

ALSOK Group FY2026 Financial Results

12th May 2026

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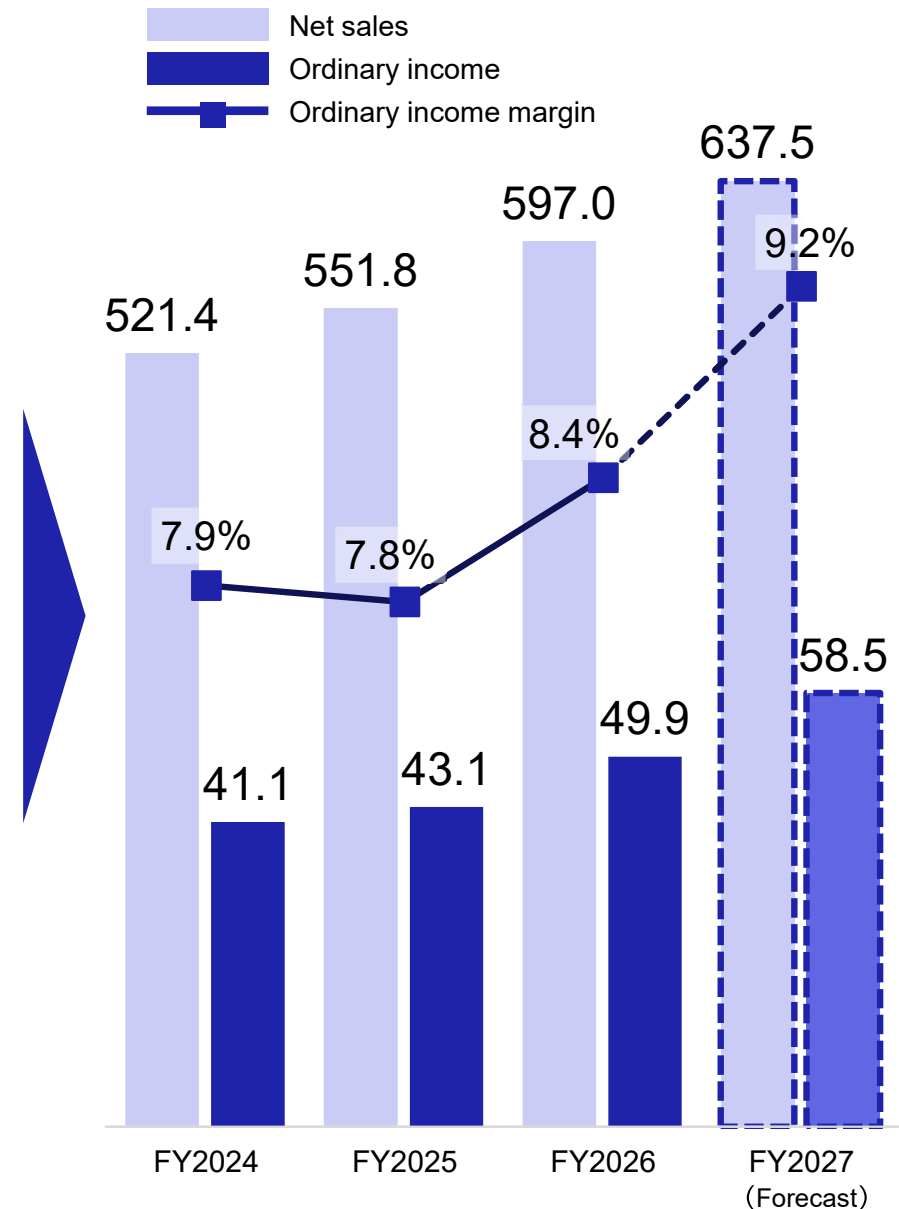
Key Points

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

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

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

(Unit: Billion yen)



