

2025年3月期決算説明資料
Financial Results
for FY2025

総合警備保障株式会社

SOHGO SECURITY SERVICES CO., LTD.

証券コード 2331（東京証券取引所プライム市場）
Securities Code: 2331(TSE Prime Market)



1. Financial Results for FY2025

Both sales and profit increased from the previous fiscal year, achieving full-year business performance forecasts

- Sales have increased for 15 consecutive years and reached a record high
- Make price revisions against the backdrop of increases in personnel, raw materials, and other costs.

2. Business Plan for FY2026 Forecasting a new record high

- Net Sales 590 Billion yen, Ordinary Income 47 Billion yen
- Strong trends in demands for security, CAGR +6.9%

3. Rebranding

- Conduct rebranding for the 60th anniversary of our founding
- Promote initiatives not only for security but also for a diverse range of risks

1

Financial Results for FY2025

2

Business Plan for FY2026

3

ALSOK Group Initiatives

1

Financial Results for FY2025

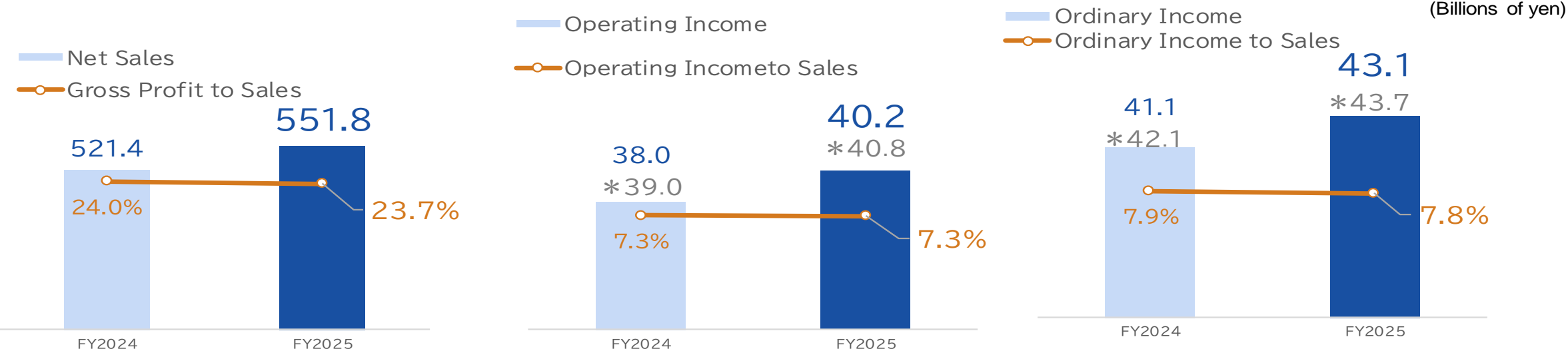
2

Business Plan for FY2026

3

ALSOK Group Initiatives

Net Sales and Income



YoY/Gap

(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	521.4	551.8	30.4	5.8%
Operating Income	38.0 *39.0	40.2 *40.8	2.1	5.6%
Ordinary Income	41.1 *42.1	43.1 *43.7	1.9	4.7%
Profit Attributable to Owners of Parent	26.6 *27.3	27.1 *27.4	0.4	1.8%

FY2025 Business Plan	Gap	Achievement Ratio
550.0	1.8	100.3%
40.3	(0.1)	99.8%
43.1	0.0	100.0%
27.6	(0.4)	98.2%

※The values after asterisk exclude the effects of revisions

Net Sales by New Business Segment

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YoY

Net Sales

(Billions of Yen)	FY2024	FY2025	YoY	Change
Security Services	379.2	391.9	12.6	3.3%
FM Business, etc.	75.3	79.7	4.3	5.8%
Long-term Care Services	50.9	53.3	2.4	4.7%
Overseas Business	15.7	26.8	11.0	70.2%
Total	521.4	551.8	30.4	5.8%

Operating Income・Operating Income to Sales

(Billions of Yen)	FY2024		FY2025	
Security Services	38.5 *39.5	10.2% *10.4%	40.3 *40.9	10.3% *10.5%
FM Business, etc.	8.3	11.0% *11.1%	9.1 *9.1	11.5% *11.5%
Long-term Care Services	1.3	2.6% *2.6%	1.4 *1.4	2.8% *2.8%
Overseas Business	(0.6) *(0.6)	—	(0.5) *(0.5)	—
Total	38.0 *39.0	7.3% *7.5%	40.2 *40.8	7.3% *7.4%

YoY

Net Sales by Secyruity Services

(Billions of Yen)	FY2024	FY2025	YoY	Change
Electronic Security Services	168.3	173.6	5.2	3.1%
HOME ALSOK Services	23.0	24.6	1.5	6.9%
Stationed Security	118.5	123.1	4.6	3.9%
Transportation Security	69.2	70.4	1.2	1.8%

* Company-wide expenses that cannot be attributed to any specific reportable segment have been omitted.

※ The values after asterisk exclude the effects of revisions

Net Sales by Old Business Segment

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YoY Net Sales

(Billions of Yen)	FY2024	FY2025	YoY	Change
Security Services	382.6	399.0	16.4	4.3%
General Property Management and Fire Protection Services	78.3	85.5	7.1	9.2%
Long-term Care Services	50.9	53.3	2.4	4.7%
Other Services	9.3	13.8	4.4	47.8%
Total	521.4	551.8	30.4	5.8%

Operating Income • Operating Income to Sales

(Billions of Yen)	FY2024		FY2025	
Security Services	36.9 *37.8	9.7% *9.9%	39.1 *39.7	9.8% *10.0%
General Property Management and Fire Protection Services	8.3 *8.3	10.7% *10.7%	8.9 *8.9	10.5% *10.5%
Long-term Care Services	1.3 *1.3	2.6% *2.6%	1.4 *1.4	2.8% *2.8%
Other Services	0.9 *0.9	9.9% *10.0%	0.8 *0.8	6.1% *6.1%
Total	38.0 *39.0	7.3% *7.5%	40.2 *40.8	7.3% *7.4%

* Company-wide expenses that cannot be attributed to any specific reportable segment have been omitted.

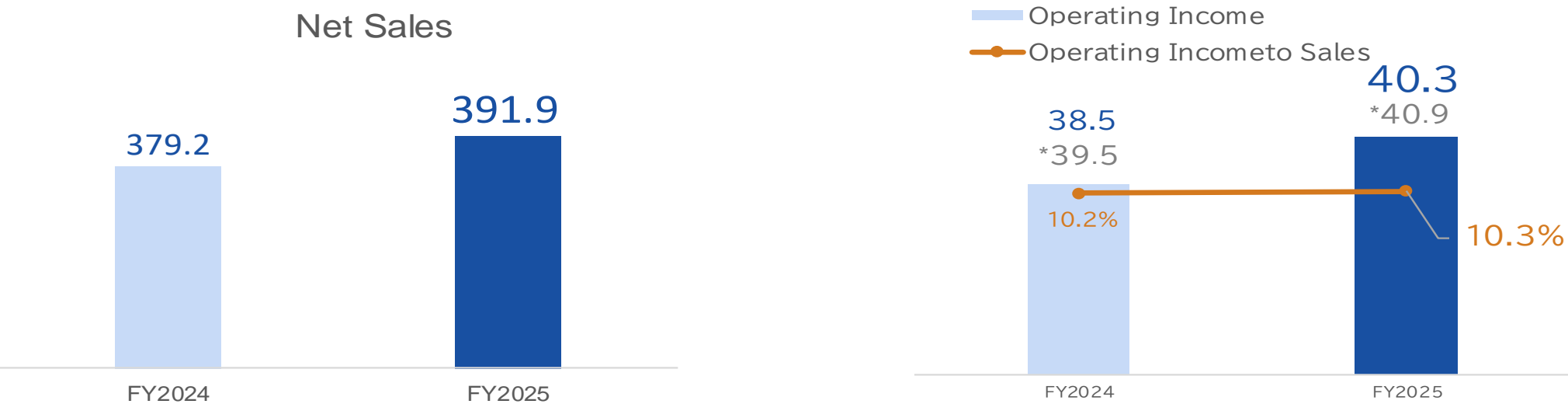
Net Sales by Security Services

(Billions of Yen)	FY2024	FY2025	YoY	Change
Electronic Security Services	186.9	193.9	6.9	3.7%
Stationed Security Services	126.4	134.6	8.2	6.5%
Transportation Security Services	69.2	70.4	1.2	1.8%

