May 13, 2026

To whom it may concern
(This is an English translation of the Japanese original)

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(Securities Code: 2331, TSE Prime Market)
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Notice Concerning Medium-term Management Plan (ALSOK STAGE 2028)

ALSOK CO., LTD. announces (hereafter "ALSOK") announces the new Medium-term Management Plan, ALSOK STAGE 2028 (hereafter "AS2028") for fiscal years 2027 to 2029. The outline of the plan is as follows.

1. ALSOK's Aim

ALSOK aims to be a corporate group that responds to diverse risks with a wide range of services and provides safety and security through the resolution of social issues.

2. Outline of AS2028

(1) Basic Policies

a. Business Expansion through the Development of Growth Markets
b. Expansion of Service Fields to Address Diverse Risks
c. Promotion of Business Process Re-engineering (BPR) Utilizing DX and AI
d. Promotion of Initiatives to Strengthen Human Capital
e. Strengthen the Efforts of Sustainability

(2) Financial Goals

	Target (FY2029)
Net sales	¥680 billion - ¥750 billion
Consolidated ordinary income	¥68 billion - ¥75 billion
Consolidated ordinary income margin to sales	About 10%
ROE	About 10%
Dividend policy	Aim to maintain stable dividends with a payout ratio guideline of 40% to 50%

For further information, please refer to our website.
(URL https://www.alsok.co.jp/en/ir/library/pdf/presentation/event2027_3_AS2028.pdf)

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ALSOK STAGE 2028

Medium-term Management Plan (FY2027–FY2029)

May 13, 2026

ALSOK CO.,LTD.

(Securities Code: 2331)

1 Review of Grand Design 2025

Changes in the Business Environment and Performance

2020 — 2021 — GD2025 Target Period: 2022 — 2023 — 2024 — 2025 — 2026 — 2027

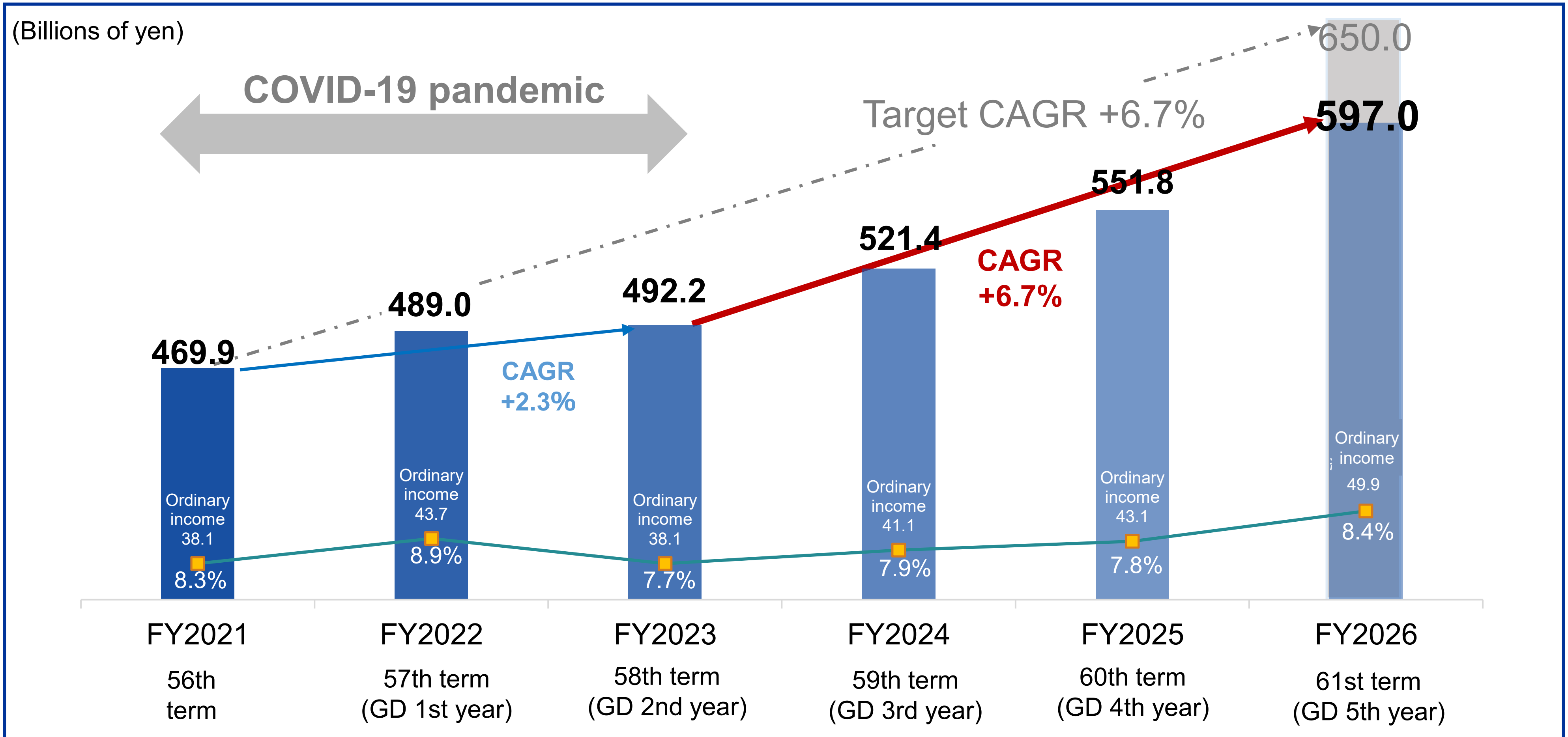
Business Environment				
	Tokyo 2020 Olympic and Paralympic Games	Noto Earthquake and Other Severe Disasters	EXPO 2025 Osaka/Kansai	Rapid Technological Advances, such as AI and DX
	COVID-19 pandemic	3G Service Discontinuation	Worsening Public Safety Due to Robbery Incidents, etc.	Rising prices