Consolidated Results for FY2026



Consolidated Results for FY2026

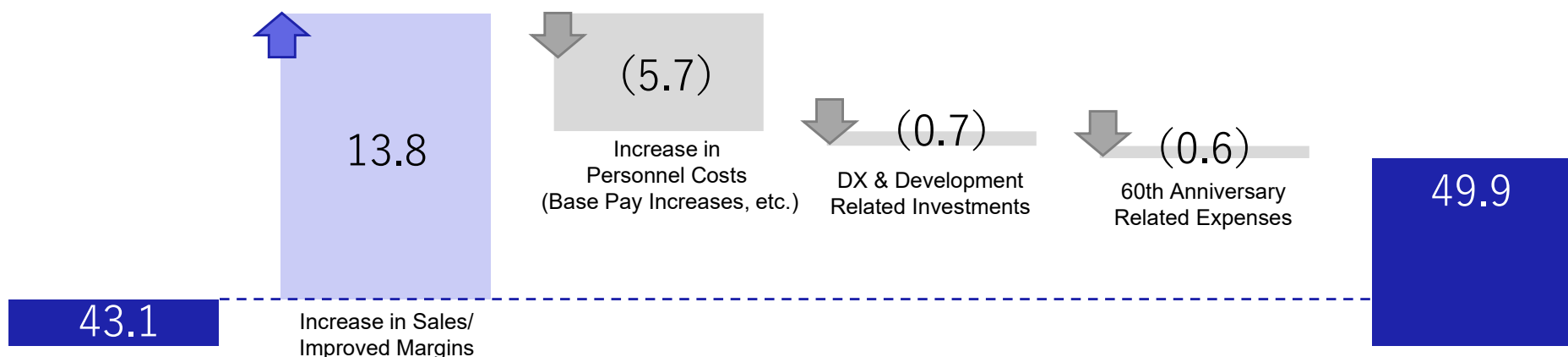
Results

(Unit: Billion yen)

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

Increase/Decrease Factors in Ordinary Income (YoY)

(Unit: Billion yen)



Net Sales and Operating Income by Segment

Net Sales

(Unit: Billion yen)

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

Operating income (Margin)

(Unit: Billion yen)

	FY2025		FY2026	
	40.3	10.3%	45.4	10.8%
	9.1	11.5%	11.2	12.1%
	1.4	2.8%	2.2	4.1%
	(0.5)	—	(1.1)	—
	40.2	7.3%	46.9	7.9%

Security Services

(Unit: Billion yen)

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

Security Services

Overview of Electronic Security Services and HOME ALSOK Security Services

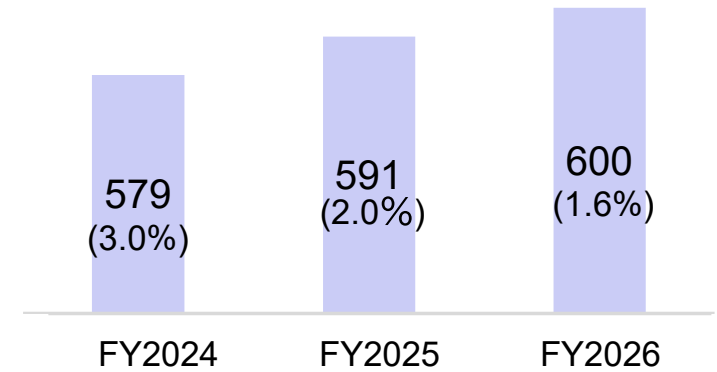
(Unit: Billion yen)

Electronic Security Services (for Corporate Customers)

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

Number of Long-Term Contracts

(Unit: Thousands)



% change indicates YoY

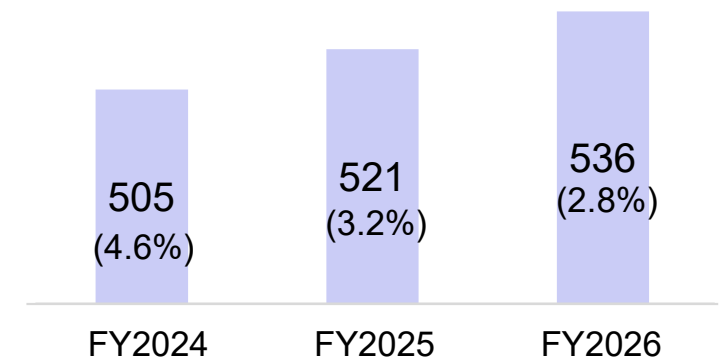
(Unit: Billion yen)

HOME ALSOK Services (for Individual Customers)

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

Number of Long-Term Contracts

(Unit: Thousands)