※The values after asterisk exclude the effects of revisions

Net Sales/Operating Income

(Billions of yen)



YoY

(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	379.2	391.9	12.6	3.3%
Contract Sales	333.7	344.4	10.7	3.2%
Construction Sales	7.3	7.7	0.4	5.6%
Equipment Sales	38.1	39.7	1.5	4.0%
Operating Income	38.5	40.3	1.7	4.5%
	*39.5	*40.9		
Operating Income to Sales	10.2%	10.3%	—	—
	*10.4%	*10.5%		

※The values after asterisk exclude the effects of revisions

Net Sales

Electronic Security Services

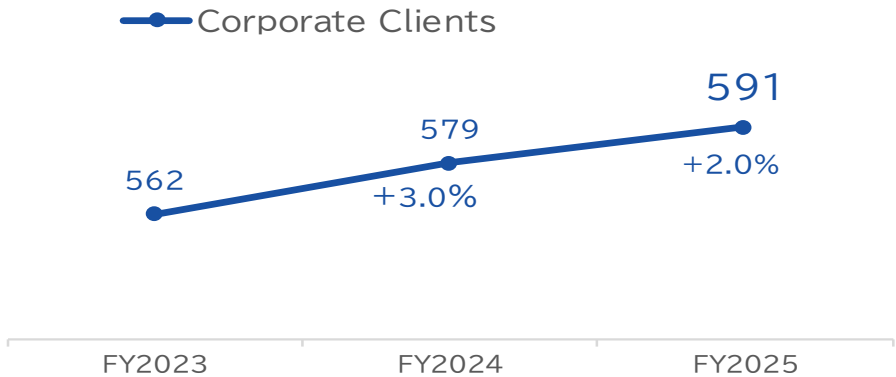
(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	168.3	173.6	5.2	3.1%
Contract Sales	128.6	132.4	3.7	2.9%
Construction Sales	6.8	7.1	0.3	4.6%
Equipment Sales	32.9	34.0	1.1	3.4%

HOME ALSOK Services

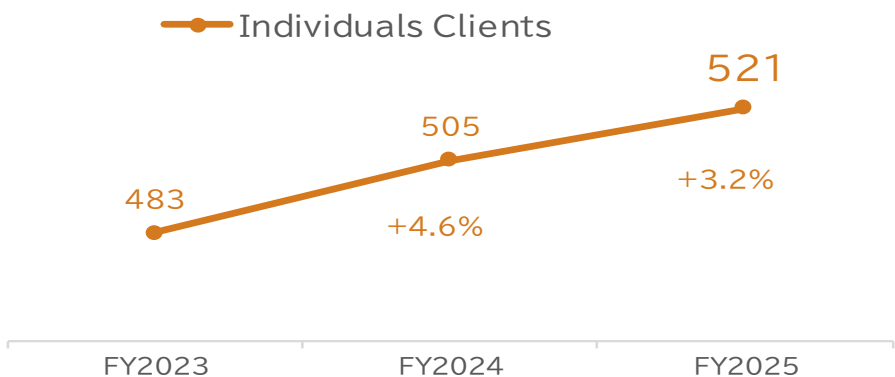
(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	23.0	24.6	1.5	6.9%
Contract Sales	18.2	19.0	0.8	4.5%
Construction Sales	0.4	0.5	0.1	16.7%
Equipment Sales	4.3	5.0	0.6	15.9%

The Number of Contracts of Corporate and Individuals Clients

(Thousand Contracts)



(Thousand Contracts)

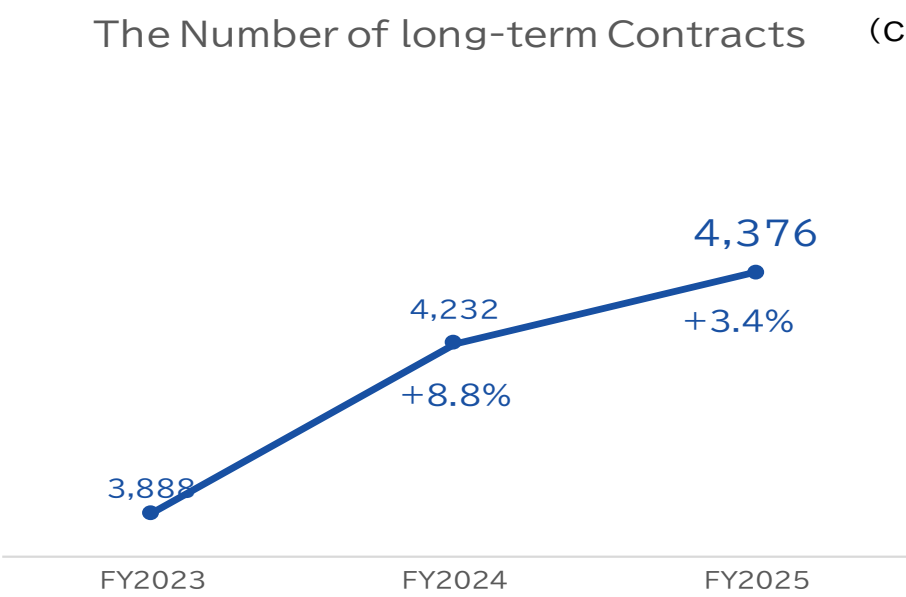


Net Sales

Stationed Security

(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	118.5	123.1	4.6	3.9%

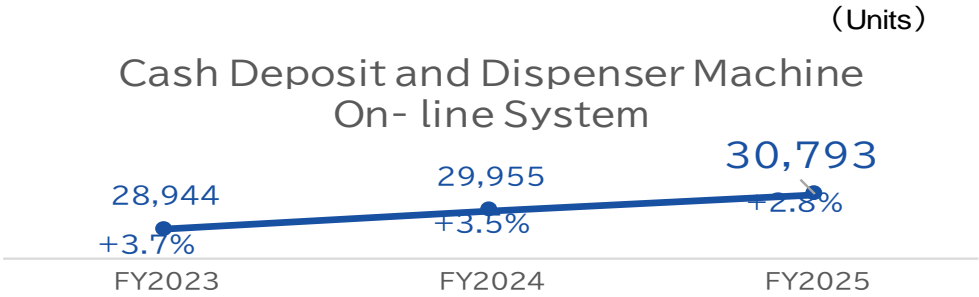
The Number of long-term Contracts (Contracts)