Business Performance

	FY2021 Performance	FY2026 Performance	Change	GD2025 Target	vs. Target
Consolidated net sales	¥469.9 billion	¥597.0 billion	<u>¥127.1 billion</u>	Approx. ¥650.0 billion	<u>(¥53.0 billion)</u>
Consolidated ordinary income	¥39.2 billion	¥49.9 billion	<u>¥10.7 billion</u>	Approx. ¥65.0 billion	<u>(¥15.1 billion)</u>
Consolidated ordinary income margin to sales	8.3%	8.4%	0.1pt	More than 10.0%	(1.6pt)
ROE	9.6%	9.2%	(0.4pt)	More than 10.0%	(0.8pt)
Consolidated payout ratio	28.0%	42.6%	14.6pt	Maintain stable dividends of around 30% ⇓	12.6pt
Dividend per share	¥14.4	¥29.2	¥14.8	Dividend policy review <u>Aim to maintain stable dividends of around 40–50%</u> (May 2024)	
Purchase of treasury stock		During the GD2025 period <u>Total of approximately ¥20 billion</u>			

Performance Trends

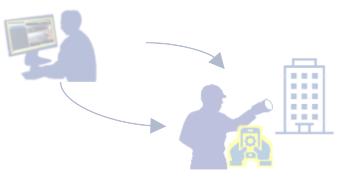
- During the COVID-19 pandemic, growth measures (including M&A) did not progress as well as planned, and five-year growth was lower than initially expected.
- Supported by recovery in security and related demand, sales growth rate remained near the 6.7% projected in GD2025 from the fiscal year ended March 2024.
- Delays (affected by COVID-19) in responding to 3G service discontinuation and increased costs from rising prices led to the ordinary income margin for the fiscal year ended March 2026 falling short of the GD2025 target. The initial expectation will be reached with an estimated delay of about two years.



Results Based on the Basic Policies of Grand Design 2025

Enhancement of response capacity for diverse, safe and secure needs of society

- ✓ Introduction of new value-added services utilizing Electronic Security infrastructure
- ✓ Expansion in scale and improvement of profitability of Long-term Care Services

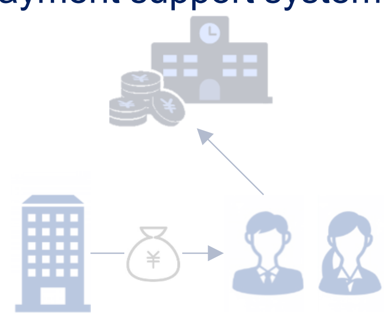


Digitization and utilization of data

- ✓ Launch of customer portal site
- ✓ Service DX implementation
- ✓ Remote maintenance
- ✓ Acquisition of “DX Certified Operator” certification