% change indicates YoY

Security Services

Overview of Stationed Security Services and Transportation Security Services

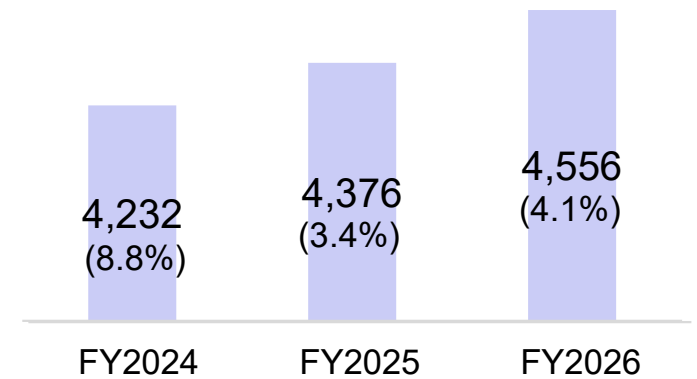
Stationed Security Services

(Unit: Billion yen)

	FY2025	FY2026	YoY	Change
Net sales	123.1	138.7	15.5	12.6%

Number of Long-Term Contracts

(Contracts)



% change indicates YoY

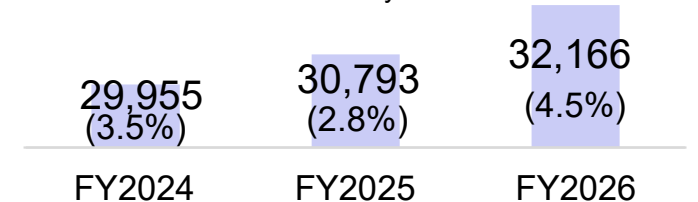
Transportation Security Services

(Unit: Billion yen)

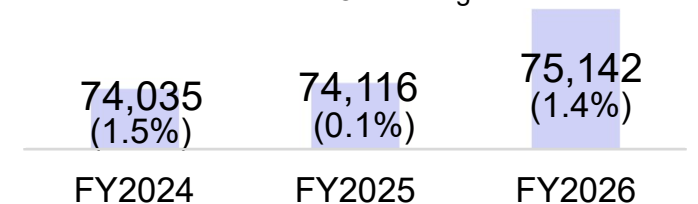
	FY2025	FY2026	YoY	Change
Net sales	70.4	73.0	2.5	3.7%

Trend in Number of Units

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



ATMs under Our Management



% change indicates YoY

Overview of the Facility Management Services etc. and Long-Term Care Services

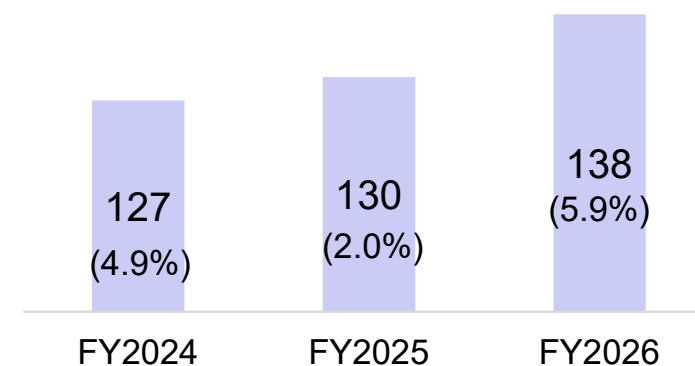
Facility Management Services etc.

(Unit: Billion yen)

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

Number of Long-Term Contracts

(Unit: Thousands)



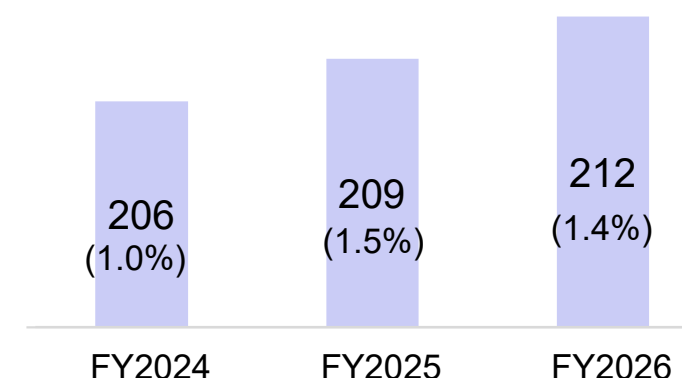
% change indicates YoY

Long-Term Care Services

(Unit: Billion yen)

