

Summary of Selected Financial Data
Fiscal Year Ended March 31, 2026

ALSOK CO.,LTD.

I. Consolidated Financial Results

(1) Consolidated Statements of Income

	1Q Accounting Period			2Q Accounting Period			Interim Financial Results		
	FY2025	FY2026	Increase/ Decrease (%)	FY2025	FY2026	Increase/ Decrease (%)	FY2025	FY2026	Increase/ Decrease (%)
Net Sales (Billion yen)	129.0	141.1	9.4	134.2	150.1	11.9	263.2	291.3	10.7
Operating Income (Billion yen)	7.0	10.4	47.1	8.1	12.0	48.0	15.2	22.5	47.6
Ordinary Income (Billion yen)	7.7	10.9	41.1	8.9	12.9	45.5	16.6	23.8	43.5
Profit Attributable to Owners of Parent (Billion yen)	4.1	6.4	54.4	5.6	8.1	43.8	9.8	14.6	48.3
Net Income Per Share (Yen)	8.36	13.27	—	11.63	16.82	—	19.96	30.10	—

	3Q Accounting Period			4Q Accounting Period			Annual Financial Results		
	FY2025	FY2026	Increase/ Decrease (%)	FY2025	FY2026	Increase/ Decrease (%)	FY2025	FY2026	Increase/ Decrease (%)
Net Sales (Billion yen)	137.2	147.8	7.7	151.3	157.8	4.3	551.8	597.0	8.2
Operating Income (Billion yen)	10.8	11.5	6.7	14.1	12.8	(9.0)	40.2	46.9	16.7
Ordinary Income (Billion yen)	11.6	12.6	8.9	14.7	13.3	(10.0)	43.1	49.9	15.8
Profit Attributable to Owners of Parent (Billion yen)	7.3	9.0	24.0	9.9	9.5	(3.6)	27.1	33.2	22.7
Net Income Per Share (Yen)	15.07	18.65	—	20.51	19.73	—	55.41	68.49	—

Note: The indicators up to the third quarter of the fiscal year ended March 31, 2025 have been revised to correct errors.

(2) Consolidated Balance Sheets

	FY2024	FY2025	FY2026
Total Assets (Billion yen)	571.4	572.4	675.0
Net Assets (Billion yen)	377.7	376.0	426.9
Equity Ratio (%)	60.2	59.1	56.8
Net Assets Per Share (Yen)	687.34	697.96	789.42

Note: The Company conducted a five-for-one stock split of its common stock effective July 1, 2023. Net assets per share are presented after taking into account the effect of the stock split.

(3) Consolidated Statements of Cash Flows

	FY2024	FY2025	FY2026
Net Cash provided by (used in) Operating Activities (Billion yen)	56.0	42.6	53.7
Net Cash provided by (used in) Investing Activities (Billion yen)	(16.9)	(15.5)	(39.2)
Net Cash provided by (used in) Financing Activities (Billion yen)	(21.5)	(36.3)	(7.7)
Cash and Cash Equivalents at End of Period (Billion yen)	69.1	60.0	66.8

(4) Dividend

	Dividends Per Share					Payout Ratio (%)
	End of 1Q Yen	End of 2Q Yen	End of 3Q Yen	Year-end Yen	Annual Yen	
FY2025	-	12.40	-	13.40	25.80	46.6
FY2026	-	14.60	-	14.60	29.20	42.6
FY2027 (Forecast)	-	16.50	-	16.50	33.00	43.0

Note: Detail of Year-end Dividend for Fiscal Year Ended March 2025: Ordinary Dividend ¥12.40

Commemorative Dividend ¥1.00

(5) Forecasts for the Consolidated Financial Results for the Fiscal Year Ending March 31, 2027 (April 1, 2026 - March 31, 2027)

	Interim			Annual		
	FY2026	FY2027 (Forecast)	Increase/ Decrease (%)	FY2026	FY2027 (Forecast)	Increase/ Decrease (%)
Net Sales (Billion yen)	291.3	308.7	6.0	597.0	637.5	6.8
Operating Income (Billion yen)	22.5	24.8	10.1	46.9	55.7	18.7
Ordinary Income (Billion yen)	23.8	26.3	10.1	49.9	58.5	17.2
Profit Attributable to Owners of Parent (Billion yen)	14.6	16.4	12.3	33.2	37.3	12.1
Net Income Per Share (Yen)	30.10	33.75	—	68.49	76.75	—

Note: The forecast figures are based on information currently available to the Company and on certain assumptions deemed reasonable by the Company, and are not intended to represent a commitment by the Company to achieve them. Actual results may differ materially from these forecasts due to various factors.