Structure of environment where employees play an active role

- ✓ Promotion of qualification acquisition
- ✓ 12 consecutive years of base salary increases
- ✓ Restricted stock provision to ALSOK employees
- ✓ Introduction of scholarship repayment support system



Strengthen the efforts of sustainability

- ✓ Formulated Basic Sustainability Policy and disclosed TCFD
- ✓ Formulation of ALSOK Group Human Rights Policy
- ✓ Promotion of alarm device reuse
- ✓ Promotion of replacement with eco-friendly vehicles

Issues Identified Based on Review of Grand Design 2025

Issue 1

Development of high-growth potential markets

- ✓ Further development of overseas, long-term care and individual markets

Issue 2

Growth strategy starting from customer base in existing markets

- ✓ New growth strategy based on the maturation of Security Services and other related services in Japan

Issue 3

Further promotion of DX and AI utilization

- ✓ Advance efforts to increase operational efficiency and reduce manpower, and also continue utilizing data companywide

Issue 4

Human capital investment

- ✓ Secure the required personnel and invest in human capital to execute the growth strategy

Issue 5

Sustainability Efforts

- ✓ Expansion of measures from GD2025

2　Basic Policies of ALSOK STAGE 2028

Focus Fields in Business Domains

Social environment

- ✓ Perceived deterioration of public safety due to robberies, etc.
- ✓ Increased risks of natural disasters
- ✓ Aging of buildings and equipment
- ✓ Aging of social infrastructure
- ✓ Rising proportion of elderly people
- ✓ Overseas market expansion
- ✓ Increase in cybercrime

Expectations of ALSOK

- ✓ A corporate group that responds to diverse risks with diverse services, and provides safety and security to society.
- ✓ Achieving a “risk-based approach” with “Big ALSOK” and other efforts. ALwayS OK ALSOK

Strengths

- 24 Hours a day, 365 days a year nationwide network
- Security infrastructure
- ALSOK brand of safety and security
- Robust customer base
- High operational quality with discipline and speed

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- Modernization
- Re-engineering
- DX/AI implementation

Business fields of focus

Driving business in diverse fields beyond security and contributing to the safety and security of customers and society.

- Crime prevention
- Disaster response
- Facility Management
- Disaster prevention
- Services for the elderly
- Overseas
- Cyber security

ALSOK STAGE 2028 “Five Pillars”

ALSOK

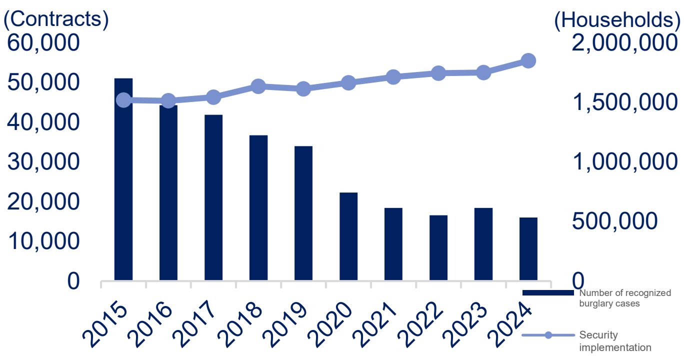
Issues of GD2025

Issues of GD2025	Five Pillars
Development of high-growth potential markets	1. Business expansion through the development of growth markets
Growth strategy starting from customer base in existing markets	2. Expansion of service fields to address diverse risks
Further promotion of DX and AI utilization	3. Promotion of BPR utilizing DX and AI
Human capital investment	4. Promotion of initiatives to strengthen human capital
Sustainability Efforts	5. Strengthen the Efforts of Sustainability

1. Business Expansion Through Development of Growth Markets
— Growth Market Analysis —

Individuals

Trends in reported break-in burglaries and facilities covered by electronic security