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

Number of Long-Term Care Service Facilities



% change indicates YoY

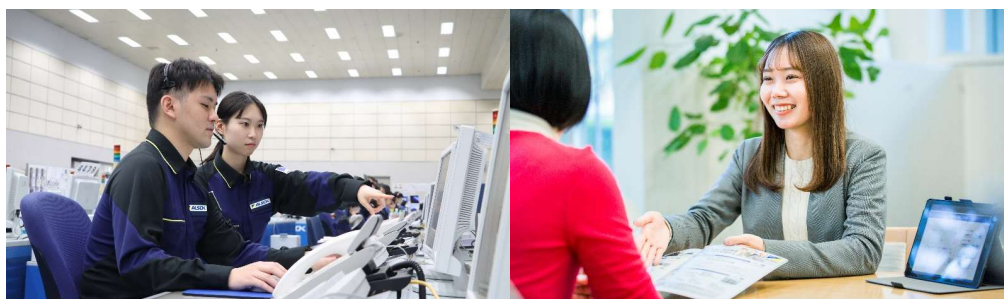
Overseas Services

Overseas Services

(Unit: Billion yen)

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

Overseas Locations



Electronic Security Services



HOME ALSOK Services



Stationed Security Services



Transportation Security Services



Facility Management Services etc.



Long-Term Care Services



Overseas Services

Business Forecast for FY2027



Business Forecast for FY2027

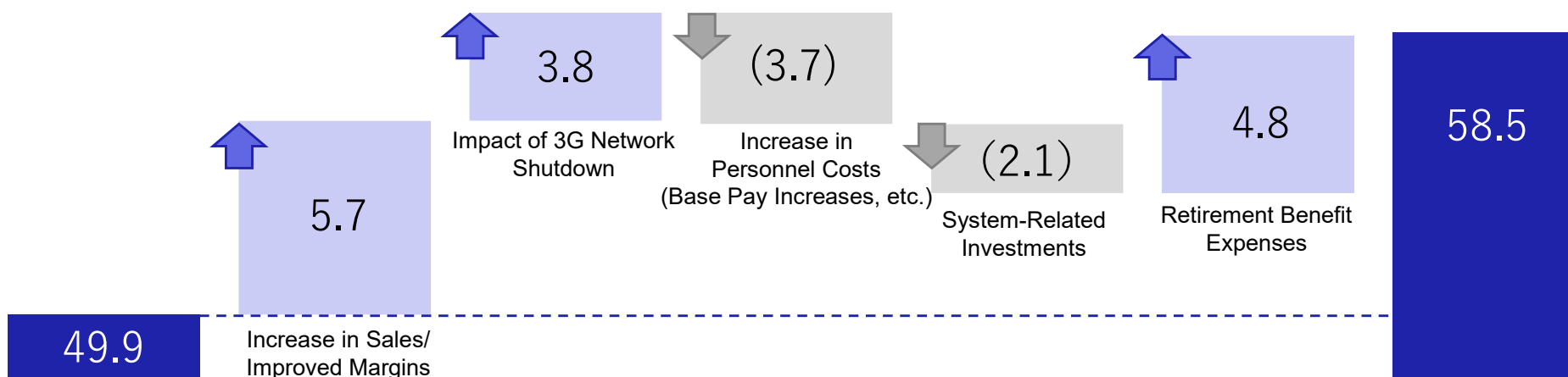
Business Forecast

(Unit: Billion yen)

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

Increase/Decrease Factors in Ordinary Income (Forecast)

(Unit: Billion yen)