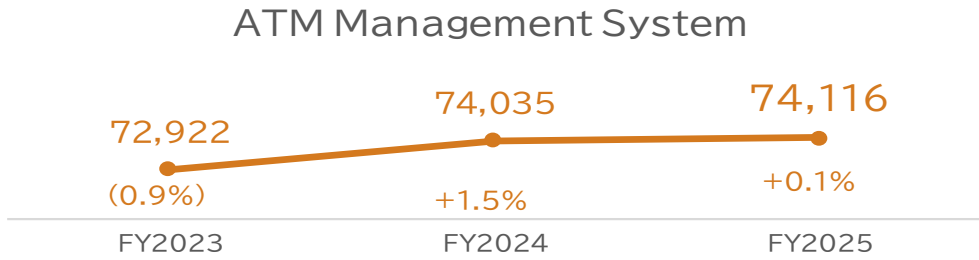
Transportation Security

(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	69.2	70.4	1.2	1.8%

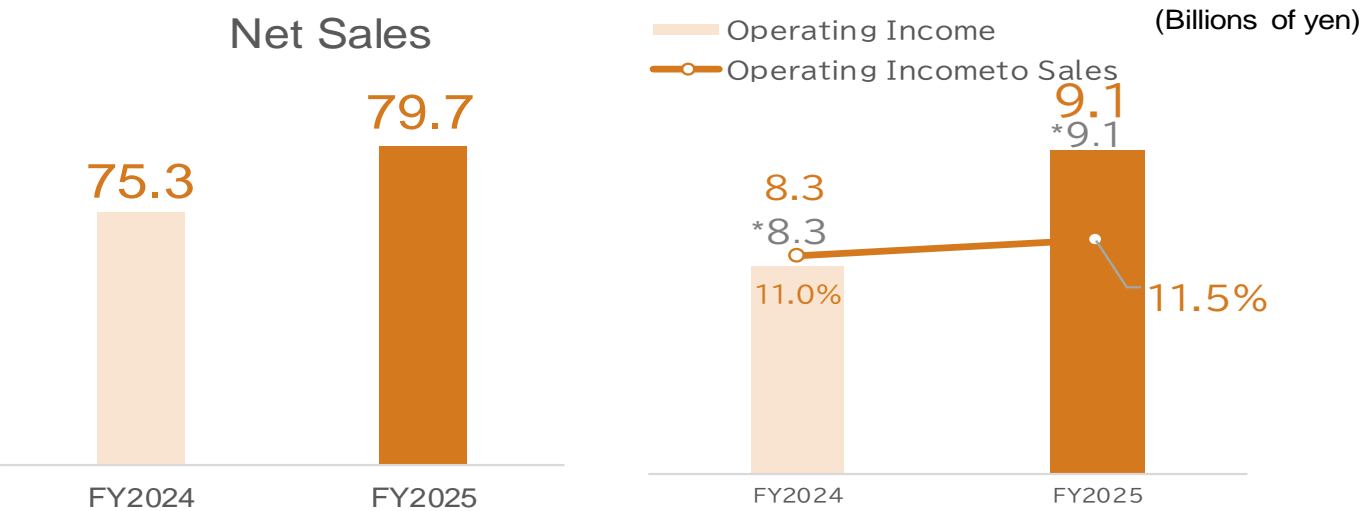
Cash Deposit and Dispenser Machine On- line System (Units)



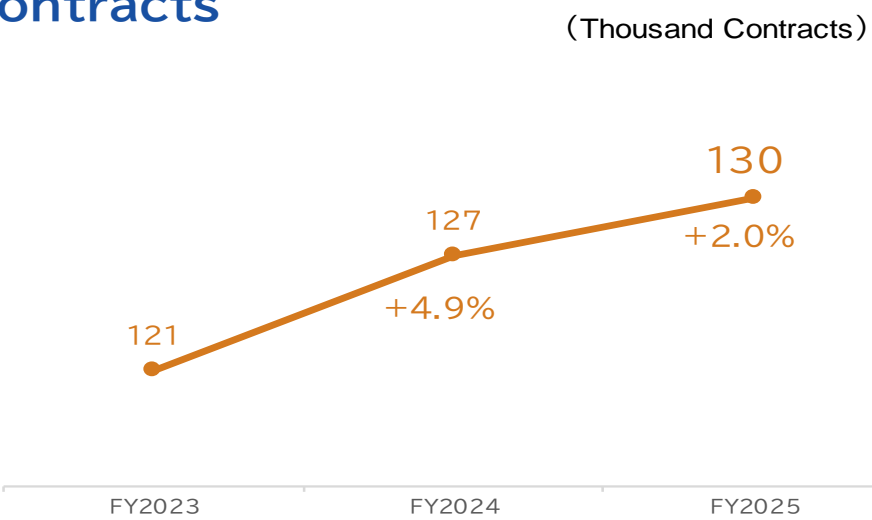
ATM Management System



Net Sales/Operating Income



The Number of Long-term Contracts



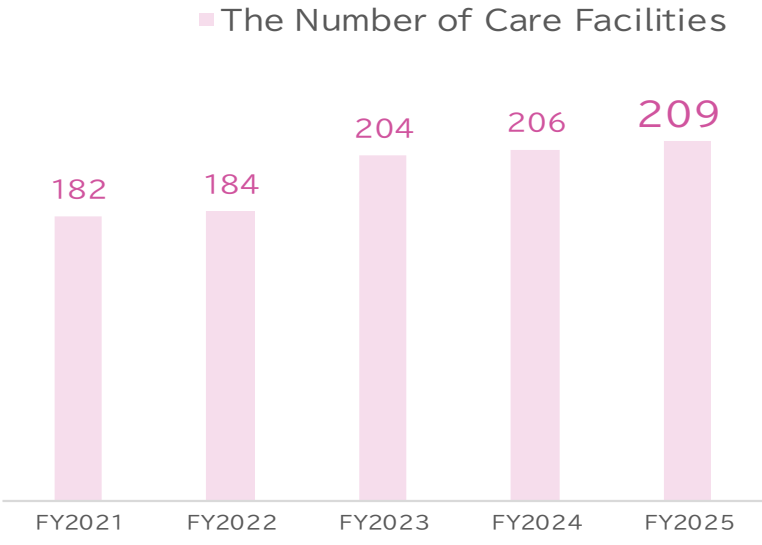
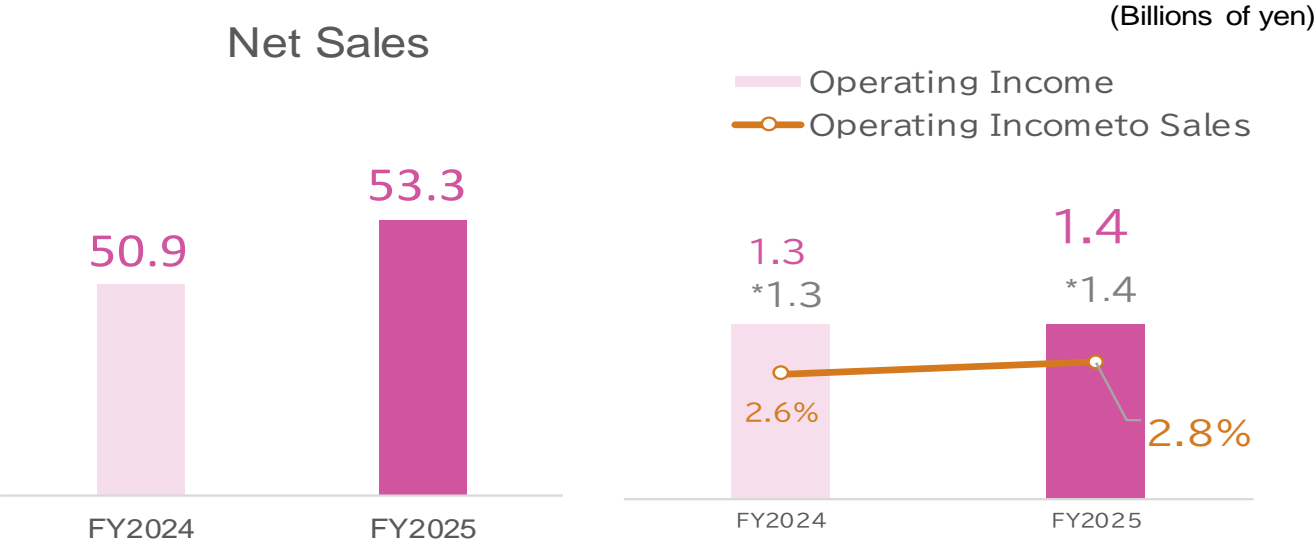
YoY

(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	75.3	79.7	4.3	5.8%
Contract Sales	34.4	38.8	4.4	13.0%
Construction Sales	26.3	26.9	0.6	2.6%
Equipment Sales	14.6	13.8	(0.7)	(5.4%)
Operating Income	8.3	9.1	0.8	10.0%
	*8.3	*9.1		
Operating Income to Sales	11.0%	11.5%	—	—
	*11.1%	*11.5%		