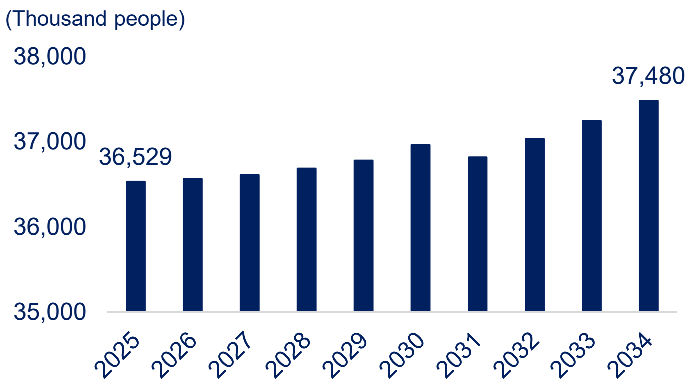


Source: National Police Agency “Criminal Offenses Statistics for 2024”
National Police Agency “Overview of the Security Business in 2024”
Ministry of Internal Affairs and Communications “Housing and Land Survey 2023”

- ✓ In the individual users market, many households have not yet installed residential Electronic Security systems, with the adoption rate at about 3.4%, so the potential demand remains high
- ✓ Due to the occurrence of robbery cases, etc. over a wide area, the perception of safety has worsened, leading to a heightened awareness of crime prevention and safety

Nursing care

Total domestic elderly population

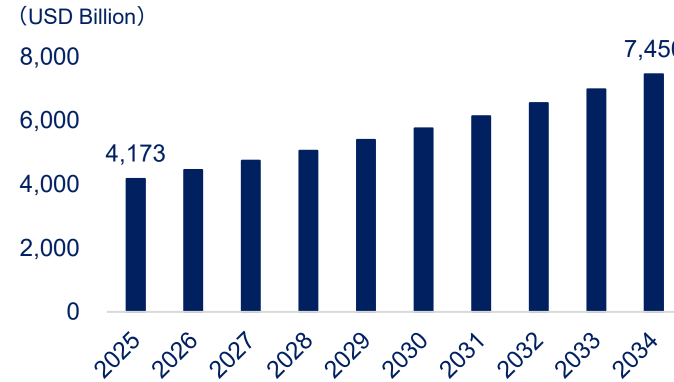


Source: National Institute of Population and Social Security Research “Population Projections for Japan-National total population, elderly population (aged 65 and over)” *Medium-fertility and medium-mortality projections

- ✓ Progress of population aging continues structurally
- ✓ Expanding demand for monitoring, daily life support, and safety and security fields

Overseas

ASEAN nominal GDP



Source: Calculated based on IMF “World Economic Outlook” and ADB’s country-specific real growth rate and inflation rate forecasts

- ✓ Expansion into regions where the economic scale is growing
- ✓ Increase in demand in safety and security fields

1. Business Expansion Through Development of Growth Markets
— Growth Strategy —

Long-term Care Services

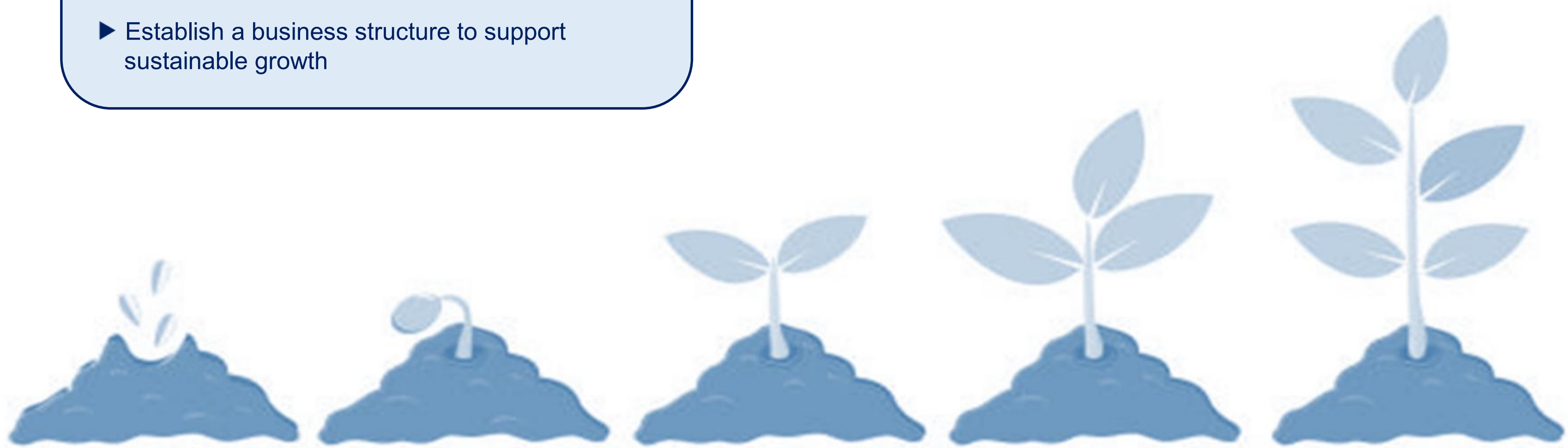
- Capture demand for nursing care and daily life support by leveraging reliable operational capabilities and high service quality
- Build an efficient and sustainable business management system through utilizing DX and HR measures