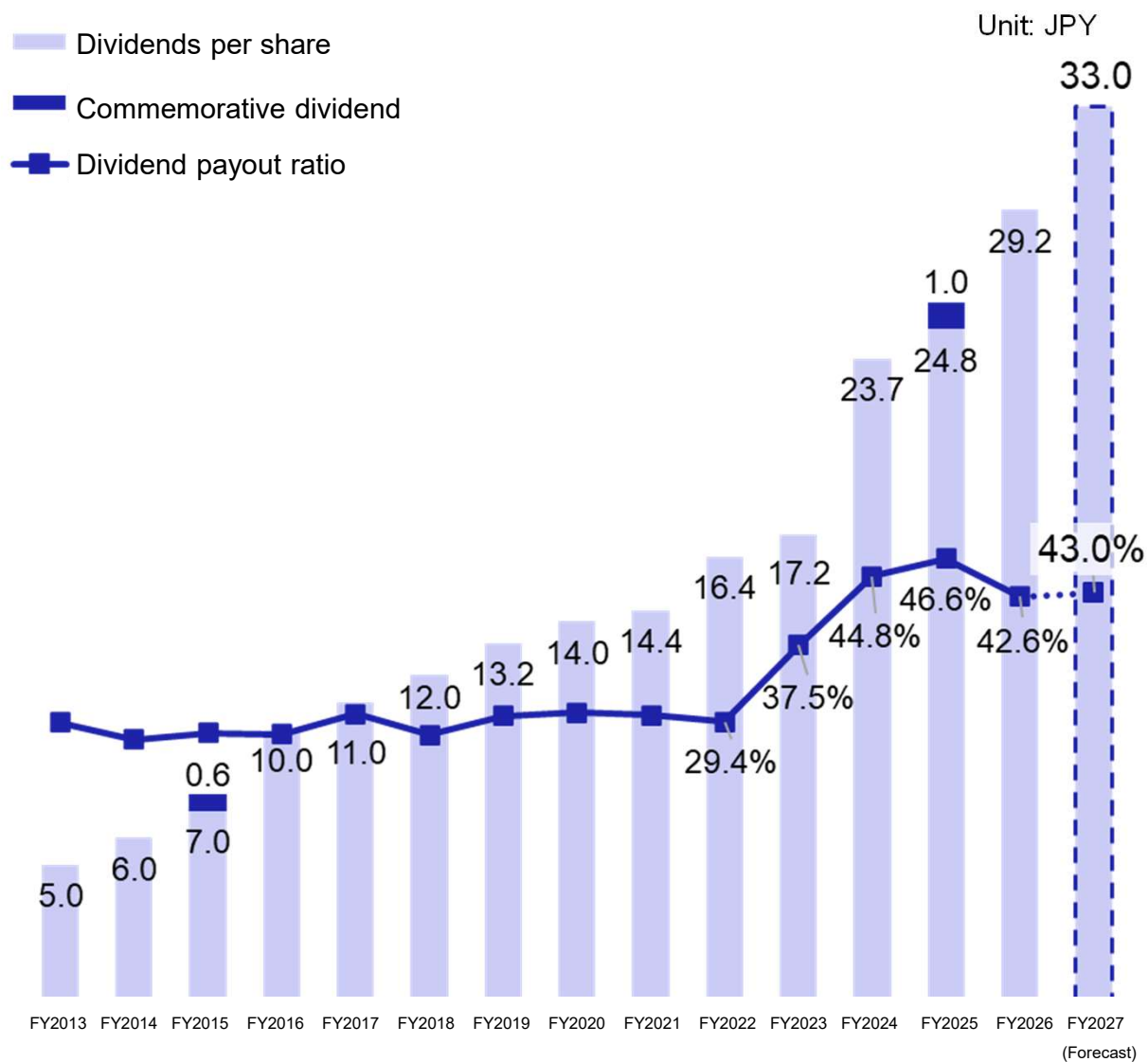


Returns to Shareholders



Returns to Shareholders

Trend in Dividend per Share



FY2027 (Forecast)
Annual Dividend:
¥33.0 per Share
 (Interim: ¥16.5 per share)
 (Year-end: ¥16.5 per share)

*Subject to change depending on business performance

ALSOK Group Initiatives

ALSOK Group Initiatives

FY2026 Initiatives Achievements

Rebranding

Company Name

ALSOK CO., LTD.

Brand Slogan

ALways OK

Price Increase

**Contribution to Safety and Security
for Customers and Society**

Price Increase

• Costs Not Absorbable through
Internal Efforts

**Continued Provision of
High-Quality Services**

- Partner Support
- DX and Other Investments
- Enhanced Employee Engagement

**Internal Efforts for Efficiency and
Cost Reduction**

**Increase in Labor and
Raw Material Costs**

New Medium-Term Management Plan “ALSOK STAGE 2028”

■ Announcement of the Medium-Term Management Plan Briefing

Date and Time: May 18, 2026 (Mon), 5:00 p.m. – 6:00 p.m.

