO (Chief Executive Officer) and CTO (Chief Technology Officer)	
1999.7	Joined the Company
2007.6	General Manager of Home Marketing Division
2010.4	Appointed Executive Officer, Chief Officer of Regional Division (I)
2011.2	In charge of General Property Management
2011.3	Transferred and appointed President and Representative Director of Japan Facilio Co., Ltd. (Resigned in March 2014)
2014.4	Appointed Senior Executive Officer, Deputy Chief Officer of Business Promotion Division, in charge of sales planning and management, and regional finance sales
2016.4	In charge of Human Resources Affairs and Corporate Ethics; Deputy Chief Officer of Business Promotion Division; in charge of the Tokyo 2020 Olympic and Paralympic Games
2016.6	Appointed Director and Senior Executive Officer
2018.4	In charge of General Affairs/PR, Compliance, Risk Management, and Information Assets Management
2018.5	Chief Officer of Tokyo 2020 Olympic and Paralympic Games Promotion Affairs
2018.5	In charge of Central Japan Area; Deputy Chief Officer of Business Promotion Division, in charge of Central Japan Area Sales
2019.4	Appointed Executive Vice President and Director, in charge of Promotion, Tokyo 2020 Olympic and Paralympic Games Promotion Affairs
2020.4	In charge of Management Company
2022.4	In charge of R&D Engineering Affairs
2022.6	Appointed Representative Director (Current), Group CEO (Current), and CTO (Current) (Major concurrent positions)
2021.12	Appointed Representative Director of SOHGO CORPORATION (Current)
2024.6	Appointed Chairperson of the All Japan Security Service Association (Current)

## Representative Director (Senior Executive Officer)

<b>Ikuji Kayaki</b> Group COO (Chief Operating Officer), In charge of Quality Management, Chief Officer of Business Promotion Division	
1982.4	Joined the Company
2011.4	Chief Officer of Regional Division (IV)
2012.4	Appointed Executive Officer
2014.4	Deputy Chief of Operations, in charge of Structural Reform of Transportation Security Services
2015.4	Appointed Senior Executive Officer, Chief Officer of Security Operations
2017.6	Appointed Director and Senior Executive Officer
2017.10	In charge of Security for the Tokyo 2020 Olympic and Paralympic Games
2018.4	Executive Vice President and Representative Director, General Manager of ALSOK Company, in charge of East Japan Area, Deputy Chief Officer of Business Promotion Division, in charge of Corporate Customers
2019.4	Appointed Vice President and Representative Director, Senior Executive Vice President, Chief Officer of Business Promotion Division (Current)
2018.4	In charge of Corporate Customers, in charge of East Japan Area Business
2022.6	Appointed Representative Director (Current)
2022.6	Appointed Group COO (Current)
2022.6	Appointed Senior Executive President (Current)
2024.4	In charge of Quality Management (Current)

## Directors

Director (Executive Vice President)	
<b>Motohisa Suzuki</b> In charge of General Affairs/PR, Compliance, Risk Management, Information Assets Management, Affiliated Corporate, Overseas Services, Chief Officer of Overseas Services Division, Deputy Chief Officer of Business Promotion Division	
2015.1	Appointed Director General of Traffic Bureau, National Police Agency (Retired in January 2016)
2016.4	Appointed Senior Executive Officer of the Company, in charge of General Affairs/PR and Procurement, Deputy Chief Officer of Security Operations (in charge of operational affairs, Tokyo 2020 Olympic and Paralympic Games), in charge of HOME ALSOK, Compliance, Risk Management, and Information Asset Management, Deputy Chief Officer of Business Promotion Division
2018.4	In Charge of Security Operation Affairs, Structural Reform of Transportation Security Services, Deputy Chief Officer of Tokyo 2020 Olympic and Paralympic Games Promotion Affairs
2019.4	Chief Officer of Tokyo 2020 Olympic and Paralympic Games Promotion Affairs
2019.6	Appointed Director and Senior Executive Officer
2022.6	In charge of General Affairs/PR (Current), Compliance (Current), Risk Management (Current), in charge of Information Asset Management (Current), Management Company, Overseas Services (Current), Chief Officer of Overseas Services Division (Current)
2022.8	Deputy Chief Officer of Business Promotion Division (Current)
2023.4	Appointed Director and Senior Executive Officer (Current), in charge of Quality Management, in charge of Affiliated Companies (Current)

## Directors

Director (Executive Vice President)	
<b>Naoki Hyakutake</b> In charge of Human Resources Affairs Corporate Ethics	
1989.4	Joined the Company
2016.4	Transferred and appointed President and Representative Director of ALSOK Care & Support Co., Ltd. (Resigned in March 2017)
2017.4	General Manager of Human Resources Department
2019.4	Appointed Executive Officer, in charge of Human Resources
2022.4	Appointed Senior Executive Officer, Deputy in charge of Human Resources Affairs
2022.6	Appointed Director and Senior Executive Officer, in charge of Human Resources Affairs (Current) and Corporate Ethics (Current)
2025.4	Appointed Executive Vice President and Director (Current)

## Director (Senior Executive Officer)

<b>Kazuhide Shigemi</b> CFO (Chief Financial Officer), in charge of Internal Control and Procurement	
2009.4	General Manager of Osaka Sales Department No. 2, Mizuho Corporate Bank, Ltd. (Currently Mizuho Bank, Ltd.) (Resigned in April 2012)
2011.5	General Manager of the Regional General Administration Department of the Company
2013.4	General Manager of Group Management Department
2015.4	General Manager of Corporate Planning & Administration Department
2017.4	Appointed Executive Officer, Second in charge of Corporate Planning & Administration, Second in charge of Strategic Business
2019.4	Appointed Senior Executive Officer, in charge of Corporate Planning & Administration and Strategic Business
2022.6	Appointed Director and Senior Executive Officer (Current)
2022.10	In charge of Financial & Accounting, Internal Control (Current), and Procurement (Current)
2025.4	Appointed CFO (Current)