HOME ALSOK Services

- Address safety and security needs inside and outside residences
- Expand monitoring services for the elderly and others

Overseas Services

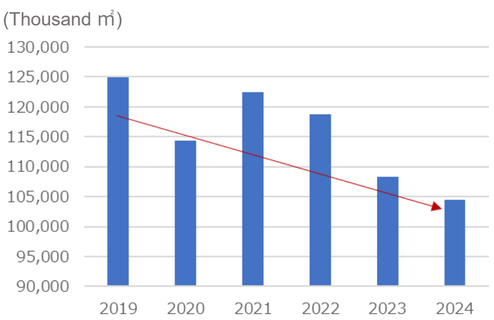
- Develop a business foundation to address safety and security needs
- Establish a business structure to support sustainable growth



2. Expansion of Service Fields Addressing Diverse Risks
— Analysis of Existing Markets —

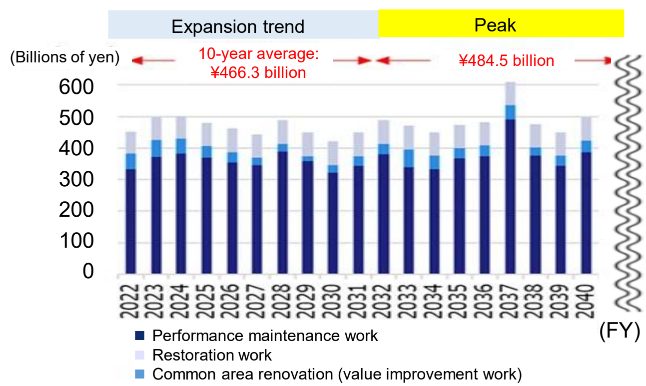
Electronic Security / FM / Stationed Security

Survey on Building Construction — Floor area



Source: Ministry of Land, Infrastructure, Transport and Tourism, Policy Bureau
Calculated from "Survey on Building Construction" (2020–2024)

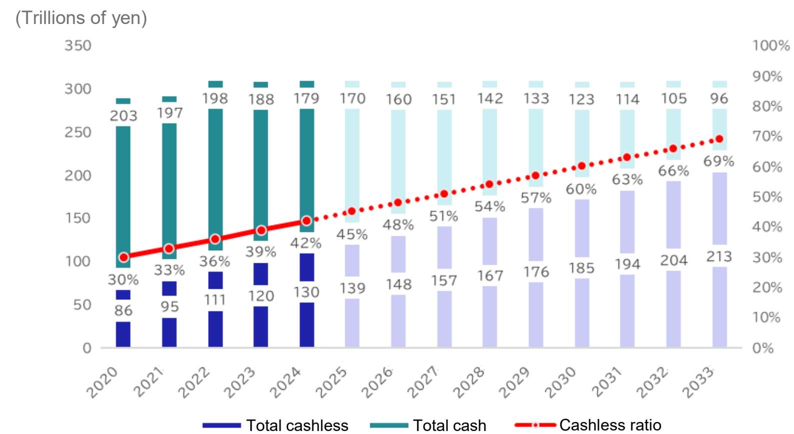
Future Forecast of Repair Costs in the Tokyo 23-ward Rental Office Building Market



Source: Xymax Real Estate Institute Corporation
"Future Forecast of Repair Costs in the Tokyo Rental Office Building Market (2022)"