Format: Hybrid format (In-person / Online streaming)

The briefing will be held in person at ALSOK Headquarters (1-6-6 Motoakasaka, Minato-ku, Tokyo) and streamed online via Zoom.

ALSOK STAGE 2028

Medium-Term Management Plan (FY2026-FY2028)

Appendix

Consolidated Statements of Income

Results

(Unit: Billion yen)

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

Consolidated Balance Sheet

Results

(Unit: Billion yen)

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

Consolidated Statements of Cash Flows

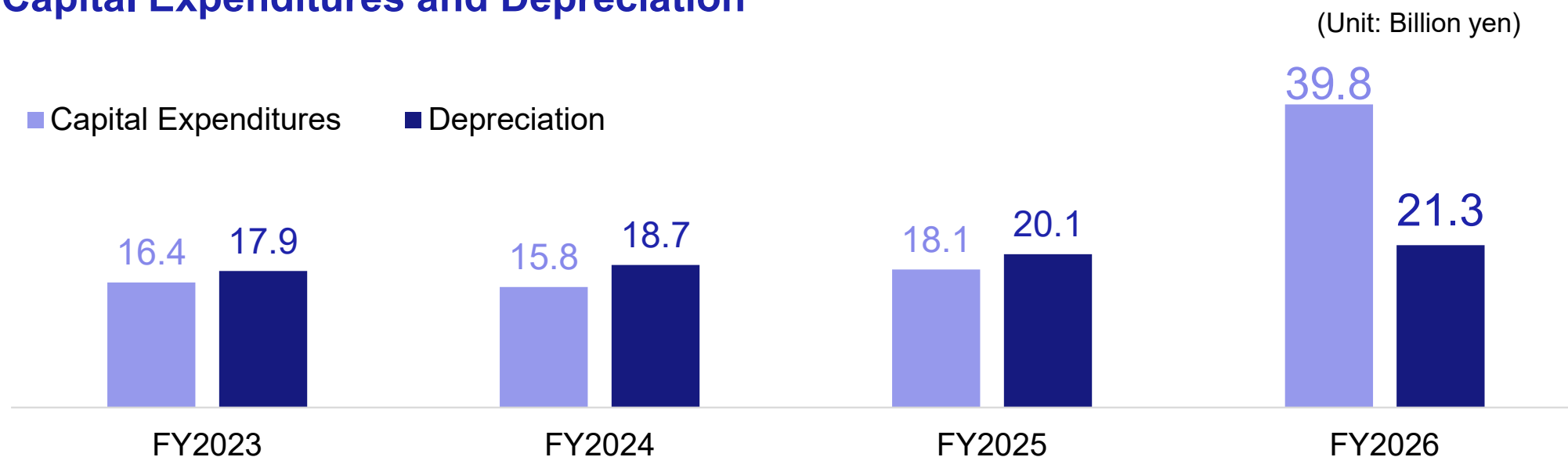
Results

(Unit: Billion yen)