## Director (Senior Executive Officer)

<b>Shinichiro Hayashi</b> In Charge of Corporate Planning & Administration, Deputy Chief Officer of Business Promotion Division, in charge of finance	
2021.4	General Manager of the Nagoya Branch of the Bank of Japan (Resigned in June 2022)
2022.6	Appointed Executive Officer, in charge of Finance, second in charge of Sales Planning and Management
2023.4	Appointed Senior Executive Officer, in charge of Corporate Planning & Administration (Current), in charge of Business Strategies, Deputy Chief Officer of Business Promotion Division, in charge of finance (Current)
2025.6	Appointed Director and Senior Executive Officer (Current)

## Director (Outside)

<b>Toshie Ikenaga</b>	
1987.4	Joined the Economic Planning Agency
2010.9	Director of Policy Evaluation and Public Relations Division, Minister's Secretariat, Cabinet Office
2012.4	Professor of Hosei Graduate School of Regional Policy Design
2014.4	Director of Cabinet Office
2014.9	Director of General Affairs Division, Gender Equality Bureau, Cabinet Office
2016.1	Appointed Vice Governor of Shiga Prefecture (left office in July 2018)
2018.7	Appointed Director General, Gender Equality Bureau, Cabinet Office (left office in August 2020)
2021.6	Appointed Director of the Company (Current)
2022.7	Appointed President of National Hospital Organization (Current)
(Major concurrent positions)	
2021.6	Appointed Outside Audit & Supervisory Board Member of Shimizu Corporation (Current)

## Directors

Director (Outside)	
<b>Masahiko Mishima</b>	
2016.4	Appointed Executive Officer of Mitsubishi Heavy Industries, Ltd.
2018.10	Appointed Senior Executive Officer of Mitsubishi Heavy Industries, Ltd.
2019.6	Director and Senior Executive Officer of Mitsubishi Heavy Industries, Ltd.
2021.6	Appointed Senior Executive Officer of Mitsubishi Heavy Industries, Ltd. (Resigned in September 2021)
2021.10	Appointed Advisor of Mitsubishi Heavy Industries, Ltd. (Resigned in September 2022)
2022.6	Appointed Director of the Company (Current)

## Director (Outside)

<b>Kenji Iwasaki</b>	
2009.6	Appointed Executive Officer of Tokio Marine & Nichido Fire Insurance Co., Ltd.
2010.6	Appointed Managing Director of Tokio Marine & Nichido Fire Insurance Co., Ltd.
2014.4	Appointed Executive Director of Tokio Marine & Nichido Fire Insurance Co., Ltd.
2017.4	Appointed Vice President and Representative Director of Tokio Marine & Nichido Fire Insurance Co., Ltd. (Resigned in March 2018), Appointed the position of Senior Executive Vice President of Tokio Marine Holdings, Inc.
2017.6	Appointed Vice President and Representative Director of Tokio Marine Holdings, Inc. (Resigned in June 2018)
2018.6	Appointed Executive Director of the General Insurance Association of Japan (Resigned in June 2022)
2022.6	Appointed Director of the Company (Current)
2022.7	Audit & Supervisory Board Member of Daiichi Selwa Jimusho Co., Ltd. (Current)
(Major concurrent positions)	
2022.6	Appointed President and Representative Director, HMS Holdings Co., Ltd. (Current)
2023.6	Appointed Director and Audit & Supervisory Committee member of Japan Airport Terminal Co., Ltd. (Current)

## Director (Outside)

<b>Hiroyuki Morita</b>	
1997.6	Appointed President of ENICOM (now NS Solutions USA) (Resigned in June 1999)
2010.4	Appointed Executive Officer of NS Solutions Corporation
2012.6	Appointed Director of NS Solutions Corporation
2015.6	Appointed Director and Superior Executive Officer of NS Solutions Corporation
2016.4	Appointed Director and Senior Executive Officer of NS Solutions Corporation
2019.4	Appointed President and Representative Director of NS Solutions Corporation
2023.4	Appointed Director and Advisor of NS Solutions Corporation
2024.6	Appointed Director of the Company (Current), Appointed Advisor of NS Solutions Corporation (Resigned in June 2025)
(Major concurrent positions)	
2024.6	Appointed Outside Director of Toho System Science Co., Ltd. (Current)

## Director (Outside)

<b>Risa Tanaka</b>	
1995.4	Chief Editor at Sendenkai Co., Ltd.
2008.11	Appointed Vice President and Director, and Editorial Office Manager of Sendenkai Co., Ltd.
2010.8	Appointed Director of Japan Association for Rail Advertising (Current)
2012.4	Professor at the Graduate School of Project Design founded by the Advanced Academic Agency
2014.6	Appointed Outside Director of Japan Post Co., Ltd. (Resigned in June 2022)
2016.4	Appointed Director of Sendenkai Co., Ltd. (Resigned in March 2023)
2019.1	Member of the Central Environment Council of the Ministry of the Environment (Current)
2019.2	Member of the Infrastructure Development Council and the Council for Transport Policy of the Ministry of Land, Infrastructure, Transport and Tourism (Current)
2021.4	Appointed Member of the Board of Trustees and Vice President of Mie University (Current)
2022.1	Member of the 33rd Local Government System Research Committee of the Ministry of Internal Affairs and Communications
2024.6	Appointed Director of the Company (Current)
2025.4	Member, Fiscal System Council, Ministry of Finance (Current)
(Major concurrent positions)	
2016.4	Appointed president of Graduate School of Project Design founded by Advanced Academic Agency (Current)
2021.6	Appointed Outside Director of Imuraya Group Co., Ltd. (Current)
2022.6	Appointed Outside Audit & Supervisory Board Member of Metropolitan Expressway Co., Ltd. (Current)
2024.6	Appointed Outside Director, Akita Bank, Ltd. (Current); Appointed Outside Director, Koito Manufacturing Co., Ltd. (Current)