※The values after asterisk exclude the effects of revisions

Net Sales/Operating Income

The Number of Care Facilities

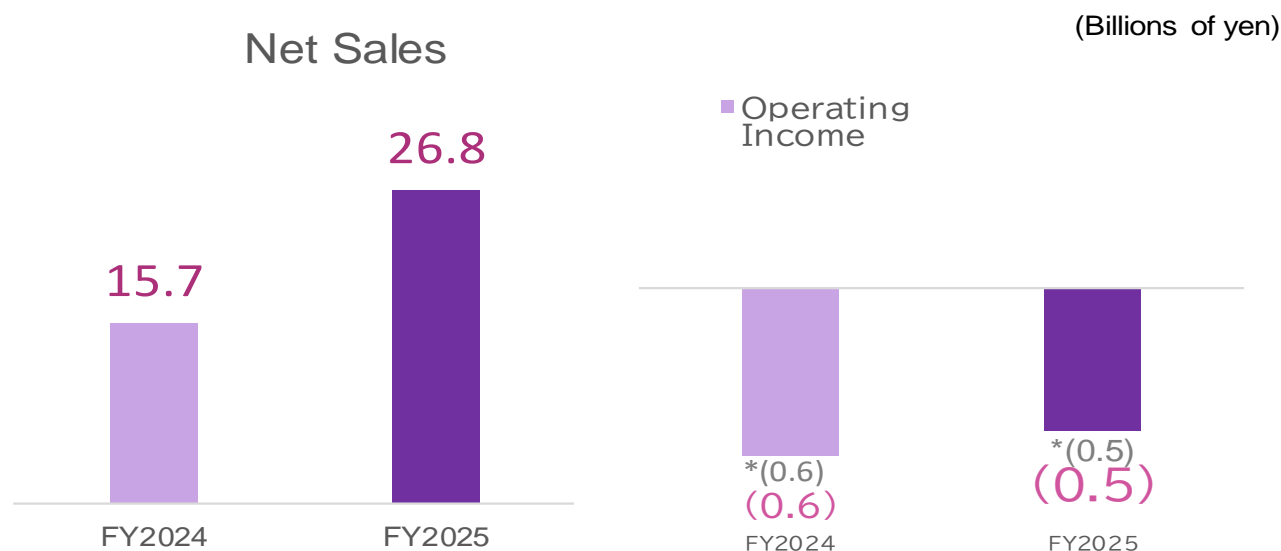


YoY・Gap

(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	50.9	53.3	2.4	4.7%
Operating Income	1.3 *1.3	1.4 *1.4	0.1	14.3%
Operating Income to Sales	2.6% *2.6%	2.8% *2.8%	—	—

※The values after asterisk exclude the effects of revisions

Net Sales/Operating Income



YoY/Gap

(Billions of Yen)	FY2024	FY2025	YoY	Change
Net Sales	15.7	26.8	11.0	70.2%
Operating Income (Total overseas business corporations)	0.1	0.3	0.2	241.0%
Operating Income	(0.6) *(0.6)	(0.5) *(0.5)	0.1	—
Operating Income to Sales	—	—	—	—

Overseas Subsidiaries and Services provided

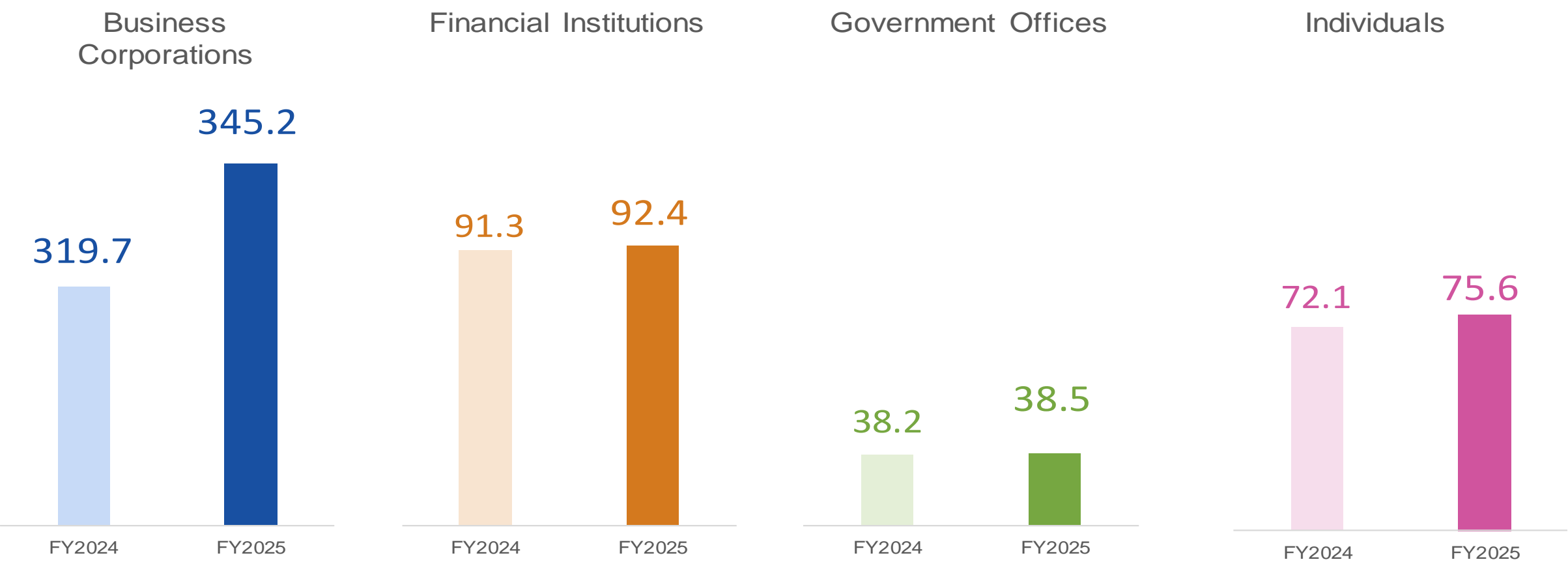
Company	Service Provision							
	Electronic Security	Security equipment, etc. sales installation	Stationed Security	Transportation Security	Security Consulting	Trade	General Property Management and Fire Protection	AED Sales
ALSOK Thai Security Services	○	○	○	—	○	—	○	○
ALSOK Vietnam Security Services	○	○	○	—	○	—	—	○
ALSOK Trading (Shanghai)	—	○	—	—	○	○	—	—
ALSOK BASS Indonesia Security Services	○	○	○	—	○	—	—	○
ALSOK India	—	○	—	—	○	—	○	○
ALSOK Myanmar Security Services	○	○	○	—	○	—	—	○
Taiwan Shin Kong Security *Partner company	○	○	○	○	—	—	○	○
ALSOK Bangladesh Security Services	—	○	○	—	—	—	—	—
PT. Shield-On Service Tbk* (Indonesia)	—	—	○	—	—	—	○	—

* Provides Stationed Security Services, Temporary Staffing Services, Cleaning Services, and Parking Management Services.

