ALSOK Group
2Q FY2027 Financial Results

November 10, 2026

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Key Points

FY2027 Interim Financial Results Forecast Achieved

- Net sales and profit up year on year
- Record highs in net sales and all profit levels

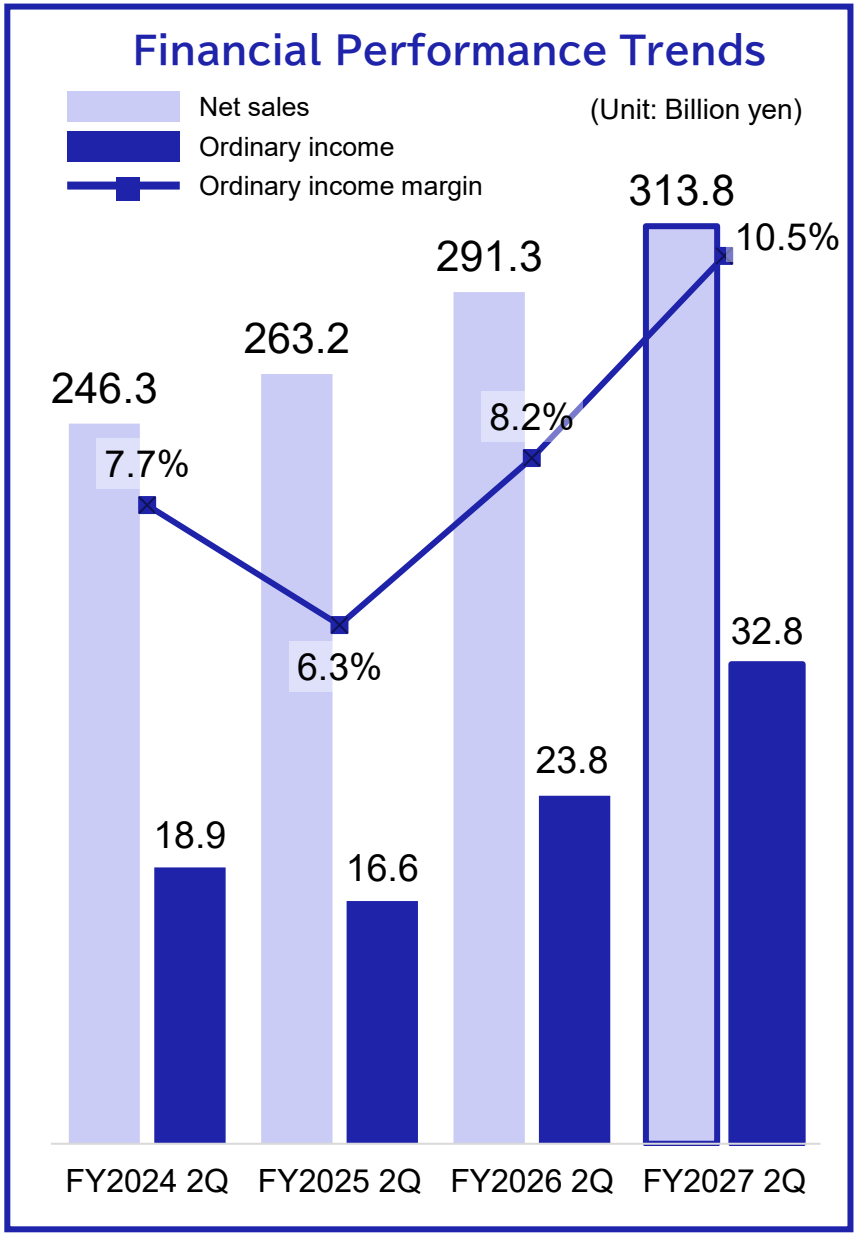
FY2027 Annual Financial Results Forecast Revised Upward

- Solid results; Nippon Dry Chemical Co., Ltd. consolidated
- Interim dividend increased; year-end forecast increased

ALSOK Group Initiatives

- Contributing to the safety and security of the Asian Games and Asian Para Games
- Completed tender offer for Nippon Dry Chemical; promoting measures to enhance medium- to long-term corporate value

*The impact of Nippon Dry Chemical's business performance has been reflected in the financial results forecast based on information currently available. The impact on the forecast may be reviewed in the future due to changes in circumstances.



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Consolidated Results for 2Q FY2027

Consolidated Results for 1Q FY2027

Results

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change	FY2027 2Q (Forecast)	Gap	Achievement Ratio
Net sales	291.3	313.8	22.4	7.7%	308.7	5.1	101.7%
Gross profit	69.8	80.2	10.4	14.9%	—	—	—
Operating income	22.5	30.4	7.9	35.2%	24.8	5.6	122.8%
Ordinary income	23.8	32.8	8.9	37.6%	26.3	6.5	125.0%
Profit attributable to owners of parent	14.6	20.2	5.6	38.4%	16.4	3.8	123.3%

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Net Sales and Operating Income by Segment

Net Sales

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change
Security Services	209.8	224.6	14.7	7.0%
Facility Management Services etc.	40.3	43.6	3.2	8.0%
Long-Term Care Services	27.4	30.4	3.0	11.2%
Overseas Services	13.6	15.0	1.3	10.1%
Total	291.3	313.8	22.4	7.7%

Operating income (Margin)

(Unit: Billion yen)

FY2026 2Q		FY2027 2Q	
22.5	10.7%	30.5	13.6%
4.5	11.2%	5.3	12.2%
1.2	4.7%	0.5	1.7%
(0.4)	—	(0.3)	—
22.5	7.7%	30.4	9.7%

Security Services

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change
Electronic Security Services	89.5	91.2	1.6	1.9%
HOME ALSOK Services	12.3	12.9	0.5	4.5%
Stationed Security Services	71.9	82.2	10.3	14.4%
Transportation Security Services	35.9	38.2	2.2	6.2%

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Security Services

Overview of Electronic Security Services and HOME ALSOK Security Services

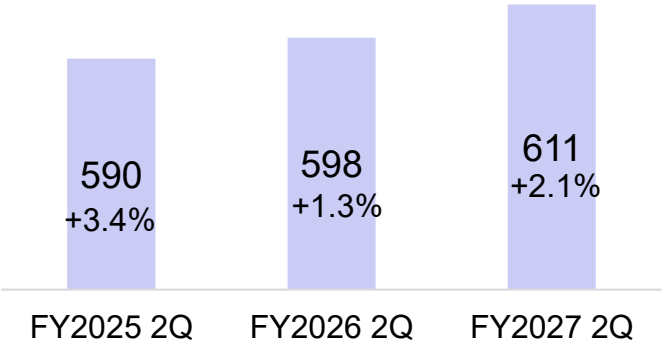
(Unit: Billion yen)