## Audit & Supervisory Board Members

Full-time Audit & Supervisory Board Member	
<b>Jun Tanaka</b>	
1987.4	Joined the Company
2010.4	General Manager of the Owari Branch
2013.4	General Manager of the Johoku Branch
2015.4	General Manager of R&D Engineering Department
2020.4	General Manager of Overseas Services Department No. 2
2022.4	Transferred and appointed President and Representative Director of ALSOK SHOJITSU SECURITY SERVICE CO., LTD.
2024.4	President and Representative Director of ALSOK SHOJITSU SECURITY SERVICE CO., LTD. (Resigned in June 2025)
2025.6	Appointed Full-time Audit & Supervisory Board Member of the Company (Current)

## Full-time Audit & Supervisory Board Member (Outside)

<b>Shinichiro Nakano</b>	
2008.6	General Manager of Risk Management Division, The Norinchukin Bank
2012.6	General Manager of Planning Management Division, The Norinchukin Bank
2014.6	Appointed Managing Director, The Norinchukin Bank (Resigned in March 2019)
2014.6	Appointed Director of Norinchukin Value Investments Co., Ltd. (Resigned in March 2018)
2014.6	Appointed Director of The Norinchukin Trust & Banking Co., Ltd. (Resigned in March 2019)
2014.6	Appointed Auditor of Kyodo Housing Loan Co., Ltd. (Resigned in June 2019)
2019.4	Appointed Standing Advisor of The Norinchukin Bank (Resigned in June 2019)
2019.6	Appointed Full-time Audit & Supervisory Board Member of the Company (Current)

## Audit & Supervisory Board Member (Outside)

<b>Yoshifumi Otsuka</b>	
2015.4	Appointed Executive Officer of Daiwa Securities Co., Ltd.
2018.10	Appointed Executive Officer of Daiwa Securities Group Inc.
2019.4	Appointed Senior Executive Officer of Daiwa Securities Group Inc. (Resigned in March 2022)
2020.4	Appointed Senior Executive Officer of Daiwa Securities Co. Ltd.
2020.4	Appointed Managing Director of Daiwa Securities Co., Ltd. (Resigned in March 2022)
2022.4	Appointed Senior Managing Director of Daiwa Institute of Research Ltd. (Resigned in March 2024)
2024.6	Appointed Audit & Supervisory Board Member of the Company (Current)

## Audit & Supervisory Board Member (Outside)

<b>Toshie Tanaka</b>	
2013.8	Chief of the Iwate Prefectural Police Headquarters
2018.3	Chief of the Traffic Bureau, Metropolitan Police Department
2019.3	Director of the International Police Center, National Police Academy
2021.9	Chief of the Chiba Prefectural Police Headquarters
2023.8	Deputy Commissioner General of the Metropolitan Police Department
2024.4	Commissioner of the National Police Academy (Resigned in August 2024)
2024.12	Appointed Advisor, Gibraltar Life Insurance Co., Ltd. (Current)
2025.4	Appointed Special Advisor, Sogo Development Co., Ltd. (Current)
2025.6	Appointed Audit & Supervisory Board Member of the Company (Current)
(Major concurrent positions)	
2025.3	Appointed Outside Director of ITOKI CORPORATION (Current)

Senior Executive Officer	Satoshi Yoneda	Wataru Saito	Tomoyuki Arita	Seiji Ono	Hiroyuki Ono	Yutaka Komatsu	Hiroyoshi Yoshida
	In Charge of Business Strategies, Deputy Chief Officer of Business Promotion Division, in charge of Business Planning and Management	CIO (Chief Information Officer)	Deputy Chief Officer of Business Promotion Division In charge of Corporate Customers	Deputy Chief Officer of Business Promotion Division In charge of Corporate Customers	In charge of Central Japan Area, Deputy Chief Officer of Business Promotion Division In charge of Central Japan Business Area	In charge of Kansai Area, in charge of Expo 2025 (General management), in charge of Deputy Chief Officer of Business Promotion Division, in charge of Kansai Business Area	In charge of Stationed Security Services, in charge of Expo 2025 (External Affairs)

Ken Takahashi	Yutaka Miyajima	Takashi Kumagai
In charge of Transportation Security Services	In charge of HOME ALSOK Services	In charge of Long-term Care Services, Deputy Chief Officer of Business Promotion Division, ALSOK CARE CO., LTD. President and Representative Director

Executive Officer	Tetsuya Okuda	Masahiro Kikukawa	Masafumi Sato	Manabu Morimoto
	Second in charge of General Affairs	Second in charge of Financial & Accounting	Second in charge of R&D Engineering Affairs	In charge of Electronic Security Services
	Yasuhiro Yoshimoto	Kengo Takeda	Naoki Fukuzumi	Tetsuya Tsuburaya
	In charge of Facility Management Services	In charge of Tokyo and Kanagawa	In charge of Western Japan	General Manager of the Osaka Branch



# Financial Review

## Review of Fiscal 2025

ALSOK Group has continued to provide appropriate services as a business operator that provides services related to social safety and security (Security Services, Facility Management Services, etc., Long-term Care Services, and Overseas Services) with the aim to contribute to sustainable societies. As set out in our Medium-term Management Plan, "Grand Design 2025," we aim to become a resilient comprehensive safety and security service provider that responds to society's diverse safety and security needs, and we are working to deliver new services that combine various service functions—including security, facility management, and long-term care—to meet the expanding safety and security needs of customers and society amid diversifying risks. In addition, amid continued inflation, we are asking customers to accept price revisions to address rising costs.