2. Major Items

(1) Sales by Business Segment

(Billion yen)

	FY2025	Share(%)	Increase/ Decrease (%)	FY2026	Share(%)	Increase/ Decrease (%)
Security Services						
Electronic Security Services	173.6	31.5	3.1	184.0	30.8	6.0
HOME ALSOK Services	24.6	4.5	6.9	24.8	4.2	0.9
Stationed Security Services	123.1	22.3	3.9	138.7	23.2	12.6
Transportation Security Services	70.4	12.8	1.8	73.0	12.2	3.7
Total	391.9	71.0	3.3	420.8	70.5	7.4
Facility Management Services etc.	79.7	14.4	5.8	92.9	15.6	16.6
Long-Term Care Services	53.3	9.7	4.7	55.2	9.3	3.5
Overseas Services	26.8	4.9	70.2	27.9	4.7	4.3
Total	551.8	100.0	5.8	597.0	100.0	8.2

(2) Contracts by Business Segment

(Contract: Thousands)

	FY2024	FY2025	FY2026
Security Services			
Electronic Security Services	579	591	600
HOME ALSOK Services	505	521	536
Stationed Security Services	4	4	4
Transportation Security Services	86	90	94
Total	1,176	1,208	1,235
Facility Management Services etc.	127	130	138
Long-Term Care Services	27	28	29
Overseas Services	4	4	5
Total	1,336	1,371	1,408

<Comparison to the previous period>	FY2024 Increase/ Decrease	Increase/ Decrease (%)	FY2025 Increase/ Decrease	Increase/ Decrease (%)	FY2026 Increase/ Decrease	Increase/ Decrease (%)
Security Services						
Electronic Security Services	16	3.0	11	2.0	9	1.6
HOME ALSOK Services	22	4.6	16	3.2	14	2.8
Stationed Security Services	0	8.8	0	3.4	0	4.1
Transportation Security Services	1	1.3	4	4.6	3	3.4
Total	40	3.6	31	2.7	27	2.3
Facility Management Services etc.	5	4.9	2	2.0	7	5.9
Long-Term Care Services	0	2.5	0	2.7	1	4.4
Overseas Services	1	44.4	0	5.3	0	16.4
Total	48	3.8	35	2.7	37	2.7

Note: The above figures represent the number of long-term contracts (contracts providing continuous service over a fixed period) agreed upon with customers, not the number of clients to whom our group provides services.

(3) Consolidated / Non-consolidated Ratio (Ratio of when individual financial results counted as 1)

	(Times)		
	FY2024	FY2025	FY2026
Net Sales	2.03	2.16	2.20
Operating Income	2.15	2.51	2.41
Ordinary Income	1.27	1.42	1.40
Profit Attributable to Owners of Parent	1.03	1.10	1.23
Total Assets	1.54	1.54	1.58

(4) Trends in Personnel

	(Personnel)		
	FY2024	FY2025	FY2026
Domestic Employees	34,669	35,301	36,524
Overseas Employees	30,313	29,432	30,425

<Comparison to the previous period>	FY2024	Increase/Decrease	FY2025	Increase/Decrease	FY2026	Increase/Decrease
	Increase/Decrease	(%)	Increase/Decrease	(%)	Increase/Decrease	(%)
Domestic Employees	184	0.5	632	1.8	1,223	3.5
Overseas Employees	25,759	565.6	(881)	(2.9)	993	3.4

Note: Increase due to effect of PT. Shield-On Service Tbk in Indonesia, subsidiary newly consolidated in FY2024.

(5) Capital Expenditure / Depreciation / Research and Development Expenditure

	(Billion yen)						
	FY2024	Increase/Decrease (%)	FY2025	Increase/Decrease (%)	FY2026	Increase/Decrease (%)	FY2027 (Forecast)
Capital Expenditure	15.8	(3.3)	18.1	14.4	39.8	119.0	20.1
Depreciation	18.7	4.5	20.1	7.3	21.3	6.4	23.0
Research and Development	0.5	(10.9)	0.5	(4.0)	0.6	33.1	0.6

3. Consolidated Financial Statements

(1) Consolidated Statements of Income

(Billion yen)