Electronic Security Services (for Corporate Customers)

	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	89.5	91.2	1.6	1.9%
Contract revenue	70.5	72.7	2.2	3.1%
Construction revenue	3.2	3.5	0.2	9.0%
Sales revenue	15.8	15.0	(0.8)	(5.1%)

Number of Long-Term Contracts

(Unit: Thousands)



% change indicates YoY

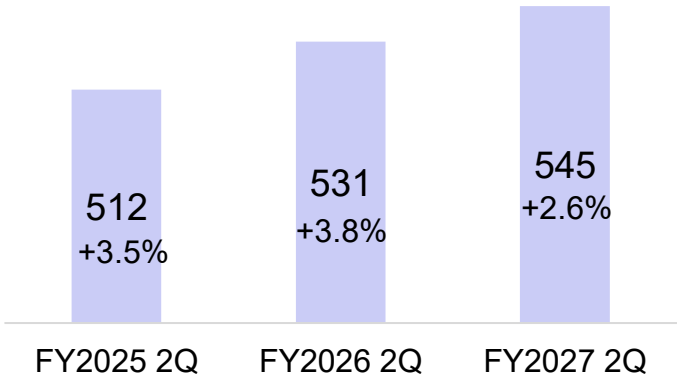
(Unit: Billion yen)

HOME ALSOK Services (for Individual Customers)

	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	12.3	12.9	0.5	4.5%
Contract revenue	9.8	10.3	0.4	4.7%
Construction revenue	0.2	0.2	0.0	12.7%
Sales revenue	2.3	2.3	0.0	3.2%

Number of Long-Term Contracts

(Unit: Thousands)



% change indicates YoY

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Security Services

Overview of Stationed Security Services and Transportation Security Services

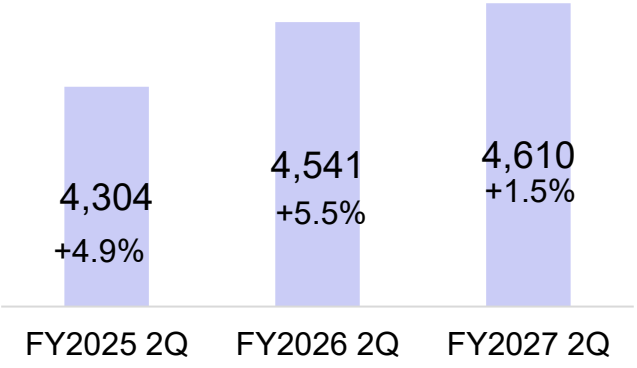
Stationed Security Services

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	71.9	82.2	10.3	14.4%

Number of Long-Term Contracts

(Contracts)



% change indicates YoY

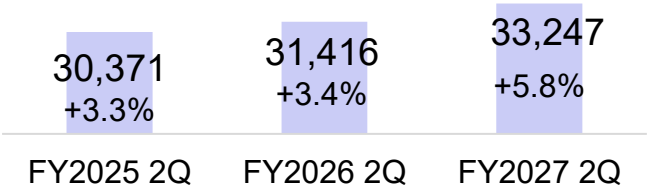
Transportation Security Services

(Unit: Billion yen)

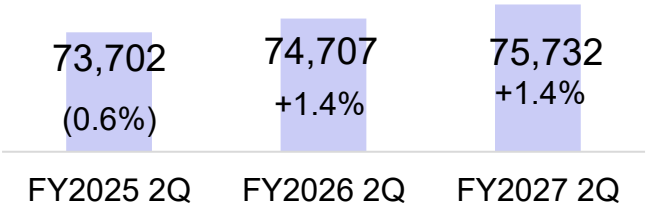
	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	35.9	38.2	2.2	6.2%

Trend in Number of Units

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



ATMs under Our Management



% change indicates YoY

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

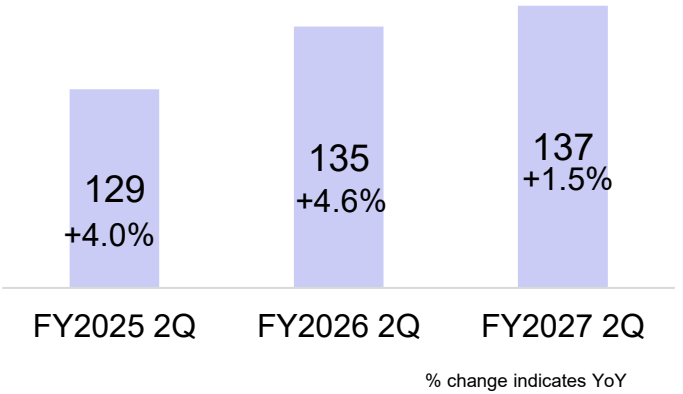
Facility Management Services etc.

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	40.3	43.6	3.2	8.0%
Contract revenue	22.0	28.3	6.2	28.4%
Construction revenue	12.7	10.9	(1.8)	(14.3%)
Sales revenue	5.5	4.3	(1.2)	(21.9%)
Operating income	4.5	5.3	0.8	18.3%
Operating income margin	11.2%	12.2%	—	—

Number of Long-Term Contracts

(Unit: Thousands)



% change indicates YoY

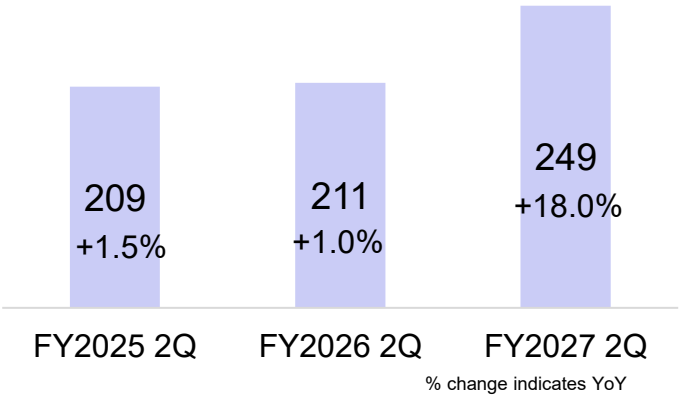
Long-Term Care Services

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	27.4	30.4	3.0	11.2%
Operating income	1.2	0.5	(0.7)	(59.7%)
Operating income margin	4.7%	1.7%	—	—