※The values after asterisk exclude the effects of revisions

Sales

(Billions of yen)

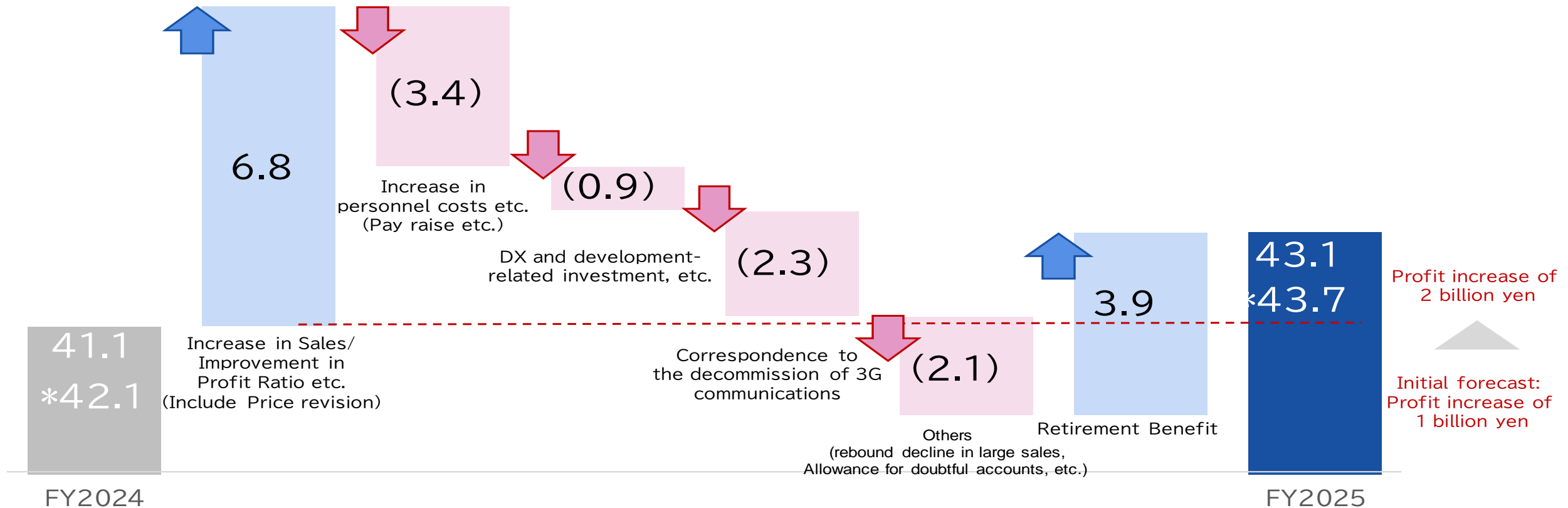


Results

(Billion yen)	FY2024	FY2025	YoY	Change
Net Sales	521.4	551.8	30.4	5.8%
Cost of Sales	396.2	420.9	24.6	6.2%
Labor Cost	188.4	202.6	14.2	7.5%
Expense	55.8	58.7	2.9	5.2%
Depreciation	14.9	16.3	1.3	9.1%
Others	67.3	72.9	5.5	8.2%
Cost of Product Sold&Installation	69.6	70.2	0.6	0.9%
SG&A	87.0	90.7	3.6	4.2%
Advertising Expenses	2.2	2.6	0.4	17.3%
Personnel Cost	53.3	54.4	1.0	2.0%
Depreciation	3.7	3.7	0.0	0.2%
Others	27.7	29.9	2.2	8.0%
Operating Income	38.0	40.2	2.1	5.6%

Increase and Decrease Factor of Ordinary Income(YoY) | 16

(Billions of yen)



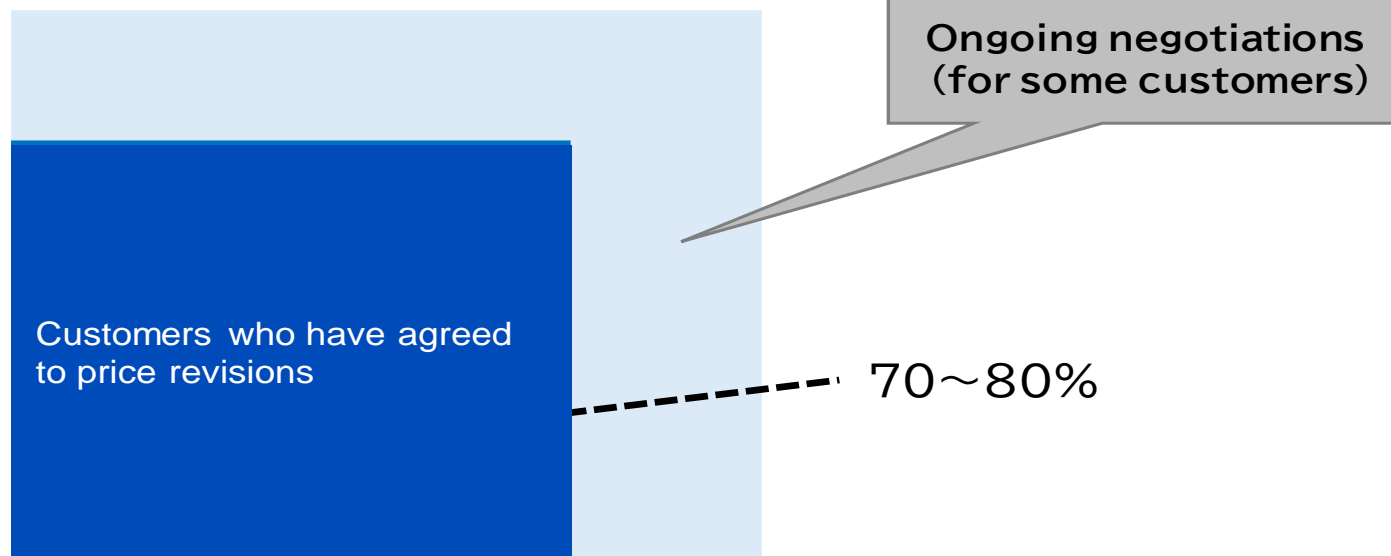
※The values after asterisk exclude the effects of revisions

■ Progress of price revisions for machine security and stationed security

■ Initiatives and policies

- Carefully negotiate price revisions according to customer situations
- Up to 20% of customers are excluded, such as customers who have just entered

■ Status of price revisions



■ Rate of price revision

- Around 10%

Consolidated Balance Sheet

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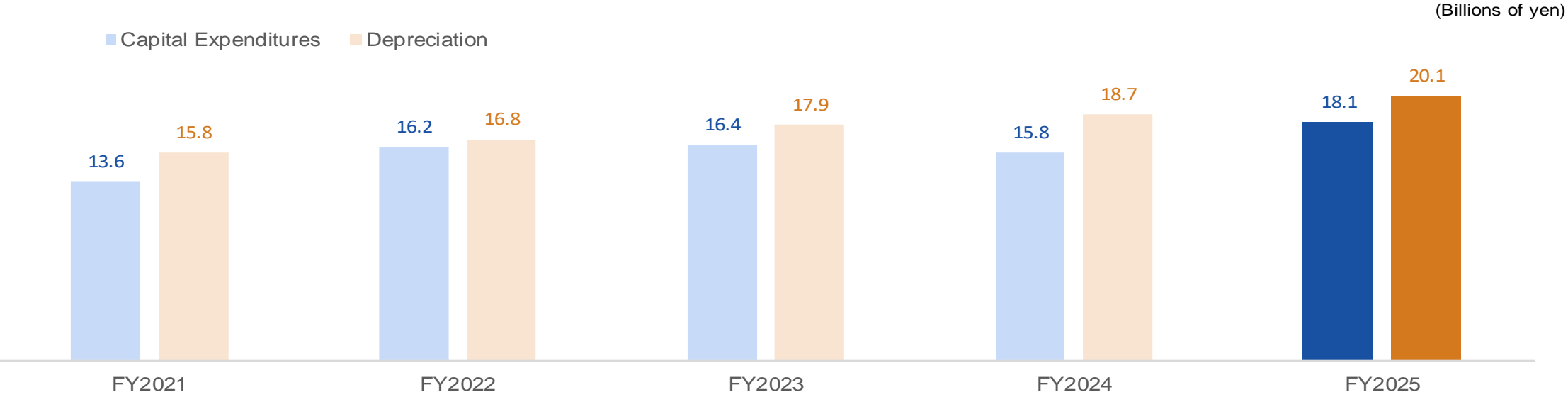
(Billions of Yen)	FY2024	FY2025	YoY	(Billions of Yen)	FY2024	FY2025	YoY
Current assets	252.0	256.7	4.6	Current liabilities	100.4	108.8	8.4
Cash and deposits	76.9	68.6	(8.3)	Notes and accounts payable	28.5	30.1	1.6
Cash for Transportation Security Services and paid	74.2	81.5	7.3	Short-term loans payable	6.9	12.4	5.5
Notes and accounts receivable-trade, and contract assets	69.0	69.7	0.6	Other	65.0	66.2	1.2
Other	31.8	36.7	4.9	Noncurrent liabilities	93.2	87.5	(5.7)
Noncurrent assets	319.4	315.6	(3.7)	Long-term loans payable	1.6	1.3	(0.3)
Property, plant, and equipment	120.3	122.4	2.0	Retirement benefit liability	39.5 *26.8	39.5	(0.0)
Intangible assets	40.6	38.7	(1.9)	Other	51.9	46.6	(5.3)
Investments and other assets	158.3 *154.4	154.5	(3.8)	Total liabilities	193.7 *180.9	196.4	2.6
				Shareholder's equity	311.2	310.0	(1.1)
				Total valuation and adjustments	32.8	28.3	(4.5)
				Non-controlling interests	33.6	37.5	3.9
				Total net assets	377.7 *386.5	376.0	(1.7)
Total assets	571.4 *567.5	572.4	0.9	Total liabilities and net assets	571.4 *567.5	572.4	0.9