Net sales in fiscal 2025 increased 5.8% year-on-year to 551,881 million yen, marking the 15th consecutive year of increase and record high for the 14th consecutive year. In terms of profit, operating income was 40,201 million yen (up 5.6% year-on-year), ordinary income was 43,107 million yen (up 4.7% year on year), and profit attributable to owners of parent was 27,105 million yen (up 1.8% year on year). In addition, we place importance on ordinary income margin and ROE as objective indicators to determine the status of achievement of management indicators. In the Medium-term Management Plan "Grand Design 2025," we have set a target of 10.0% or higher for both of these indicators, and for fiscal 2025, ordinary income margin was 7.8% and ROE was 7.9%.

In addition to strengthening its Security Services through M&A and other means, the ALSOK Group is expanding its

Facility Management Services, etc., which is highly compatible with its Security Services, as well as Long-term Care and other life-support services to focus on precisely meeting the expanding safety and security needs in a society amid diversifying risks.

## Financial Position

Total assets at the end of fiscal 2025 amounted to 572,402 million yen (up 0.2% from the end of the same period last year), of which current assets amounted 256,722 million yen (up 1.8%) and non-current assets amounted to 315,679 million yen (down 1.2%).

Total liabilities amounted to 196,401 million yen (up 1.4%), of which current liabilities amounted to 108,892 million yen (up 8.4%), and non-current liabilities amounted to 87,509 million yen (down 6.1%).

Total assets totaled 376,000 million yen (down 0.5%).

## Basic Policy on Financial Discipline

Under the Medium-term Management Plan "Grand Design 2025," we are aiming for a ROE of 10% or more as a medium-term financial target. In order to improve ROE, our basic policy is to expand is to maintain stable dividends and increase profitability by maintaining stable dividends with a medium-term target of increasing the consolidated ordinary income to net sales to 10% or higher. As a guideline, we will set the dividend payout ratio in the 40% to 50% range. Against this backdrop, ALSOK Group's equity capital ratio at the end of the past five consolidated fiscal years has remained stable, which we believe reflects our efforts to strike a fair balance between shareholders

and creditors and to maintain financial discipline. The main source of our own capital is the collection of monthly fees from customers, mainly from Security Services, which provides us with stable, predictable monthly income.

## Policy on Growth Investments (Capital Investments/Research and Development)

The Group made capital investments totaling 18,194 million yen in property, plant and equipment, and intangible assets for FY2025. The mainly comprised 9,406 million yen for electronic security equipment, 2,081 million yen for equipment and fixtures, 650 million yen for buildings and structures, and 1,199 million yen for software.

Our R&D aims to contribute to improving profitability, and our basic policy is to promote the development of technologies and products that capture diversifying market needs and are competitive in the market.

In FY2025, R&D expenses totaled 522 million yen, mainly related to the Security Services business. In addition, our R&D department of the Company integrates activities such as surveys, planning, intellectual property management, and quality management, which do not fall under research or development, into R&D operations, and the total amount including expenses for such activities in addition to R&D expenses was 2,204 million yen.

At ALSOK, to address the expanding need for safety and security in a society where risks are diversifying, we conduct research to deal with such issues as the diversification of crimes close to home and a deterioration in perceived public safety, increasingly sophisticated cyber attacks, and labor shortages due to the declining birthrate

and aging population. We are also promoting open innovation and advancing industry-academia-government collaboration on cutting-edge technologies to respond to rapidly changing social conditions.