Number of Long-Term Care Service Facilities

(Unit: Facilities)



% change indicates YoY

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Overseas Services

Overseas Services

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	13.6	15.0	1.3	10.1%
Operating income	(0.4)	(0.3)	0.0	—
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



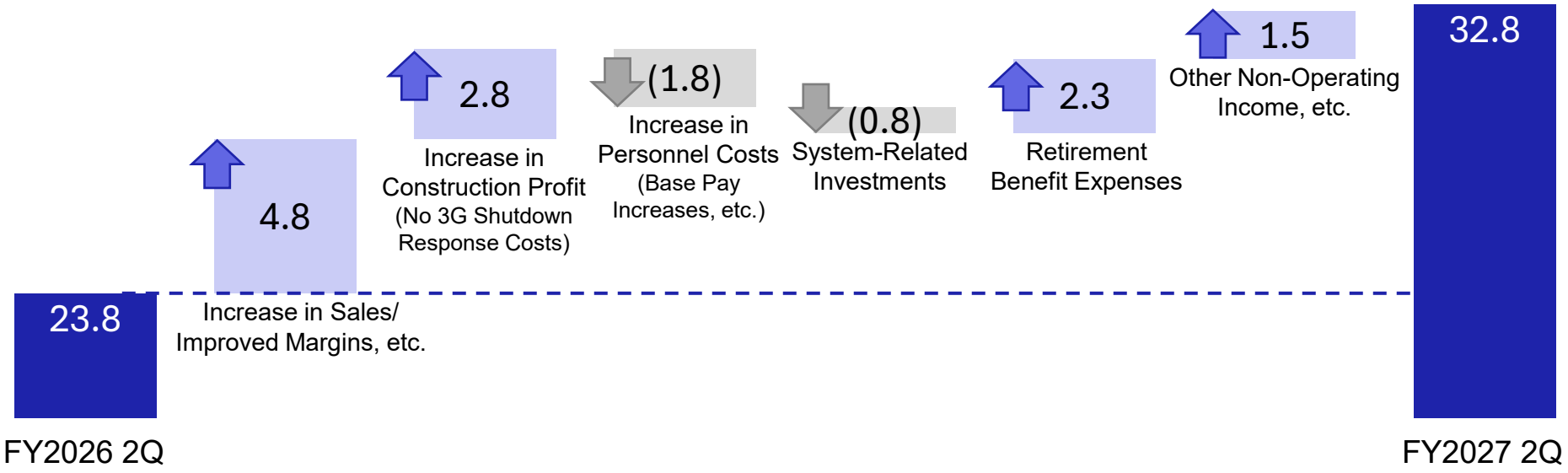
Overseas Services

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Changes in Ordinary Income

Increase/Decrease Factors in Ordinary Income (YoY)

(Unit: Billion yen)



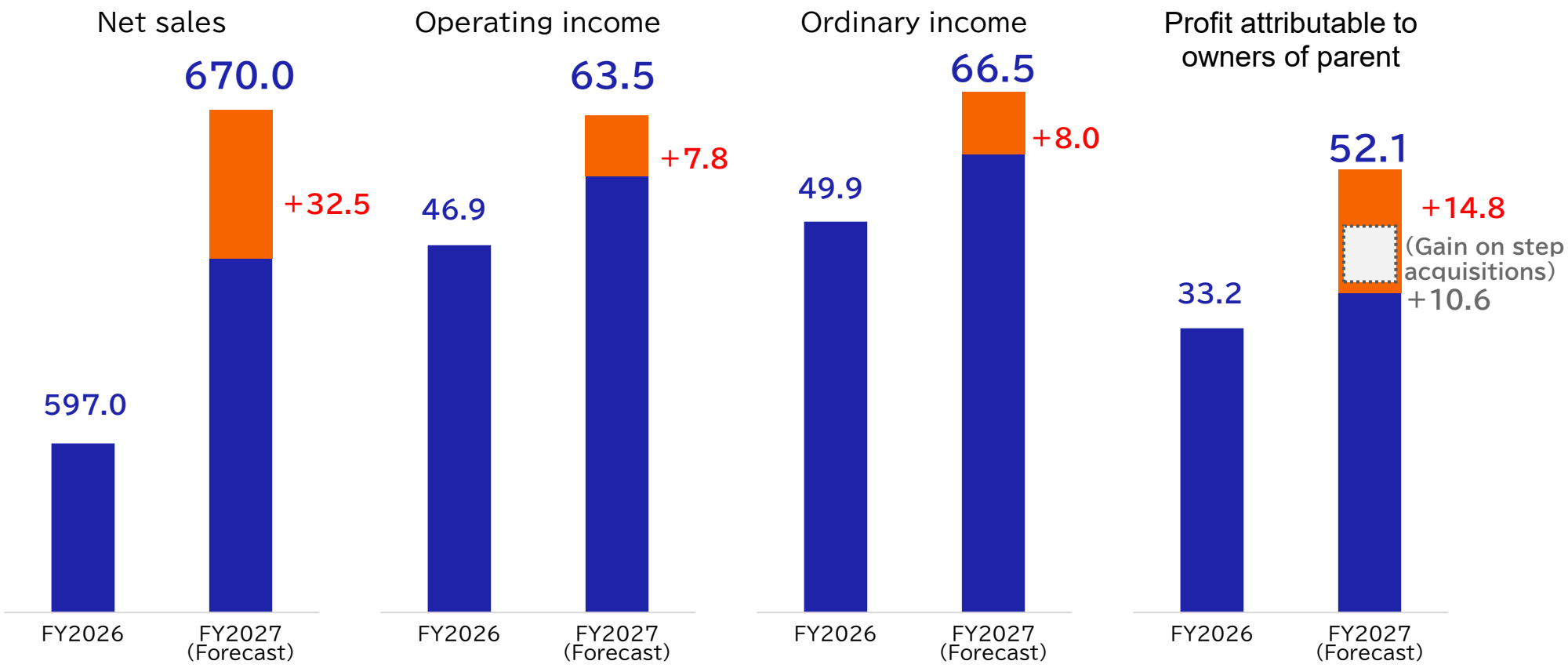
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Earnings Forecast for FY2027