	FY2025		FY2026		YoY		FY2026(Plan)		Comparison to the Plan	
	Amount	Share(%)	Amount	Share(%)	Amount	Increase/ Decrease (%)	Amount	Share(%)	Amount	Achievement Ratio
Net Sales	551.8	100.0	597.0	100.0	45.1	8.2	598.0	100.0	(0.9)	99.8
Cost of Sales	420.9	76.3	453.9	76.0	33.0	7.9	—	—	—	—
Gross Profit	130.9	23.7	143.0	24.0	12.1	9.2	—	—	—	—
Selling, General and Administrative Expenses	90.7	16.4	96.1	16.1	5.3	5.9	—	—	—	—
Operating Income	40.2	7.3	46.9	7.9	6.7	16.7	48.5	8.1	(1.5)	96.7
Non-Operating Income	6.0	1.1	6.6	1.1	0.5	9.7	—	—	—	—
Non-Operating Expenses	3.1	0.6	3.6	0.6	0.4	15.7	—	—	—	—
Ordinary Income	43.1	7.8	49.9	8.4	6.8	15.8	51.5	8.6	(1.5)	96.9
Extraordinary Income	1.5	0.3	2.0	0.3	0.4	31.9	—	—	—	—
Extraordinary Loss	0.9	0.2	1.1	0.2	0.1	19.2	—	—	—	—
Profit Attributable to Owners of Parent	27.1	4.9	33.2	5.6	6.1	22.7	32.9	5.5	0.3	101.1

(2) Consolidated Statements of Income (Main variable factors)

(Billion yen)

	YoY		Factors
	Amount	Increase/ Decrease (%)	
Net Sales	45.1	8.2	Security Services Electronic Security Services 28.8 HOME ALSOK Services 10.4 Stationed Security Services 0.2 Transportation Security Services 15.5 2.5 Facility Management Services etc. 13.2 Long-term Care Services 1.8 Overseas Services 1.1
Cost of Sales	33.0	7.9	
Gross Profit	12.1	9.2	
Selling, General and Administrative Expenses	5.3	5.9	
Operating Income	6.7	16.7	
Non-Operating Income	0.5	9.7	
Non-Operating Expenses	0.4	15.7	
Ordinary Income	6.8	15.8	
Extraordinary Income	0.4	31.9	
Extraordinary Loss	0.1	19.2	
Profit Attributable to Owners of Parent	6.1	22.7	

(3) Consolidated Balance Sheets (YoY)

(Billion yen)

	FY2025		FY2026		Increase/Decrease	
	Amount	Share(%)	Amount	Share(%)	Amount	Increase/ Decrease (%)
Assets	572.4	100.0	675.0	100.0	102.6	17.9
Current Assets	256.7	44.8	297.8	44.1	41.1	16.0
Noncurrent Assets	315.6	55.2	377.1	55.9	61.4	19.5
Property, Plant and Equipment	122.4	21.4	145.9	21.6	23.5	19.3
Intangible Assets	38.7	6.8	36.7	5.4	(1.9)	(5.1)
Investments and Other Assets	154.5	27.0	194.4	28.8	39.8	25.8
Liabilities	196.4	34.3	248.0	36.8	51.6	26.3
Current Liabilities	108.8	19.0	139.5	20.7	30.6	28.1
Noncurrent Liabilities	87.5	15.3	108.5	16.1	21.0	24.1
Net Assets	376.0	65.7	426.9	63.2	50.9	13.5
Shareholders' Equity	310.0	54.2	330.8	49.0	20.7	6.7
Accumulated Other Comprehensive Income	28.3	5.0	52.7	7.8	24.4	86.2
Non-controlling Interests	37.5	6.6	43.3	6.4	5.7	15.3

(4) Consolidated Balance Sheets (Main variable factors)

(Billion yen)

	Account Title	YoY	Remarks
Current Assets	Other	14.6	
Current Assets	Cash and Deposits	9.0	
Current Assets	Cash for Transportation Security Services	6.8	
Current Assets	Advances Paid	4.9	
Noncurrent Assets	Net Defined Benefit Asset	30.6	
Non-current Assets	Land	15.4	
Noncurrent Assets	Investment Securities	11.1	
Current Liabilities	Short-Term Borrowings	24.7	
Current Liabilities	Current Portion of Long-Term Borrowings	2.6	
Noncurrent Liabilities	Deferred Tax Liabilities	12.5	
Noncurrent Liabilities	Long-Term Borrowings	11.0	