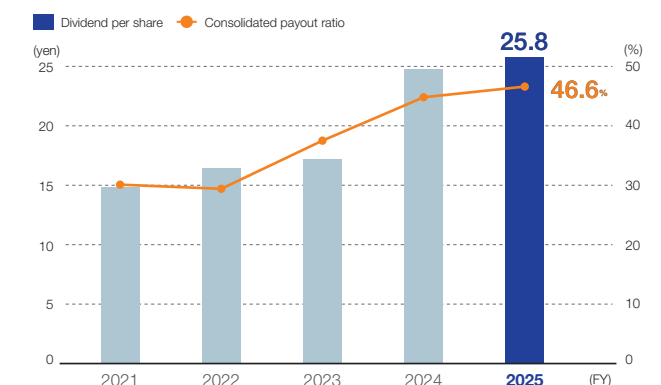
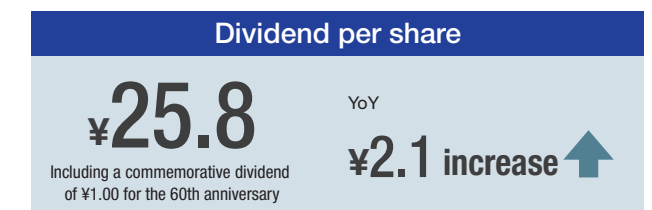
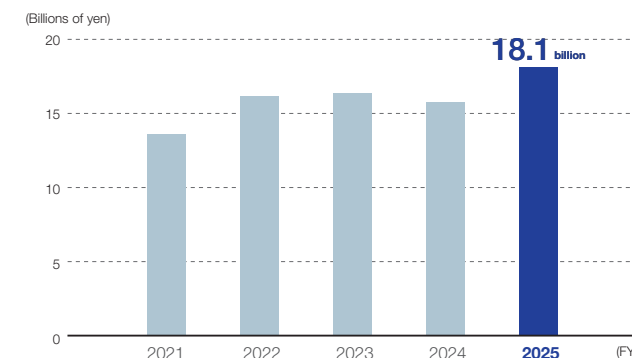
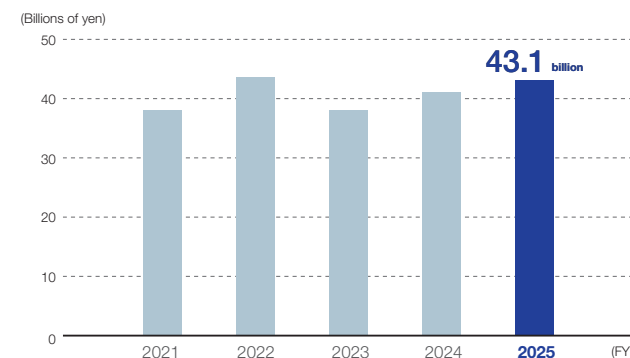
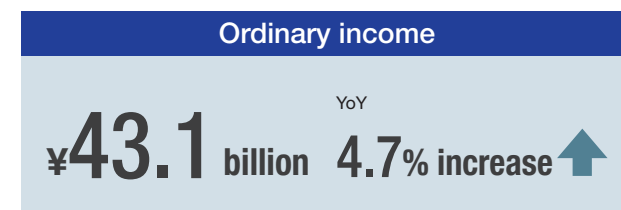
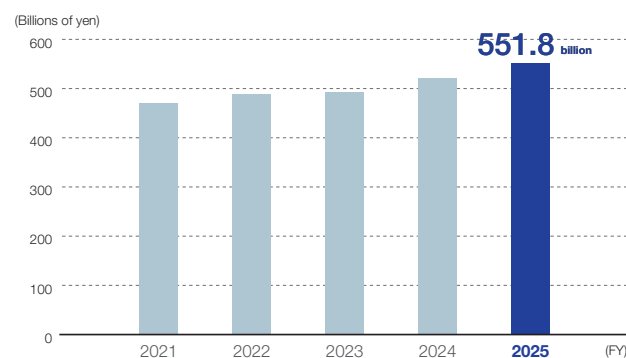
## Shareholder Return Policy

ALSOK positions the return of profits to shareholders as an important management policy, and its basic policy is to distribute the results supported by business performance when enhancing internal reserves. Internal reserves will be allocated to research and development expenses, capital expenditures for upgrading information systems, new businesses, and other investments necessary for future growth and development, in an effort to further improve business performance.

ALSOK's basic policy is to pay dividends from surplus twice a year, an interim dividend and a year-end dividend. The decision-making body for these dividends is the General Shareholders' Meeting for the year-end dividend and the Board of Directors for the interim dividend.

The dividend for FY2025, taking into comprehensive consideration our results for the year, the outlook for performance from the next fiscal year onward, capital expenditure plans, and other factors, we plan to pay an annual dividend of 25.80 yen per share, including the interim dividend (12.40 yen per share) and a commemorative dividend of 1.00 yen for the 60th anniversary, resulting in a consolidated dividend payout ratio of 46.6%.

Furthermore, as part of our shareholder return policy, we also carry out acquisitions of treasury stock in a flexible manner while monitoring cash flow trends. In FY2025, the Company acquired 15,741,100 shares of treasury stock pursuant to a resolution of the Board of Directors on May 14, 2024.