Earnings Forecast for FY2027

Earnings Forecast

(Unit: Billion yen)



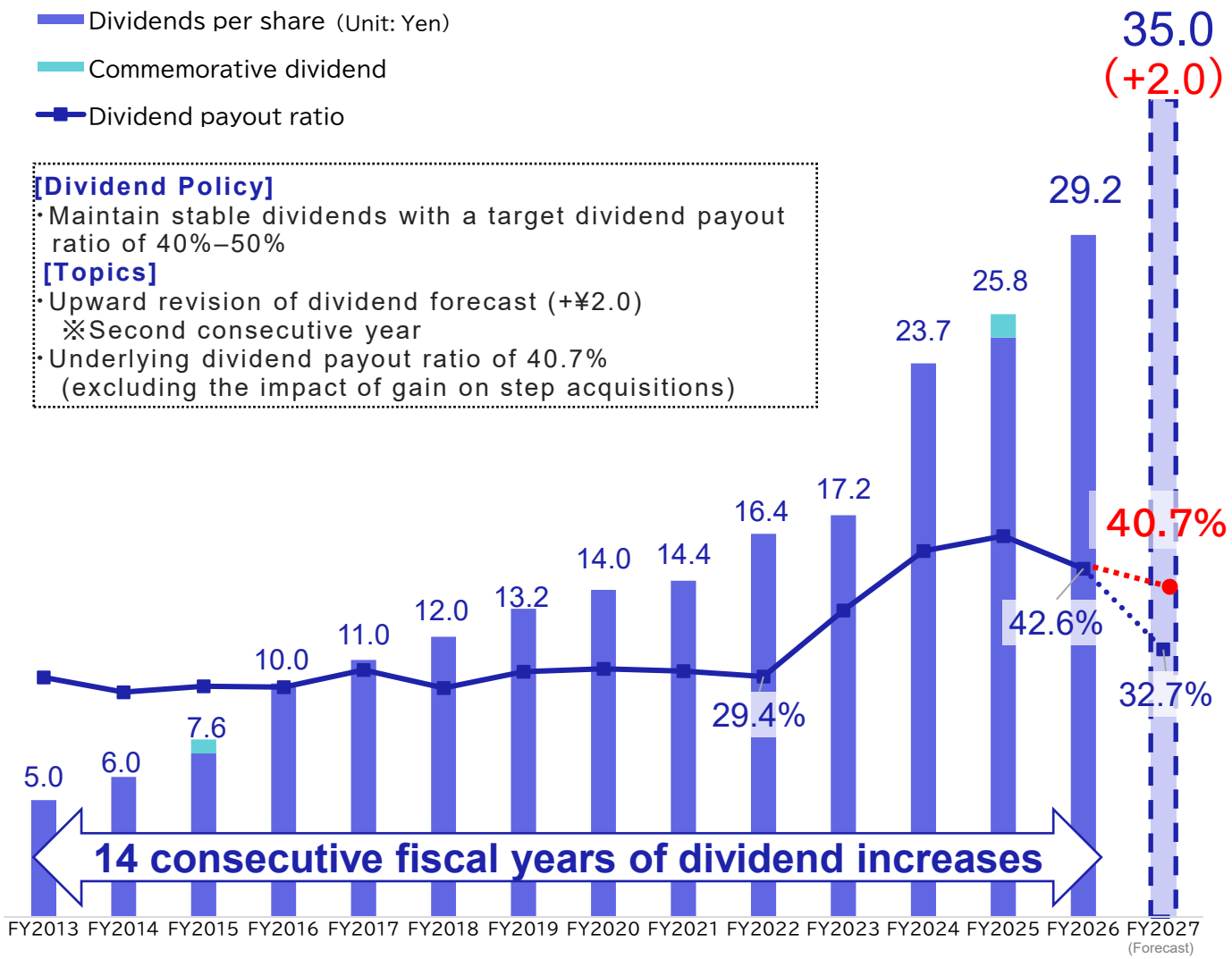
Notes: The impact of Nippon Dry Chemical's business performance has been reflected in the financial results forecast based on information currently available. The impact on the forecast may be reviewed in the future due to changes in circumstances.

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Returns to Shareholders

Returns to Shareholders

Trend in Dividend per Share



Key Shareholder Return Initiatives

2023

Jul	Conducted a 1-for-5 stock split
Aug-Oct	Acquisition of treasury shares (Approx. ¥5.0 billion)

2024

May	Revision of the target dividend payout ratio (From 30% to 40%–50%)
May-Oct	Acquisition of treasury shares (Approx. ¥15.0 billion)

2025

May	60th anniversary commemorative dividend (+¥1.0 per share)
Nov	Upward revision of dividend forecast (+¥2.0) (Interim: +¥1.0 Year-end forecast: +¥1.0)

2026

Aug	Acquisition of treasury shares (Approx. ¥10.0 billion)
Nov	Upward revision of dividend forecast (+¥2.0) (Interim: +¥1.0 Year-end forecast: +¥1.0)
	Planned Cancellation of Treasury Shares(20,824,210 shares)

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ALSOK Group Initiatives

ALSOK Group Initiatives(1)

The 20th Asian Games and 5th Asian Para Games (2026 Aichi-Nagoya)

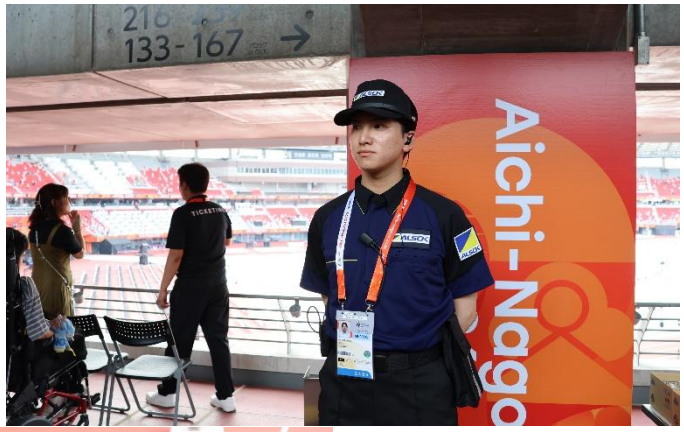
(Asian Games: Sep 19 – Oct 4 / Asian Para Games: Oct 18 – Oct 24)