Transportation Security

Changes in the cashless payment ratios in Japan



Source: Ministry of Economy, Trade and Industry "Changes in the cashless payment amount and cashless payment ratios in Japan"

- ✓ Demand for new construction is declining in the medium to long term
- ✓ Increasing demand for maintenance and upgrades based on existing building stock

(non-residential buildings were constructed intensively in the 1980s–1990s, with demand for facility upgrades and renovation peaking around 2030–2040)

- ✓ Larger-scale complex facilities in urban areas

- ✓ Diversification and sophistication of payment methods
- ✓ As social infrastructure, demand for cash remains steady

2. Expansion of Service Fields Addressing Diverse Risks — Growth Strategy —

Electronic Security Services / Facility Management Services

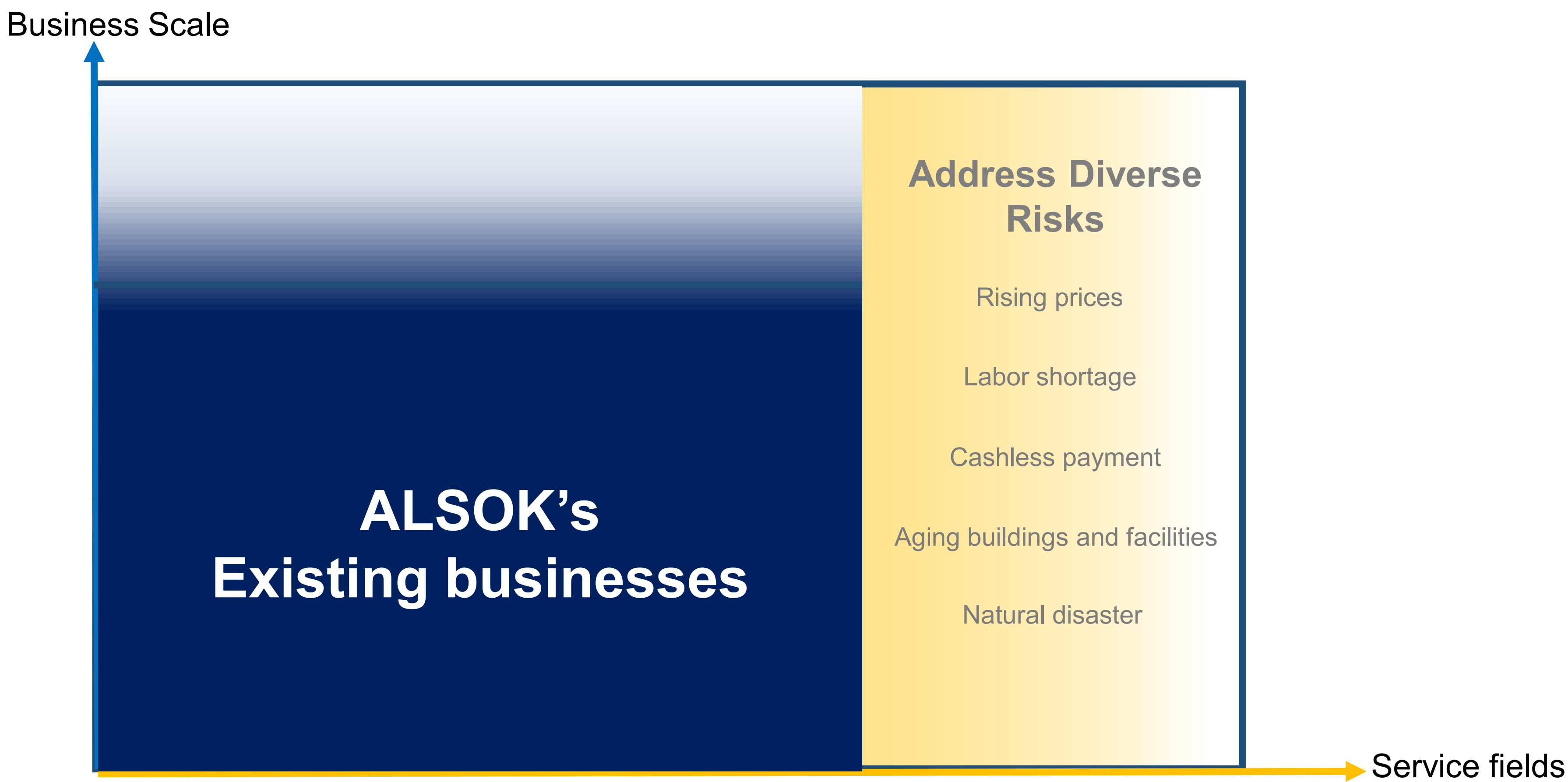
- Deploy surplus capacity generated by operational efficiency and advancements to new markets and services expansion
- Improve quality and productivity by visualizing and standardizing operations using AI
- Build a platform that provides advanced disaster prevention centered on Nippon Dry-Chemical