## 11-year Summary of Financial and Non-Financial Data

Fiscal year ended March 31

Fiscal year ended March 31	2015	2016	2017	2018
<b>Profit and loss (millions of yen)</b>				
Net sales	365,749	381,818	413,343	435,982
Cost of sales	276,116	282,880	310,704	330,493
Gross profit	89,632	98,937	102,639	105,489
Selling, general and administrative expenses	66,660	69,901	74,217	75,378
Operating income	22,971	29,036	28,422	30,111
Ordinary income	24,700	30,667	30,309	31,913
Profit attributable to owners of parent	13,534	17,868	18,330	19,344
<b>Financial position (millions of yen)</b>				
Total assets	373,863	349,561	385,877	396,635
Net assets	204,363	205,622	222,230	241,382
<b>Cash flows (millions of yen)</b>				
Net cash provided by (used in) operating activities	19,666	19,678	54,561	25,496
Net cash provided by (used in) investing activities	(24,295)	(12,808)	(22,055)	(19,125)
Net cash provided by (used in) financing activities	6,596	(9,176)	(20,582)	(13,429)
<b>Profitability</b>				
Gross profit margin (%)	24.5	25.9	24.8	24.2
Operating income margin (%)	6.3	7.6	6.9	6.9
Ordinary income margin (%)	6.8	8.0	7.3	7.3
Return on assets (ROA) (%)	6.9	8.5	8.2	8.2
Return on equity (ROE) (%)	7.8	9.9	9.7	9.3
EV/EBITDA (times) <sup>1)</sup>	12.5	14.7	9.6	11.5
<b>Stability</b>				
Equity capital ratio (%)	48.4	51.9	51.0	55.0
Equity ratio on a market value basis (%)	110.1	175.4	108.2	134.3
Interest-bearing liabilities (millions of yen)	65,091	35,782	42,078	26,153
Interest coverage ratio (times)	28.5	30.1	54.2	25.8
<b>Efficiency</b>				
Total asset turnover ratio (times)	1.0	1.1	1.1	1.1
Shareholders' equity turnover ratio (times)	2.1	2.1	2.2	2.1
Tangible fixed assets turnover ratio (times)	5.4	5.3	5.1	4.9
<b>Per share information</b>				
Net assets per share (BPS) (yen) <sup>2)</sup>	360.03	361.02	391.25	431.15
Net income per share (EPS) (yen) <sup>2)</sup>	26.93	35.55	36.47	38.39
Price book-value ratio (PBR) (times)	2.3	3.4	2.1	2.4
Price earnings ratio (PER) (times)	30.4	34.3	22.8	27.5
Dividend per share (yen) <sup>2)</sup>	7.6	10.0	11.0	12.0
Consolidated dividend payout ratio (%) <sup>2)</sup>	28.2	28.1	30.2	31.3
Year end stock price (yen) <sup>2)</sup>	819.0	1,220.0	831.0	1,052.0
<b>Other information</b>				
Number of employees (consolidated)	31,221	31,446	36,693	37,519
Average number of years of continuous service (non-consolidated)	14.9	15.4	15.9	16.4
Percentage of employees returning to work after childcare leave (non-consolidated, total for male and female employees) (%)	96.6	93.7	91.3	98.3
CO <sub>2</sub> emissions (group) (t-CO <sub>2</sub> ) <sup>3)</sup>	96,962	92,453	90,622	89,735
CO <sub>2</sub> emissions per sales unit (group) (t-CO <sub>2</sub> ) <sup>3)</sup>	0.265	0.242	0.219	0.206
<b>M&amp;A Activities</b>	<ul style="list-style-type: none"> <li>• ALSOK Souei Co., Ltd.</li> <li>• Nippon Building Maintenance Co., Ltd.</li> <li>• ANTEI CO., LTD.</li> <li>• HCM Corporation</li> <li>• ALSOK Care &amp; Support Co., Ltd.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Wisnet Co., Ltd.</li> <li>• PT. ALSOK BASS Indonesia Security Services</li> <li>• ALSOK Vietnam Security Services Joint Stock Company</li> <li>• ALSOK SHOUITSU SECURITY SERVICE CO., LTD.</li> </ul>			
	<ul style="list-style-type: none"> <li>• ALSOK-TW East Japan Co., Ltd.</li> <li>• ALSOK KANTO DELIVERY CO., LTD.</li> </ul>			

\*1 Method of calculation for EV/EBITDA is as follows.  
EV = Market capitalization + Interest-bearing liabilities – Short-term liquidity (Cash and deposits + Short-term investment securities)  
EBITDA = Operating income + Depreciation and amortization  
The calculation method for EV/EBITDA has been changed since the fiscal year ended March 31, 2023.

2019	2020	2021	2022	2023	2024	2025
443,535	460,118	469,920	489,092	492,226	521,400	551,881
334,197	345,783	353,451	364,118	371,594	396,264	420,926
109,338	114,335	116,469	124,974	120,632	125,135	130,954
77,057	78,713	80,393	83,160	84,670	87,056	90,752
32,280	35,621	36,076	41,814	35,961	38,078	40,201
33,881	37,706	38,106	43,744	38,198	41,169	43,107
22,269	23,349	24,247	28,234	23,234	26,630	27,105
410,113	432,576	485,456	492,452	520,989	571,463	572,402
257,098	261,881	295,400	318,071	334,075	377,754	376,000
28,771	33,896	55,522	42,736	31,682	56,063	42,647
(14,911)	(13,395)	(38,452)	(14,093)	(24,818)	(16,913)	(15,550)
(10,934)	(15,113)	(12,714)	(18,183)	(19,380)	(21,503)	(36,309)
24.7	24.8	24.8	25.6	24.5	24.0	23.7
7.3	7.7	7.7	8.5	7.3	7.3	7.3
7.6	8.2	8.1	8.9	7.8	7.9	7.8
8.4	8.9	8.3	8.9	7.5	7.5	7.5
9.9	10.1	9.6	10.1	7.8	8.2	7.9
9.6	9.9	9.6	5.9	5.8	6.1	8.1
56.8	54.8	55.3	59.0	58.6	60.2	59.1
119.0	123.1	109.1	82.2	69.3	72.9	95.0
21,546	23,578	28,408	13,423	10,825	9,392	14,745
18.1	26.2	27.3	22.3	17.6	30.7	22.3
1.1	1.1	1.0	1.0	1.0	1.0	1.0
2.0	2.0	1.9	1.7	1.7	1.6	1.6
5.0	5.2	4.9	4.9	4.6	4.5	4.6
460.48	468.11	530.42	574.32	602.71	687.34	697.96
44.00	46.13	47.90	55.78	45.90	52.95	55.41
2.1	2.2	1.9	1.3	1.1	1.2	1.6
21.9	22.8	21.8	14.3	15.5	15.6	20.1
13.2	14.0	14.4	16.4	17.2	23.7	25.8
30.0	33.5	30.1	29.4	37.5	44.8	46.6
964.0	1,052.0	1,046.0	800.0	713.0	831.9	1,122.0
37,417	37,902	38,444	38,192	39,039	64,982	64,733
16.8	17.2	17.4	17.6	17.8	18.3	18.3
98.1	98.2	98.1	95.2	98.7	100.0	93.3
84,655	81,286	85,501	85,146	86,850	84,974	86,049
0.191	0.177	0.181	0.174	0.176	0.162	0.155
• Care Plus Co., Ltd. • SOHGO KANZAI Co., Ltd. • Health Support Co., Ltd.	• Keihanshin Security Services Co., Ltd.	• Life Holdings Co., Ltd.		• ALSOK Joy Life Co., Ltd. • ALSOK Life Support Co., Ltd. • ALSOK Bangladesh Security Services Ltd.	• PT. Shield-On Service Tbk	• Kanso Co., Ltd.