- Won larger-scale security contracts than Tokyo 2020, drawing on the Group's overall strength
- "Big ALSOK" system*, mobilizing the entire Group, contributed greatly to Games safety and security

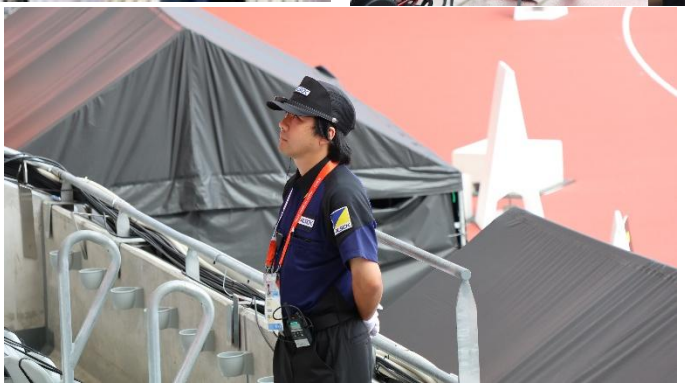
*A framework pooling personnel and functions of Group companies











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ALSOK Group Initiatives(2)

Initiatives to Enhance Corporate Value of Nippon Dry Chemical Co., Ltd. (NDC)

- Tender offer for NDC completed; initiatives to enhance medium- to long-term corporate value have begun.
- Leveraging the strengths of the three companies, promoting priority measures and an action plan to enhance future value.
- Scheduled to become a consolidated subsidiary on January 1, 2027.

Support Structure

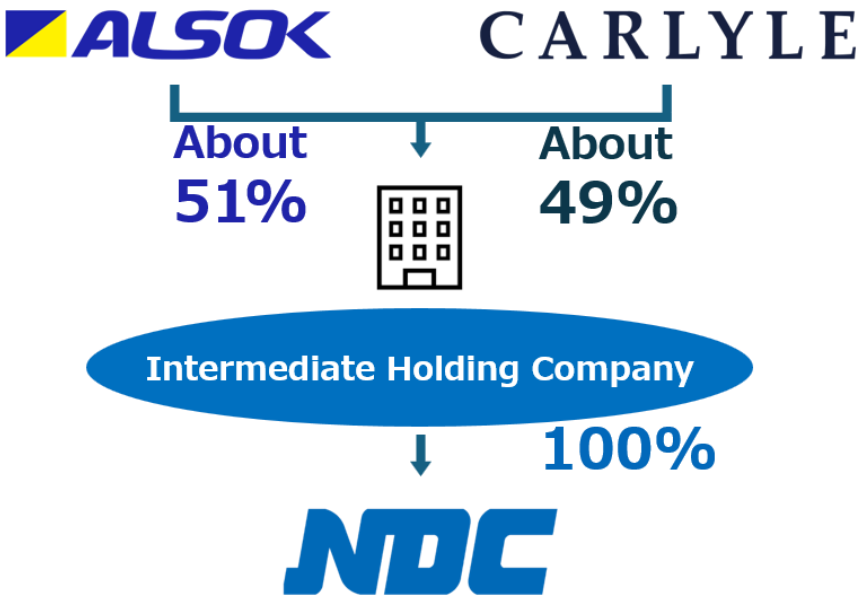
ALSOK
External Support
NDC
Internal Support
CARLYLE

Talent
Strengthening supply capacity to maximize demand capture

Technology
Maximizing existing competitiveness

Capital
Newly enabled growth opportunities, maximized

Capital Structure



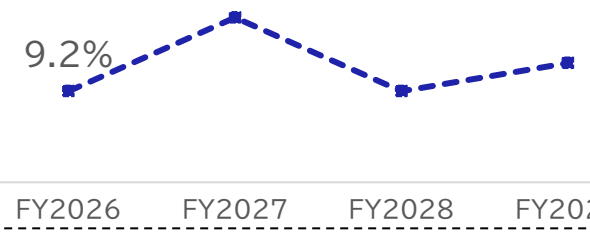
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ALSOK Group Initiatives(3)

Revision of Financial Goals (Medium-term Management Plan "ALSOK STAGE 2028")

	FY2026 Performance	FY2029 Previous Target	FY2029 Revised Target
Consolidated Net Sales	¥597.0 billion	¥680 billion – ¥750 billion	¥720 billion – ¥760 billion
Consolidated Operating Income	¥46.9 billion	¥65 billion – ¥72 billion	¥69 billion – ¥73 billion
Consolidated Ordinary Income	¥49.9 billion	¥68 billion – ¥75 billion	¥72 billion – ¥76 billion
Consolidated Ordinary Income Margin to sales	8.4%	About 10%	About 10%
ROE	9.2%	About 10%	About 10%
Dividend Policy	Aim for stable dividends with a payout ratio guideline of 40% to 50%	Aim for stable dividends with a payout ratio guideline of 40% to 50%	Aim for stable dividends with a payout ratio guideline of 40% to 50%

ROE Trend (Illustrative)



*Above is an illustrative ROE trend, not a forecast or guarantee of future results or ROE levels.

Initiatives to Improve ROE

Profit Growth
- ◆Entering growth markets
- ◆Broader services to address diverse risks
- ◆BPR driven by DX and AI
- ◆Higher business profitability