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

Capital Expenditures and Depreciation

Capital Expenditures and Depreciation



YoY Change

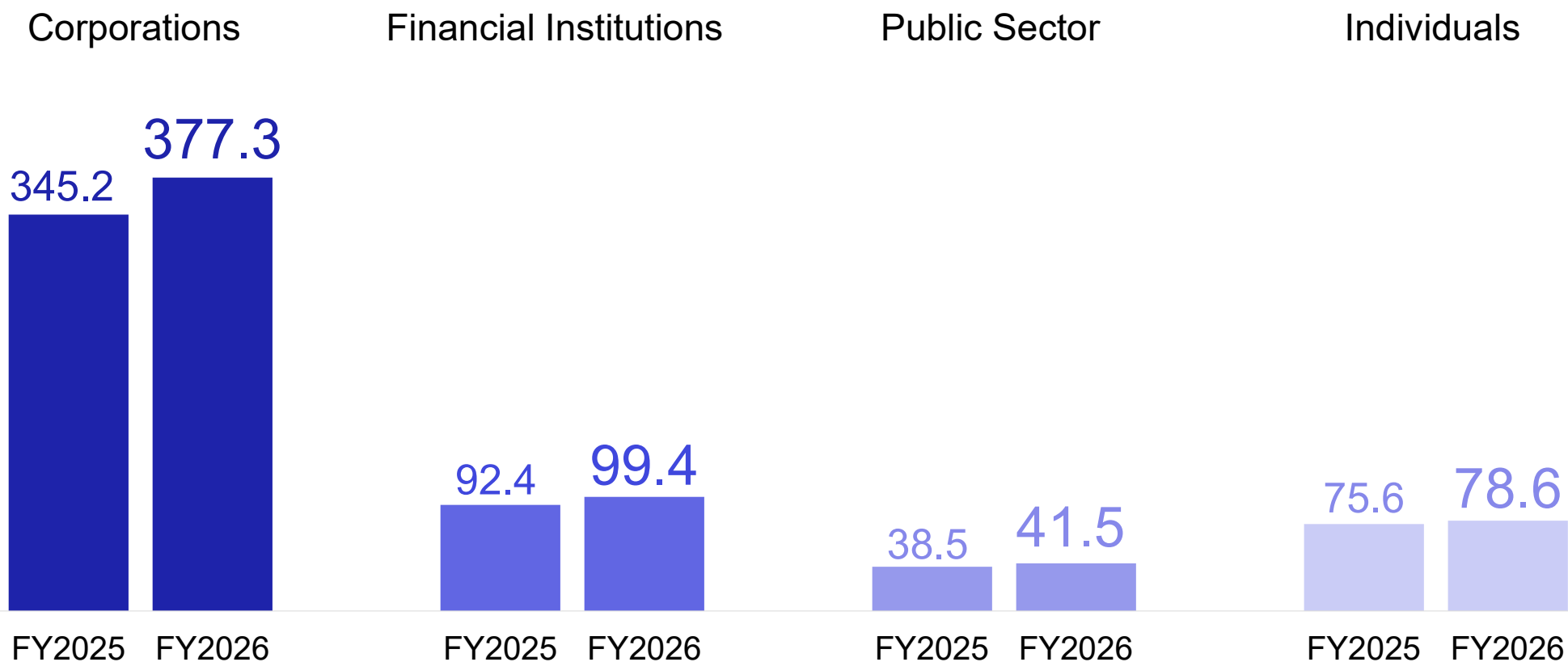
(Unit: Billion yen)

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

Sales by Customer Segment

Net Sales

(Unit: Billion yen)



Corporate Information



Company Overview

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



Number of Long-term Contracts (Electronic Security Services)
(Unit: Thousands)

1,137

Breakdown:
Corporate (600)
Individual (536)



Number of Long-term Contracts (Stationed Security Services)

4,556 contracts



Number of Cash Deposit and Dispenser Machine On-line System

32,166 units



Cumulative AED Units Sold

305,178 units
(cumulative)



Number of "ALSOK ANSHIN KYOSHITSU" held

62,895 classes
(cumulative)



*As of March 31, 2026

Management Philosophy and Brand Statement

Management Philosophy

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

Brand Statement

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

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

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

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

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

ALwayS OK

Corporate History

From the Company's Founding to the Present

1965

Foundation



(Former Prime Minister Shigeru Yoshida with the Founder and His Wife)

1966

Began building management services

1967

Began Electronic Security Services

1971

Began Transportation Security Services

1975

ATM management system started operation

1983

Acquired the first security industry certification from the Tokyo Metropolitan Public Safety Commission

Start of rental-type home security

1997

Launched Cash Deposit Machine On-line System



2002

Listed stock on the first section of the Tokyo Stock Exchange



2003

Changed corporate brand to "ALSOK" from "SOK"

2007

Overseas expansion (ALSOK Thailand)

2012

Began security operations at Tokyo Skytree
Entered the Long-term care business

2015

Olympic and Paralympic Games Tokyo 2020

Conclusion of official partner contract



2024

Launched of Nationwide Rescue Services



2025

Changed corporate name to ALSOK CO.,LTD.