※The values after asterisk exclude the effects of revisions(Only some account items are listed)

Results

Billions of Yen	FY2024	FY2025	YoY	Change
Net cash provided by (used in) operating activities	56.0	42.6	(13.4)	(23.9%)
Net cash provided by (used in) investing activities	(17.4)	(15.5)	1.8	(10.9%)
Net cash provided by (used in) financing activities	(20.9)	(36.3)	(15.3)	73.2%
Cash and cash equivalents at end of period	69.1	60.0	(9.1)	(13.2%)
Free cash flow	38.6	27.0	(11.5)	(29.8%)

Capital Expenditures・Depreciation



YoY・Gap

Billions of Yen	FY2024	FY2025	YoY	Change
Capital Expenditures	15.8	18.1	2.3	14.4%
Depreciation	18.7	20.1	1.3	7.3%

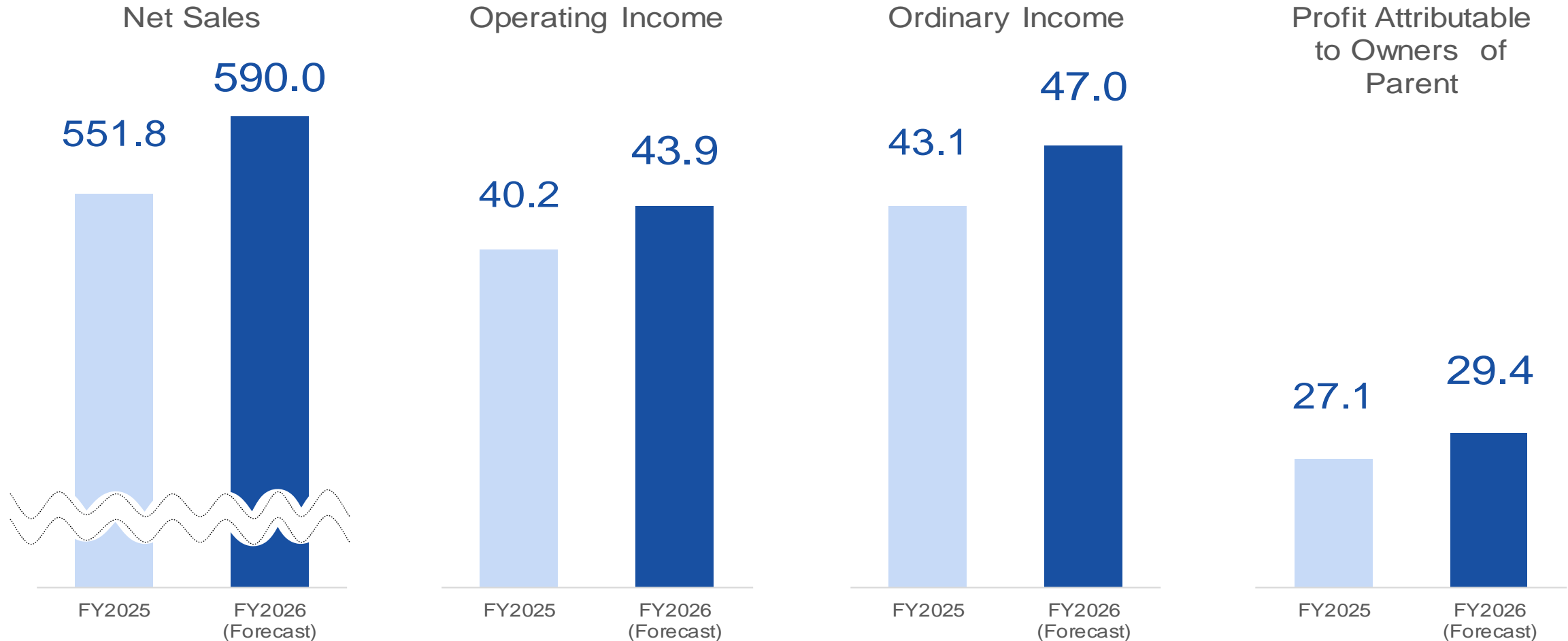
1 Financial Results for FY2025

2 Business Plan for FY2026

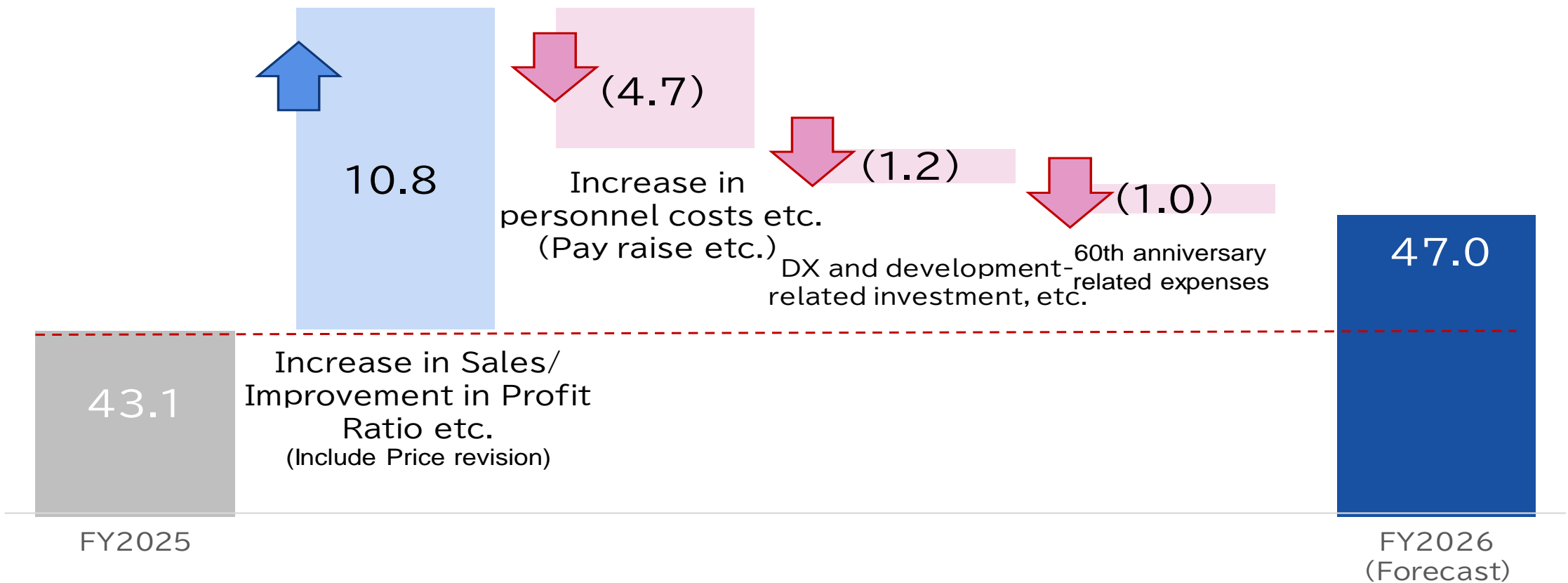
3 ALSOK Group Initiatives

■ Business Forecast for FY2026

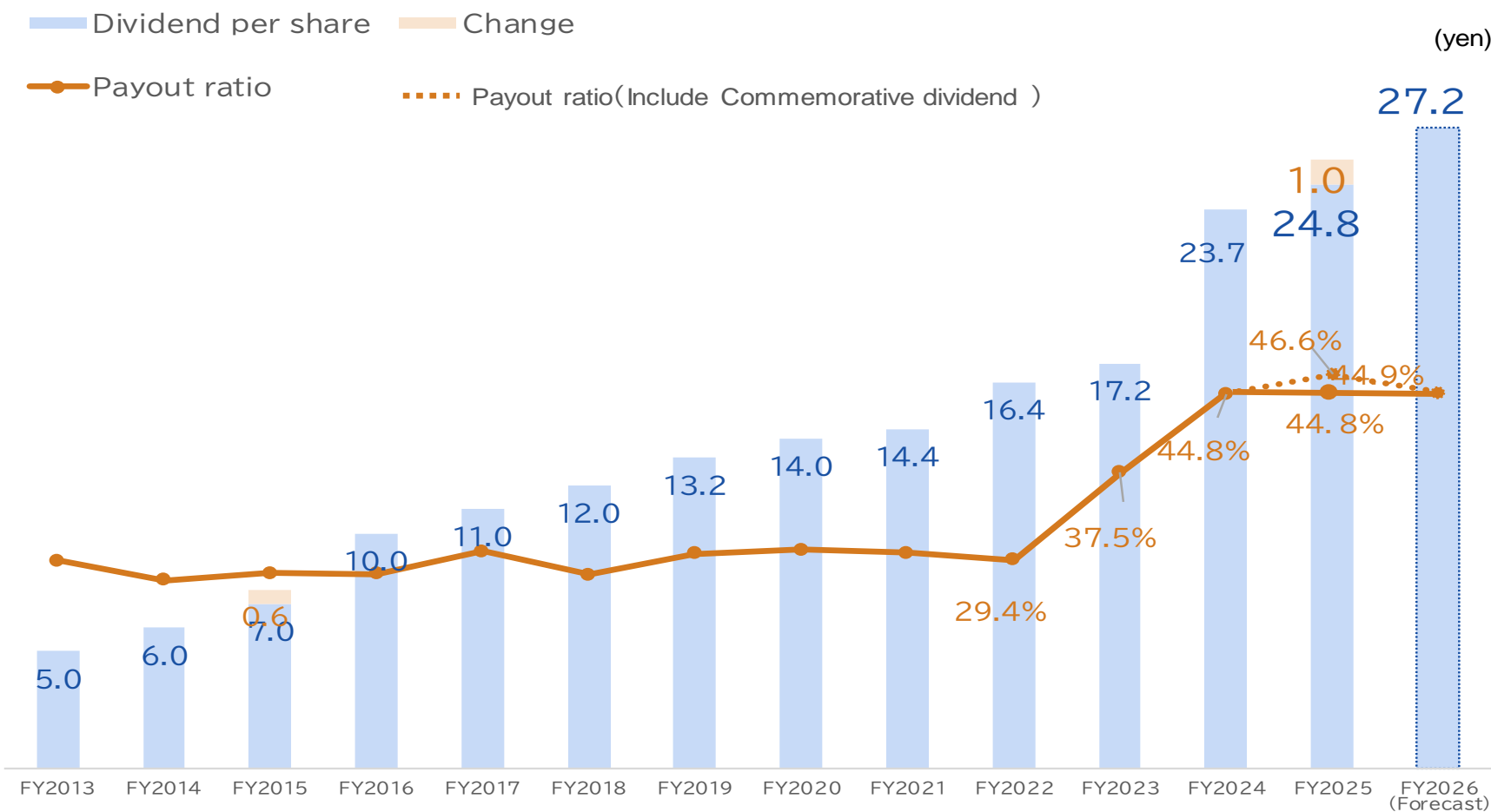
(Billions of yen)



(Billions of yen)



Dividend per share(Yen)



FY2026(Forecast)

27.2yen/year
(13.6Yen)Interim
(13.6Yen)Year-end

*Subject to change due to fluctuations in business performance.

- Commemorative dividend ¥1.00

- Improving capital efficiency

We are investigating continuously conducting measures for improving capital efficiency as part of our measures to provide returns to shareholders

1

Financial Results for FY2025

2

Business Plan for FY2026

3

ALSOK Group Initiatives

■ Rebranding

Company that is focused on security services

ALSOK = ALways **Security** OK



Company that can respond to various risks

ALSOK = **ALwayS** OK

■ Company name change

SOHGO SECURITY SERVICES CO.,LTD.



ALSOK CO.,LTD.

Towards becoming a company that is even more needed by society

Evolve into a company that not only provides security but also solves the various issues of our customers and society

Labor shortages and aging equipment

■ Improve the added value of services by linking them with robots, etc.

• ALSOK Equipment Rescue

Service for resolving problems related to equipment or other facilities at apartments or buildings

• ALSOK IT Rescue

Service for resolving problems related to IT equipment



■ Improve the added value of services by linking them with robots, etc.