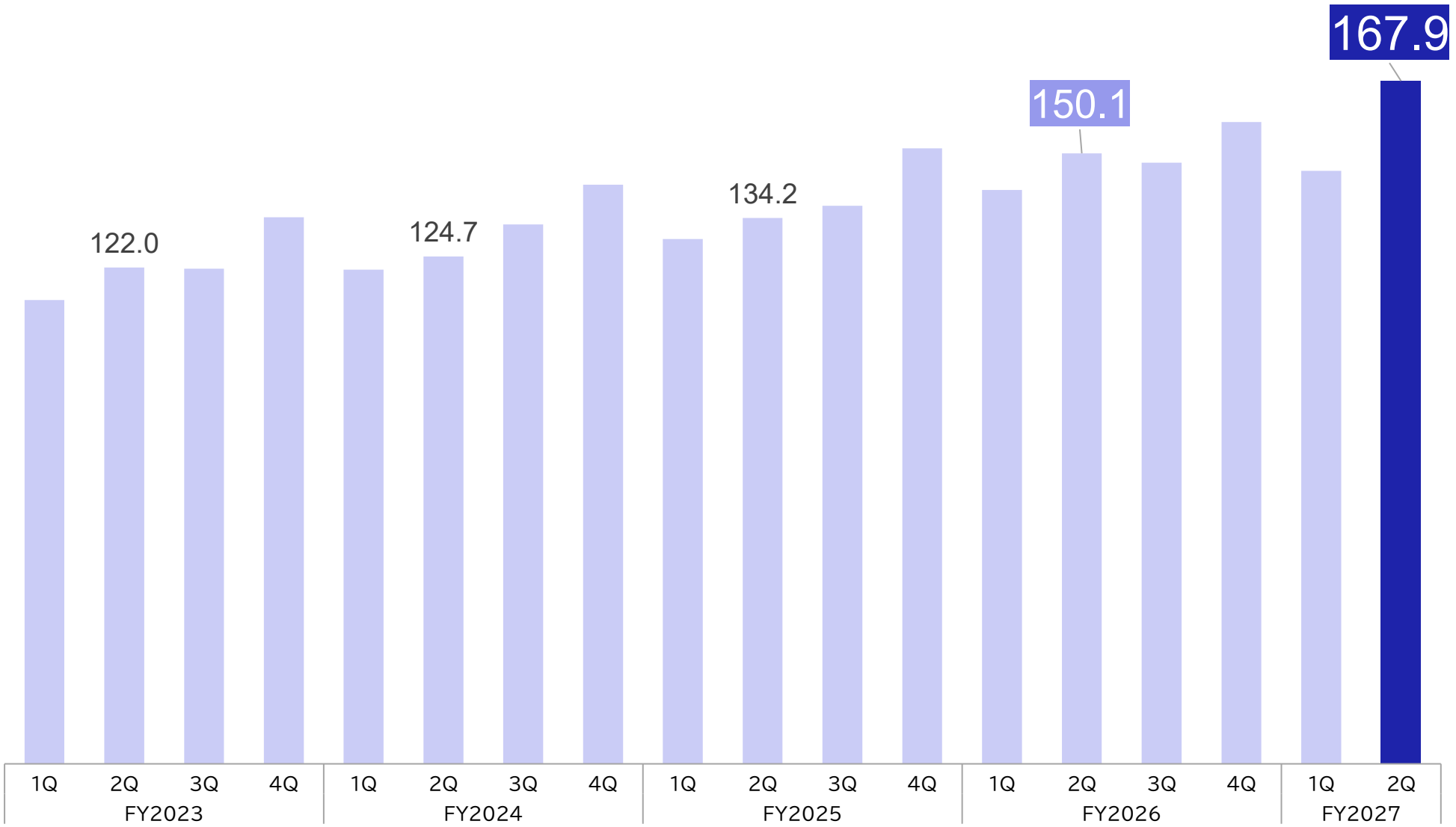
Capital Efficiency
- ◆Optimize resource allocation
  - ・Human capital investment
  - ・Growth investment
  - ・Shareholder returns
- ◆Maximize investment returns
  - ・PMI promotion
  - ・Synergy creation

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Appendix

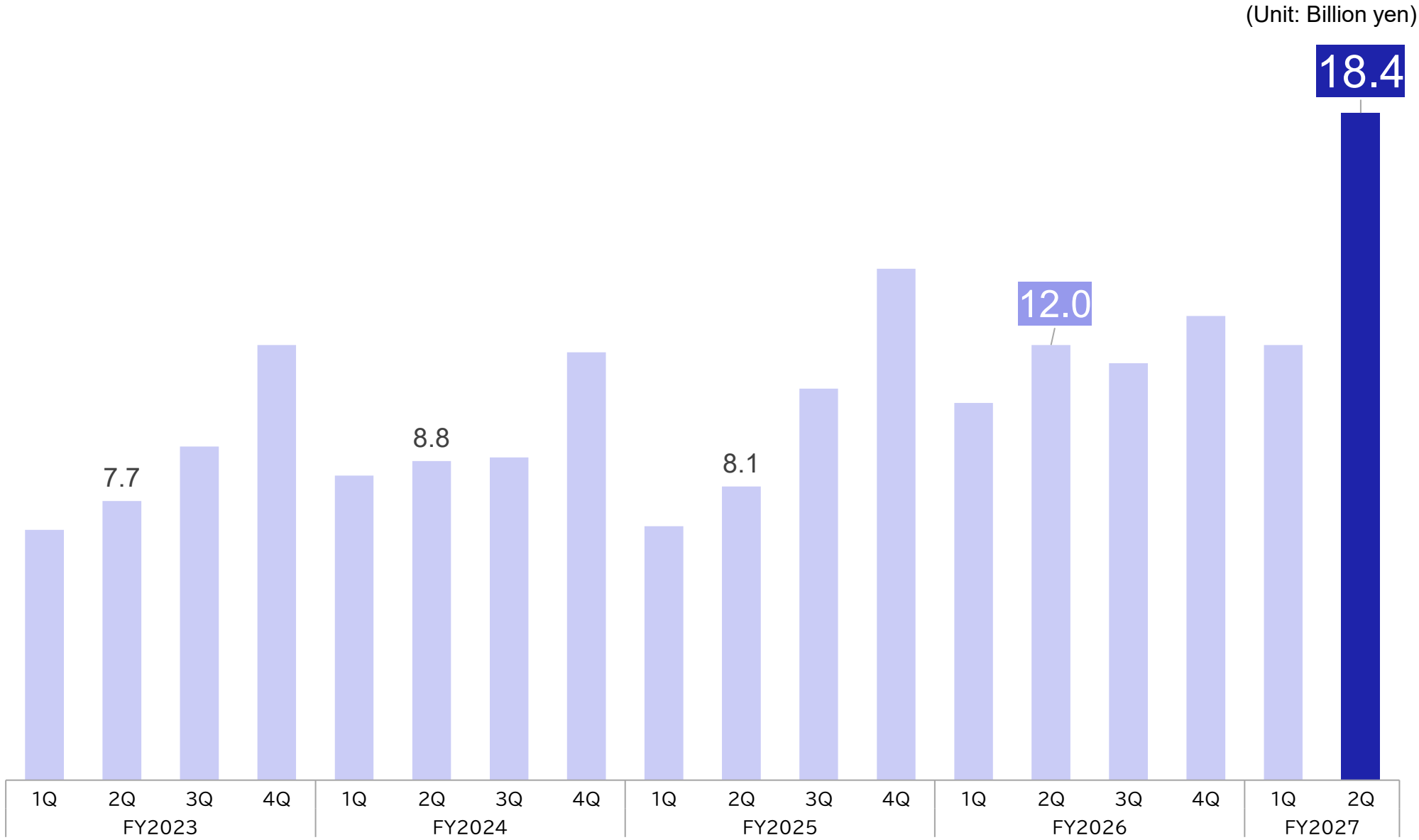
Trend in Quarterly Consolidated Revenue

(Unit: Billion yen)