• 1965~

• 1970~

• 1980~

• 1990~

• 2000~

• 2010~

• 2020~

1965

Security of the Beatles Performance at Budokan



1970

Security of the Osaka Expo



1972

Security of the Sapporo Winter Olympics

1979

Security of the Summit (Tokyo Summit, 5th)

1981

Kobe Port Island Exposition

1985

Security of the Tsukuba Expo '85

1986

Security of the Summit (Tokyo Summit, 12th)

1990

Security of the International Garden and Greenery Exposition

1995

Support for Great Hanshin-Awaji Earthquake



2002

Security of the FIFA World Cup

2008

Security of G8 Hokkaido Toyako Summit



2011

Support for Great East Japan Earthquake



2016

Security of the Ise-Shima Summit

2019

Security of the Rugby World Cup

2021

Security of the Olympic and Paralympic Games Tokyo 2020

2023

Security of G7 Hiroshima Summit

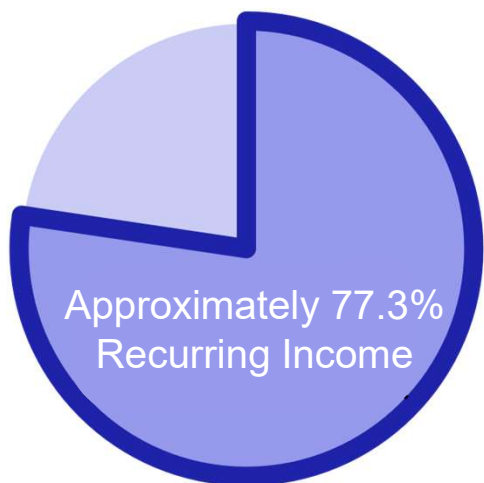
2025

Security of EXPO2025 Security of Japan and World Athletics Championships Tokyo 2025



Revenue Structure and Strengths

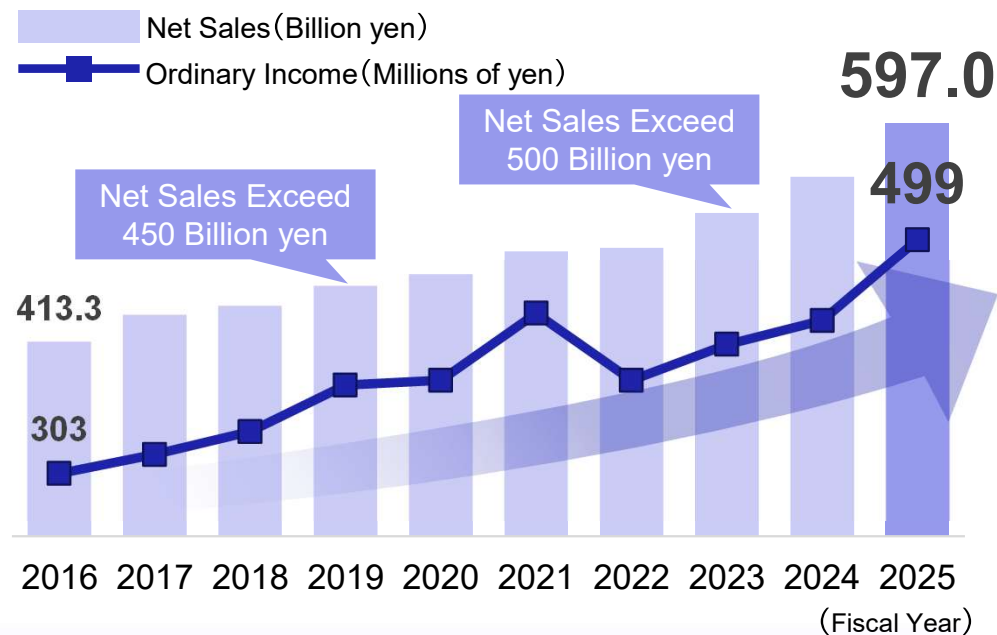
Sustainable and Stable Earnings Structure



Contract
Renewal Rate
Exceeding 95%※

※FY2025 Results of Electronic Security Services / HOME ALSOK Services

Continued Stable Growth



Three Core Strengths Supporting Growth

Brand

The ALSOK brand
symbolizing
“safety and security”

Organizational Capabilities

24/7 nationwide response

Trust from Our Customers

A Well-Balanced Customer Base
Not Concentrated in
Any Specific Industry

Enhancing Corporate Value Through Sustainable Growth