- Provide various services that utilize DX tools such as AI and avatars at Expo 2025 Osaka
 - Realize robot-friendly security services
- Participate in the “Robots and Security System Linkage” proof of concept



Super-aging society

■ Suppress progression of dementia

- Entered into agreement with Nihon Ki-in and Tokyo Metropolitan Institute for Geriatrics and Gerontology

■ Achieve scientific nursing and caregiving

- Established Institute of Scientific Nursing and Caregiving Research with Institute of Science Tokyo



Frequent occurrence of natural disasters

■ Entered into comprehensive cooperative agreements with local overnments

- Cooperate primarily in fields of disaster prevention and monitoring

- Respond with national-wide network and DX solutions
 - “Remote Damage Assessment”
 - Aerial photography service for infrastructure inspections
- Automated patrol drone service



Provide environment where employees can work with peace of mind

60th anniversary of our founding The Restricted Stock Incentive Plan for the Employees Shareholding Association

Issue 100 shares per person

Improve employee compensation with improved base compensation for 12th consecutive year

Monthly base salary increased from 33,700 to 44,700 yen over a total of 12 years

Scholarship proxy repayment system

Covers approximately 2,000 people, including current employees
Assistance of up to 1,080,000 yen provided for up to five years

“Senior Expert” employment system

Assurance of personnel who possess specialist knowledge and skills

New health and welfare system in which employees can receive detailed examinations without paying out of pocket

Promoting the maintenance of health of employees through early detection and treatment of illnesses

Balancing work and childcare/nursing care

Providing various systems that offer support beyond the statutory requirements

- Time off to take care of sick child: Up until child enters junior high school
- Leave of absence for nursing care: Up to 365 days per family member requiring nursing care

Awarded KENKO Investment for Health 2025 (large corporation)

Only company in the security industry to receive this award for 9th consecutive year