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Trend in Quarterly Consolidated Operating Income



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Consolidated Statements of Income

Results

(Unit: Billion yen)

	FY2026 2Q	FY2027 2Q	YoY	Change
Net sales	291.3	313.8	22.5	7.7%
Cost of sales	221.5	233.5	12.1	5.4%
Labor costs	107.0	114.8	7.8	7.3%
Outsourcing costs	36.3	39.5	3.3	9.0%
Depreciation	8.3	9.4	1.1	13.3%
Other costs	37.6	40.9	3.2	8.6%
Construction and installation costs	32.1	28.8	(3.3)	(10.4%)
SG&A	47.2	49.7	2.5	5.3%
Advertising expenses	1.3	1.9	0.6	45.6%
Personnel expenses	28.6	29.3	0.7	2.3%
Depreciation	1.9	1.5	(0.4)	(20.5%)
Other SG&A expenses	15.2	16.8	1.6	10.5%
Operating income	22.5	30.4	7.9	35.2%

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Consolidated Balance Sheet

Results

(Unit: Billion yen)

	FY2026 Year-End	FY2027 2Q	vs. Prior FY-End
Current assets	297.8	277.6	(20.2)
Cash and deposits	77.7	76.6	(1.1)
Cash for transportation services	88.3	68.4	(19.9)
Notes and accounts receivable – trade and contract assets	73.1	77.7	4.5
Other	58.5	54.8	(3.7)
Non-current assets	377.1	418.3	41.2
Property, plant and equipment	145.9	156.8	10.8
Intangible assets	36.7	35.9	(0.7)
Investments and other assets	194.4	225.4	31.0
Total assets	675.0	695.9	20.9

	FY2026 Year-End	FY2027 2Q	vs. Prior FY-End
Current liabilities	139.5	150.5	11.0
Notes and accounts payable – trade	28.9	25.1	(3.8)
Short-term loans payable	40.5	46.0	5.5
Other	69.9	79.3	9.3
Non-current liabilities	108.5	110.1	1.5
Long-term loans payable	12.4	10.8	(1.5)
Net defined benefit liability	35.8	36.8	1.0
Other	60.3	62.3	1.9
Total liabilities	248.0	260.6	12.5
Shareholders' equity	330.8	333.7	2.8
Accumulated other comprehensive income	52.7	54.1	1.3
Non-controlling interests	43.3	47.5	4.2
Total net assets	426.9	435.3	8.4
Total liabilities and net assets	675.0	695.9	20.9

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Consolidated Statements of Cash Flows

Results

(Unit: Billion yen)

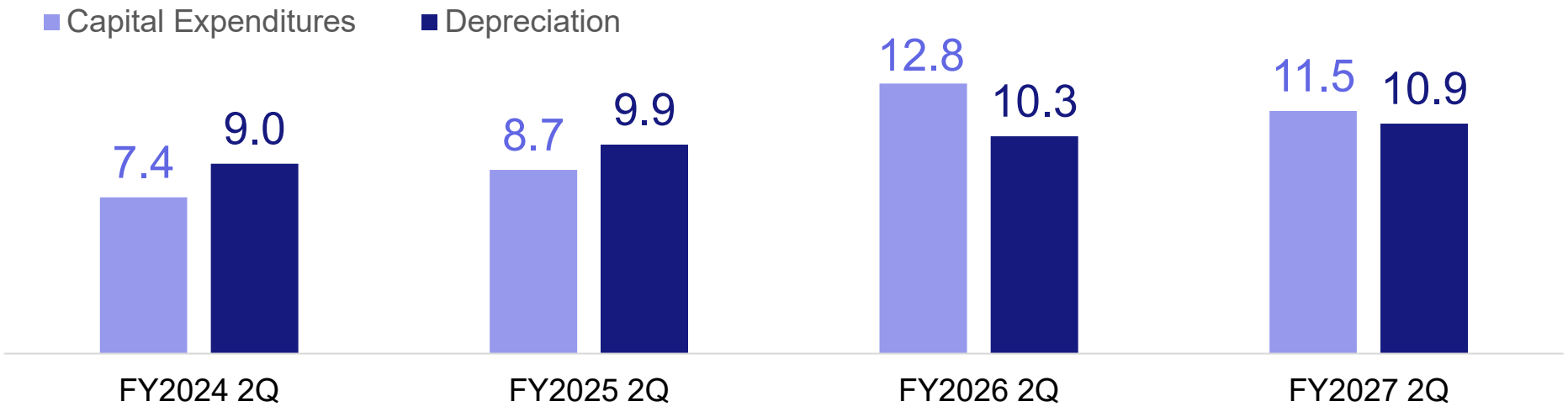
	FY2026 2Q	FY2027 2Q	YoY	Change
Net cash provided by (used in) operating activities	21.6	29.7	8.1	37.6%
Net cash provided by (used in) investing activities	(11.4)	(40.5)	(29.1)	—
Net cash provided by (used in) financing activities	(9.7)	6.6	16.4	—
Cash and cash equivalents at end of interim period	60.3	62.6	2.3	3.9%
Free cash flow	10.2	(10.7)	(21.0)	—

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Capital Expenditures and Depreciation

Capital Expenditures and Depreciation

(Unit: Billion yen)



YoY Change

(Unit: Billion yen)