\*3 The method and scope of CO<sub>2</sub> emissions calculation have been changed since the fiscal year ended March 31, 2021.



## Breakdown of Sales/Number of Contracts

Net Sales by Service Type<sup>\*1</sup>

(Billions of yen)

Fiscal year ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Security Services										
Electronic Security Services	167.1	170.5	174.0	175.5	175.6	176.7	176.4	175.9	168.3	173.6
HOME ALSOK Services	—	—	—	—	—	—	—	—	23.0	24.6
Stationed Security Services	93.9	100.4	110.0	111.9	116.9	113.1	128.8	123.7	118.5	123.1
Transportation Security Services	54.6	56.1	60.2	62.2	65.6	65.6	67.8	66.7	69.2	70.4
Facility Management Services, etc.	54.9	57.8	61.9	62.9	69.2	68.1	68.1	72.9	75.3	79.7
Long-term Care Services	7.5	24.9	25.7	26.5	28.1	40.3	41.6	47.4	50.9	53.3
Overseas Services	—	—	—	—	—	—	—	—	15.7	26.8
Others	3.5	3.4	3.9	4.2	4.6	5.8	6.0	5.3	—	—
Total	381.8	413.3	435.9	443.5	460.1	469.9	489.0	492.2	521.4	551.8

<sup>\*1</sup> Reportable segments have been changed beginning in fiscal 2025. For fiscal 2023 and earlier, net sales are presented under the former segments.

## Net Sales by Industry

(Billions of yen)

Fiscal year ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Business corporations	234.3	244.9	263.6	271.2	282.9	278.2	292.9	299.9	319.7	345.2
Financial institutions	92.3	91.7	92.0	91.4	93.2	92.0	88.5	86.3	91.3	92.4
Public institutions	26.2	29.7	31.5	31.2	32.2	35.3	41.4	35.3	38.2	38.5
Individuals <sup>*2</sup>	28.9	46.8	49.0	49.7	51.6	64.1	66.1	70.6	72.1	75.6
Total	381.8	413.3	435.9	443.5	460.1	469.9	489.0	492.2	521.4	551.8

<sup>\*2</sup> Sales of HOME ALSOK APARTMENT AND CONDOMINIUM PLAN and HOME ALSOK MIMAMORI SUPPORT have been included under "Individuals," even for contracts in which the customer is a business corporation or government office.

Number of Contracts<sup>\*3</sup>

(Contracts)

Fiscal year ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Security Services										
Electronic Security Services	478,925	493,035	508,374	520,942	533,733	540,410	548,580	556,431	579,708	591,234
HOME ALSOK Services	375,158	395,920	414,554	428,916	439,333	449,745	460,679	473,188	505,379	521,662
Stationed Security Services	3,871	4,213	4,357	4,485	4,468	4,371	4,584	4,658	4,232	4,376
Transportation Security Services	62,146	65,755	72,454	75,652	77,791	79,289	79,582	86,023	86,913	90,948
Facility Management Services, etc.	81,908	89,670	98,044	104,254	109,697	113,880	119,020	121,972	127,763	130,337
Long-term Care Services	12,804	22,628	21,234	25,364	24,976	27,503	27,118	27,236	27,912	28,652
Overseas Services	—	—	—	—	—	—	—	—	4,239	4,479
Others	18,217	22,285	25,263	25,896	29,382	29,693	34,778	23,806	—	—
Total	1,033,029	1,093,506	1,144,280	1,185,509	1,219,380	1,244,891	1,274,341	1,293,314	1,336,146	1,371,688

<sup>\*3</sup> Reportable segments have been changed beginning in fiscal 2025. For fiscal 2023 and earlier, the number of contracts is presented under the former segments.

## Main External Evaluations

ALSOK has been recognized by external organizations as fulfilling its corporate social responsibility from an ESG perspective, and has been selected as a component stock in related investment indicators and indices.

## ESG Investment Indices



FTSE4Good

FTSE4Good  
Index SeriesFTSE Blossom  
Japan IndexFTSE Blossom Japan  
IndexFTSE Blossom  
Japan Sector  
Relative IndexFTSE Blossom Japan Sector  
Relative Index2025 CONSTITUENT MSCI日本株  
ESGセレクト・リーダーズ指数MSCI Nihonkahu ESG  
Select Leaders IndexS&P/JPX  
Carbon Efficient IndexEvaluations by External  
Evaluation OrganizationsHealth & Productivity  
Management Outstanding  
Organization 2025

UN Global Compact

TCFD  
(Task Force on Climate-related Financial Disclosure)

CDP

<sup>\*</sup> FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that ALSOK CO.,LTD. has been independently assessed according to the FTSE Blossom Japan Index, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of Japanese companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

Corporate Information/Stock Information (as of March 31, 2025)

## Corporate Information

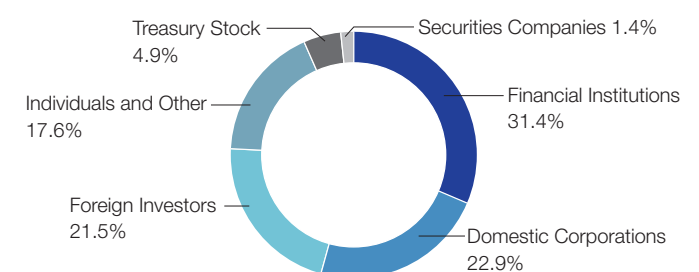
Corporate Name	ALSOK CO.,LTD.*
Head Office	1-6-6 Motoakasaka, Minato-ku, Tokyo 107-8511, Japan
Established	July 16, 1965
Capital	¥18,675 million
Fiscal Year-End	March 31
Employees	(Consolidated) 64,733 (Non-consolidated) 11,559
Business Operations	Head Office/62 Branches/34 Offices/ 246 Sales Offices Offices/92 Consolidated Subsidiaries (Including 18 Overseas Subsidiaries) 15 companies accounted for by the Equity Method (including 3 Overseas Subsidiaries)

<sup>\*</sup> On July 16, 2025, we amended our company name from SOHGO SECURITY SERVICES CO., LTD. to ALSOK CO.,LTD.