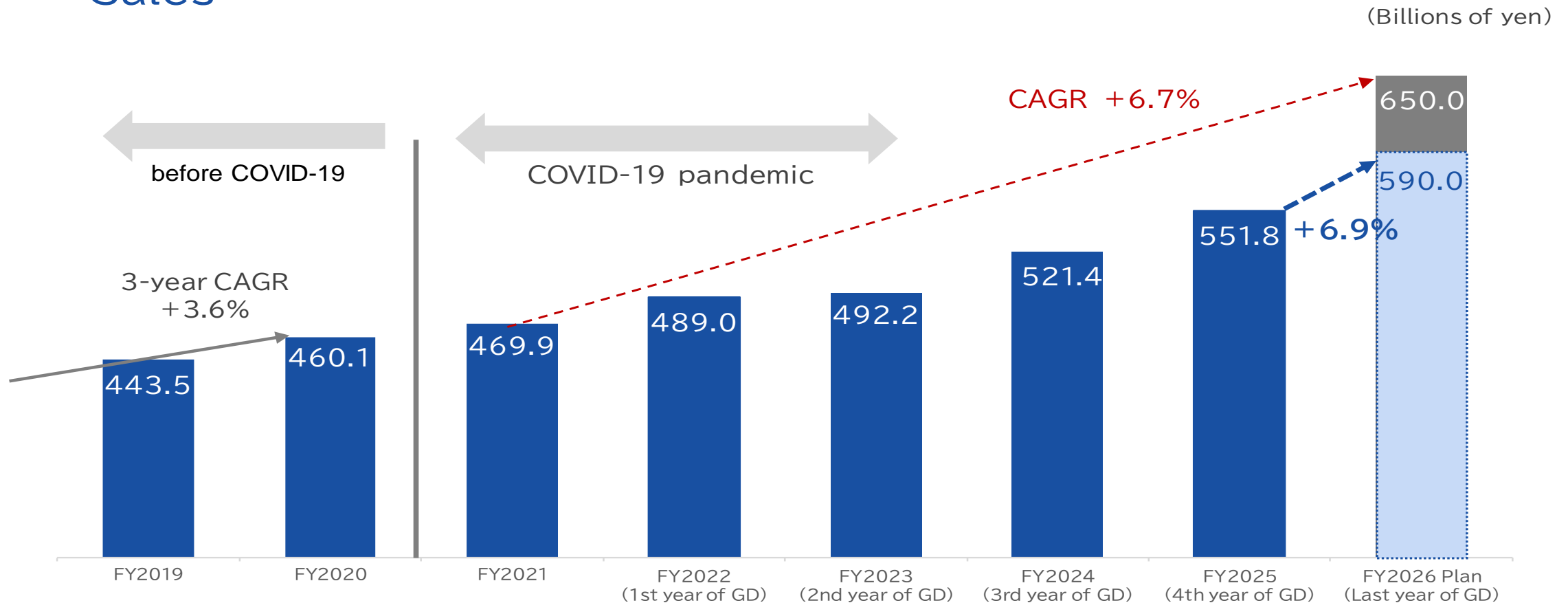
EXPO2025 OSAKA, KANSAI, JAPAN

- ALSOK was founded in 1965 and experienced significant growth following the 1970 Osaka Expo.
- At the Osaka-Kansai Expo, ALSOK leveraged the expertise it has cultivated through past large-scale international events to provide comprehensive support—from formulating basic security and disaster prevention plans to managing safety operations at the venue.
- By strengthening safety measures at the site, ALSOK contributes to creating an environment where visitors can enjoy the Expo with a sense of safety and peace of mind.



Progress on GD2025

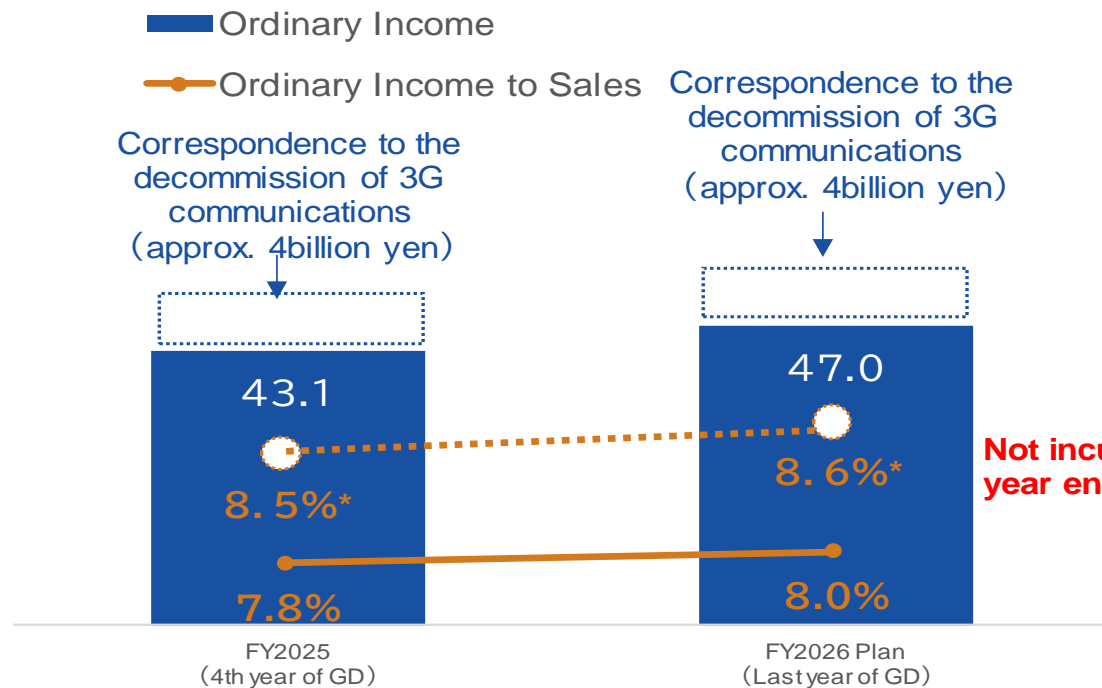
Sales



Financial Indicators of GD2025(Ordinary Income to Sales・ROE)

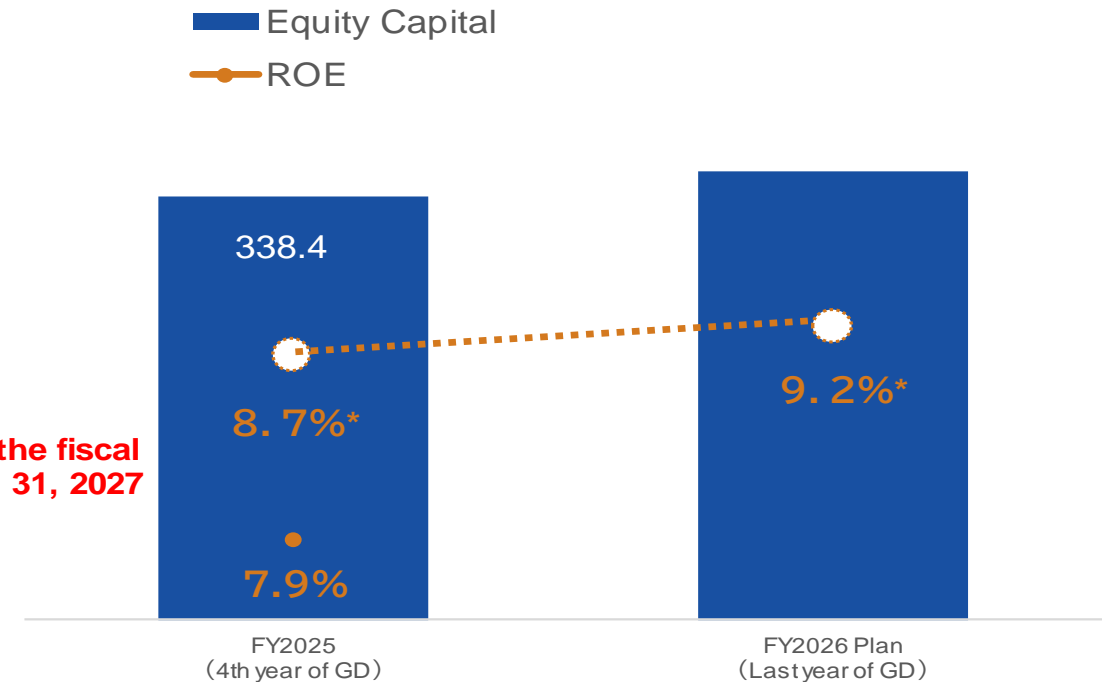
・Ordinary Income to Sales

(Billions of yen)



・ROE

(Billions of yen)



*The graph for the fiscal year ending March 31, 2026 and after assumes that the amount of equity ratio remains unchanged, and excludes the expense of Correspondence to the decommission of 3G communications

Figures regarding the company's current plans and strategies that are not historical facts are forecasts of future performance, which contain risks and uncertainly.

Actual performance may differ widely from these figures as a result of economic conditions, competitive situation, progress in technology and other factors. Investors are advised to use independent judgement before making any investment.

In accordance with accounting standards, only prior-year results have been reclassified for past business segment results.