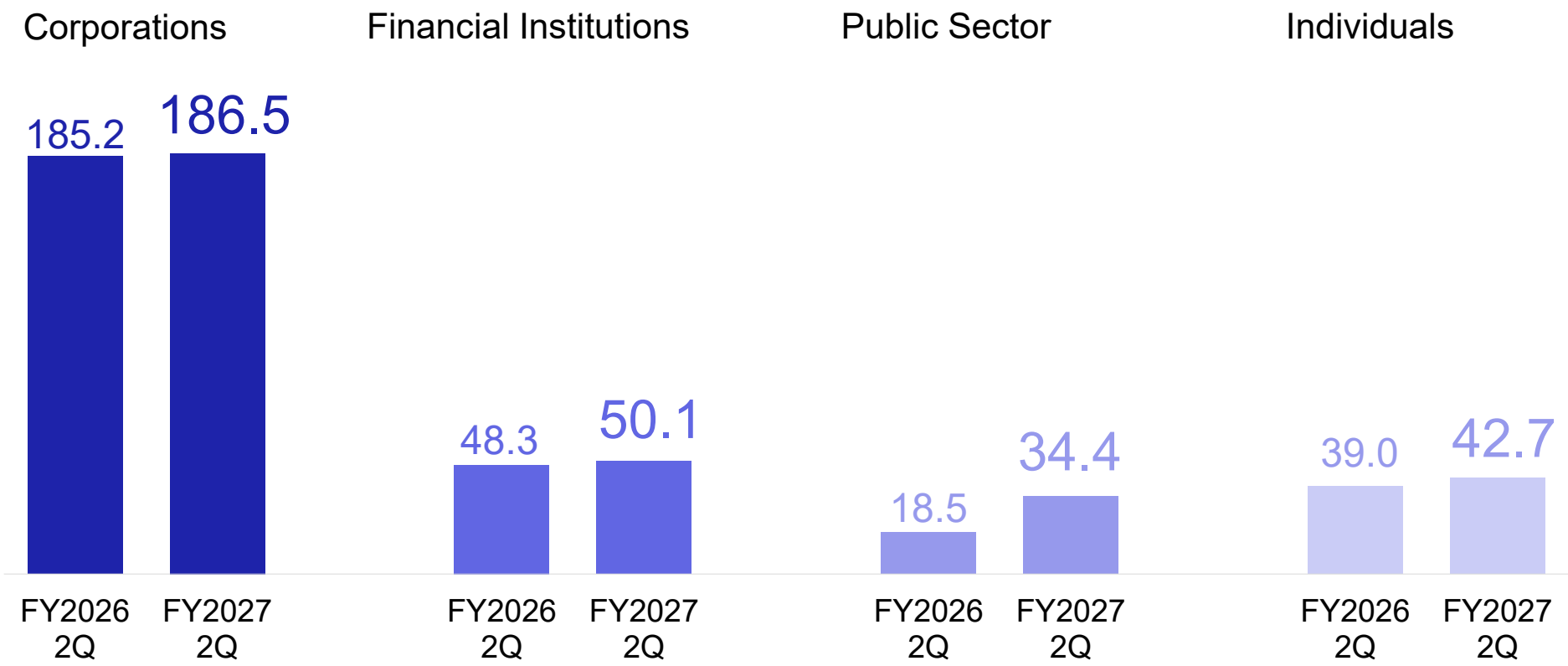
	FY2026 2Q	FY2027 2Q	YoY	Change
Capital expenditures	12.8	11.5	(1.3)	(10.4%)
Depreciation	10.3	10.9	0.6	6.8%

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Sales by Customer Segment

Net Sales

(Unit: Billion yen)



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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 89 Equity Method Affiliate 12
Employees	Consolidated: 69,619 / Non-consolidated: 12,013
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)

1,156

Breakdown:
Corporate 611
Individual 545



Number of Long-term Contracts (Stationed Security Services)

4,610 contracts



Number of Cash Deposit and Dispenser Machine On-line System

33,247 units



Cumulative AED Units Sold

315,430 units
(cumulative)



Number of "ALSOK ANSHIN KYOSHITSU" held

64,445 classes
(cumulative)



*As of September 30, 2026

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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.

ALwayS OK

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Corporate History

From the Company's Founding to the Present

Business

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" form "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~

Events

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

2026
Security of 20th Asian Games Aichi-Nagoya 2026

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Revenue Structure and Strengths

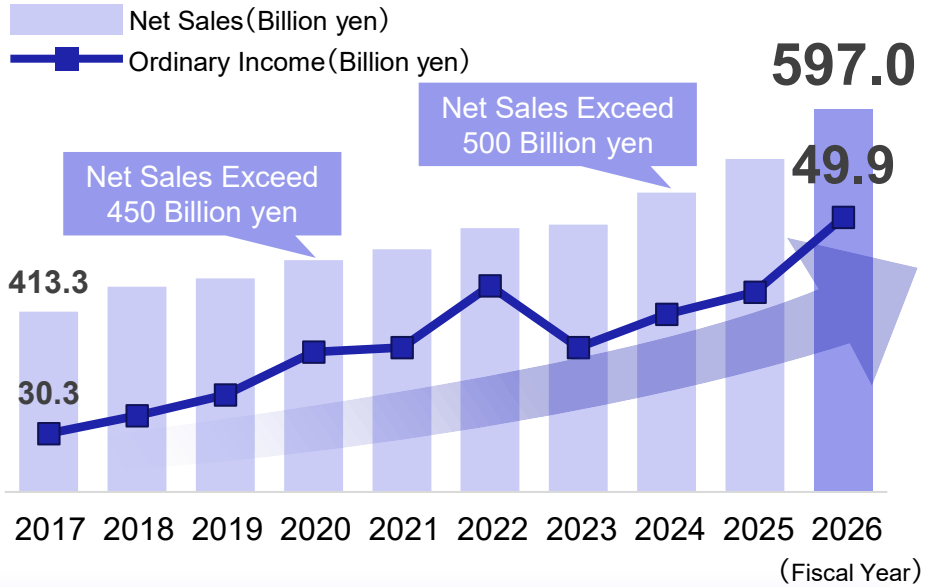
Sustainable and Stable Earnings Structure



Contract Renewal Rate Approx. **95%**

※FY2026 Results of Electronic Security Services / HOME ALSOK Services

Continued Stable Growth



Three Core Strengths Supporting Growth

Brand	Organizational Capabilities	Trust from Our Customers
The ALSOK brand symbolizing “safety and security”	24/7/365 nationwide response	Over 1.4 Million Recurring Contracts Diversified Customer Segment Portfolio

Enhancing Corporate Value Through Sustainable Growth

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