## Stock Information

Total Number of Shares Authorized	1,500,000,000 shares
Number of Shares Issued	510,200,210 shares (Including 25,197,290 shares of treasury stock)
Total Number of Shareholders	16,341
Stock Listing	Tokyo Stock Exchange (Prime Market)
Securities Code	2331
Minimum Trading Lot	100 shares

## Distribution of Shares by Shareholder Type



## Major Shareholders (Top 10)

Name	Number of Shares Held (thousand shares)	Controlling Share (%)
Japan Master Trust Bank, Ltd. (Trust account)	56,793	11.70
SOHGO CORPORATION	36,943	7.61
Custody Bank of Japan, Ltd. (Trust account)	30,668	6.32
Saitama Machinery Co., Ltd.	26,419	5.44
Kizuna Corporation	26,150	5.39
Employees Shareholding Association	16,578	3.41
Custody Bank of Japan, Ltd. (as trustee for Mizuho Bank Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.)	14,807	3.05
Atsushi Murai	14,804	3.05
SMB Trust Bank Ltd. (as trustee for retirement benefit of Sumitomo Mitsui Banking Corporation)	13,678	2.82
National Mutual Insurance Federation of Agricultural Cooperatives	11,560	2.38

Note: Each controlling share is calculated based on the total number of shares excluding the number of treasury stock (25,197,290 shares).

Results of IR Activities<sup>\*</sup>

ALSOK values engaging in active dialogue with all stakeholders in order to achieve sustainable growth and enhance corporate value over the medium to long term.

Any comments raised are fed back to the management team every quarter with the view to enhancing corporate value.

Activity	Performance	Covered by
Financial Results Briefing for Analysts and Institutional Investors	2 times	Representative Director, Group CEO, Representative Director, Group COO, Director in charge of Corporate Planning & Administration, Director in charge of Financial & Accounting
Conference Organized by Securities Companies	1 time (3 companies)	Representative Director, Group COO
Small Meeting Organized by Security Companies	1 time (26 companies)	Representative Director, Group COO
Small Meeting Organized by ALSOK	1 time (6 companies)	Representative Director, Group COO
Individual Meetings for Institutional Investors	272 times	Outside Director, Director in charge of Corporate Planning & Administration, General Manager of IR Office

<sup>\*</sup> Period: April 2024 to March 2025

Management  
Philosophy

Based on two core principles exemplified by “**arigato no kokoro**”<sup>\*1</sup> (a feeling of gratefulness and gratitude) and “**bushi no seishin**”<sup>\*2</sup> (a samurai spirit), we promote our business and devote ourselves to protecting the safety and security of our customers and society as a whole.

Management  
Policies

## 1. Fundamental Spirit of Management

We conduct all our endeavors based on the fundamental spirit of our management philosophy as exemplified by “arigato no kokoro” that never forgets gratitude and “bushi no seishin” based on toughness, fairness, and generosity to be a highly principled Group.

## 2. Management Priorities

Our top priority is to provide products and services of the first rank to our customers, while striving to become a rewarding environment for our employees and living up to shareholder expectations through attractive profit growth.

## 3. Basic Strategy of Management

In addition to our security business, we also seek to offer a diverse range of products and services in new fields designed to manage various risks to satisfy the needs of the ever-changing times.

## 4. Contributing to Society

Cooperating with public initiatives related to safety and security, we commit ourselves to providing services and developing products that contribute to the advancement of society and the resolution of social issues.

<sup>\*1</sup> Human beings in society agree to live and let others live. The spirit of gratitude is a humble feeling of thankfulness to all the people and things around ourselves.

<sup>\*2</sup> The samurai spirit embodies a strong and honorable concept of discipline, purpose, and the will to succeed and develop.

<sup>\*</sup> The figures in this report are presented in accordance with the “Notice Regarding the Filing of Amendments to Past Securities Reports, etc., and Corrections to Past Financial Results, etc.,” which was released on May 13, 2025.





## ALSOK CO.,LTD.

1-6-6 Motoakasaka, Minato-ku,  
Tokyo 107-8511, Japan

URL <https://www.alsok.co.jp/>

**IR Office** TEL. 03-3423-2331  
FAX. 03-3470-1565

**Sustainability  
Promotion Office** TEL. 03-3470-1972  
FAX. 03-5411-1636

### Information for Shareholders and Other Investors

For more information on management policies, financial and business results,  
IR library, and stock information, please visit our website.

<https://www.alsok.co.jp/en/ir/>



### Sustainability and Social Contribution Activities

For more information on our sustainability and social contribution activities, please visit our website.  
ALSOK's sustainability and social contribution activities are implemented through our core business  
in line with ISO 26000.

<https://www.alsok.co.jp/en/csr/>



・HOME ALSOK Connect is registered trademarks of ALSOK CO.,LTD.