Stationed Security Services

- Shift to labor-saving operational models by reviewing personnel allocation and working arrangements
- Enhance profitability and quality and expand service fields through a shift to high value-added operations and collaboration

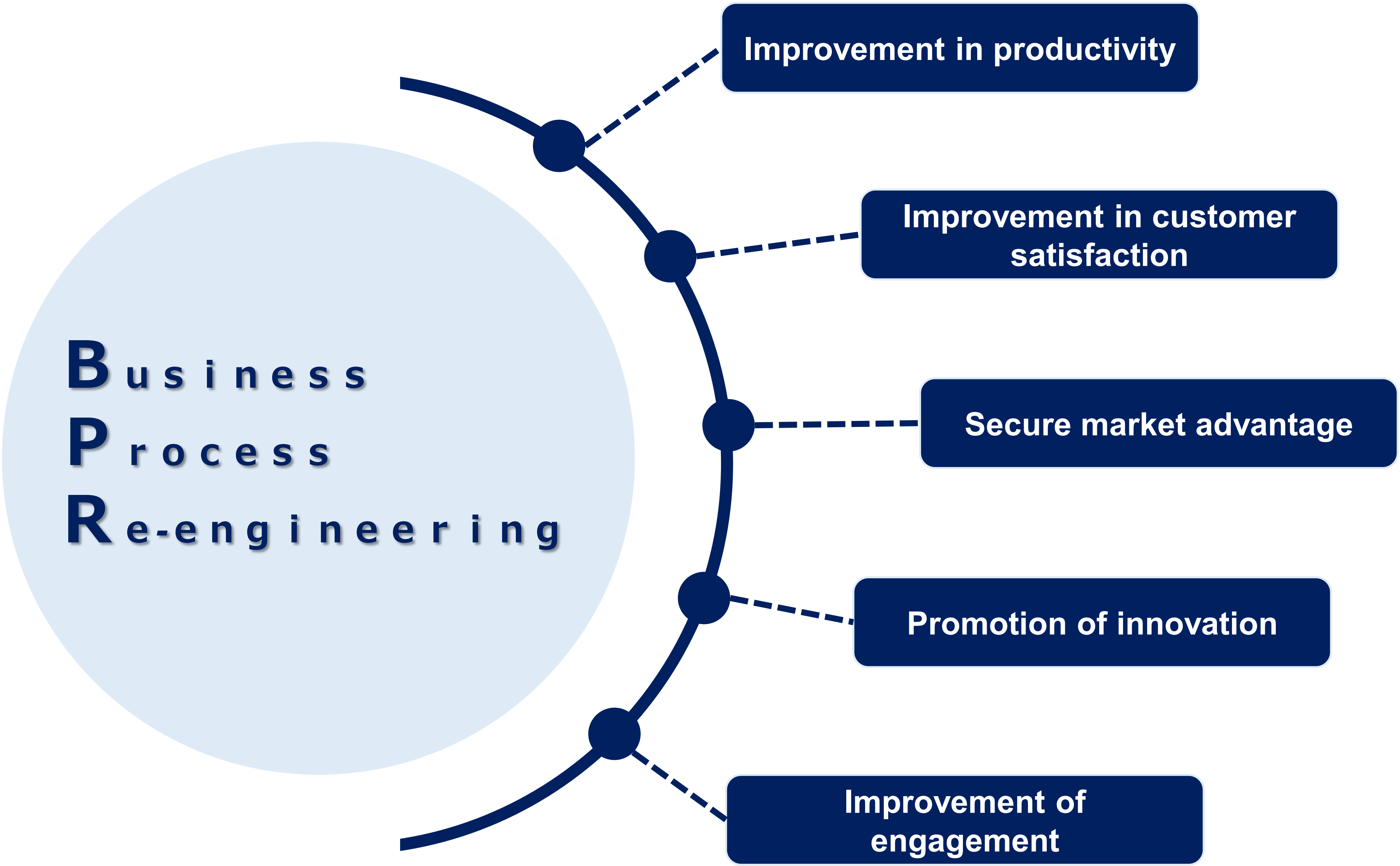
Transportation Security Services

- Review operational and service systems in light of changes in cash circulation
- Re-design services to meet new customer needs (development of new services)



3. Promotion of BPR utilizing DX and AI

■ Promote the improvement of business workflows and DX based on data and AI utilization, to build a business foundation capable of adapting flexibly to environmental changes.

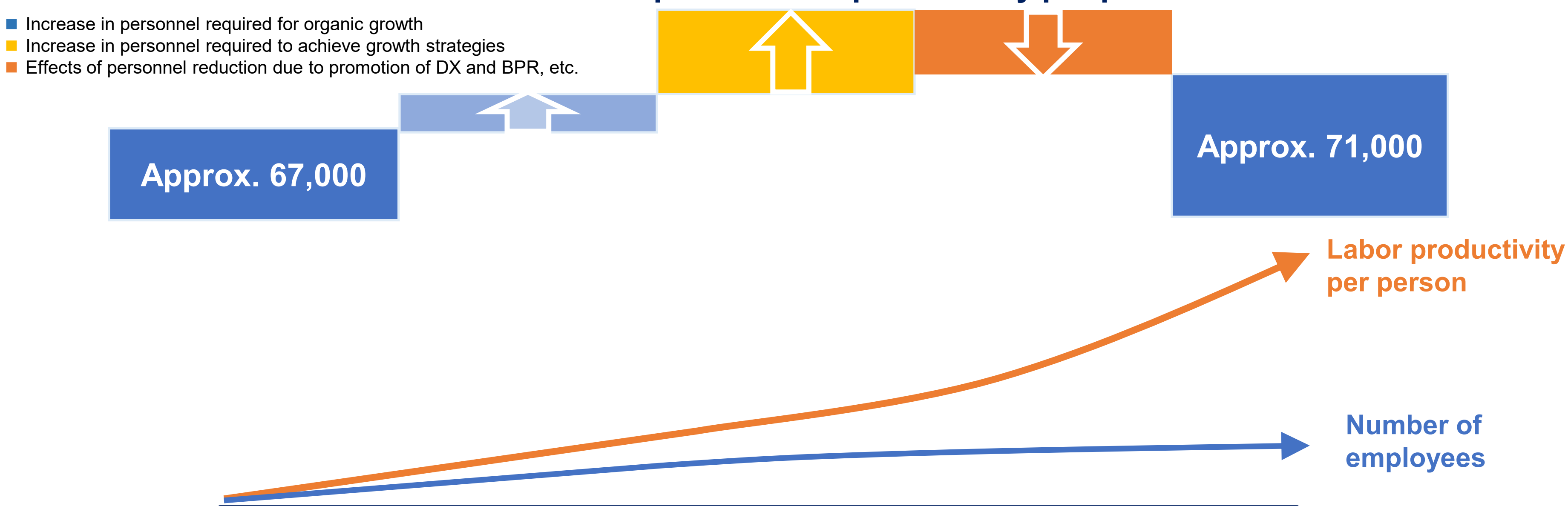


4. Promotion of human capital strengthening measures

■ Promoting Human Capital Enhancement Measures Throughout the ALSOK Group as a Stage for Growth

[Core Talent] ⇒ Improved labor productivity

While placing people at the center of services, promoting DX and BPR helps to limit increases in the workforce across all business fields and improves labor productivity per person



[Specialized talent] ⇒ Enhancement of specialized talent

Promote investment in human resources as growth drivers tailored to each stage of the group, businesses, and individual companies

- Strengthen DX professionals
  Accelerate BPR promotion
- Plan talent
  Promote growth initiatives
- Accounting and legal experts
  Enhance sustainable corporate value

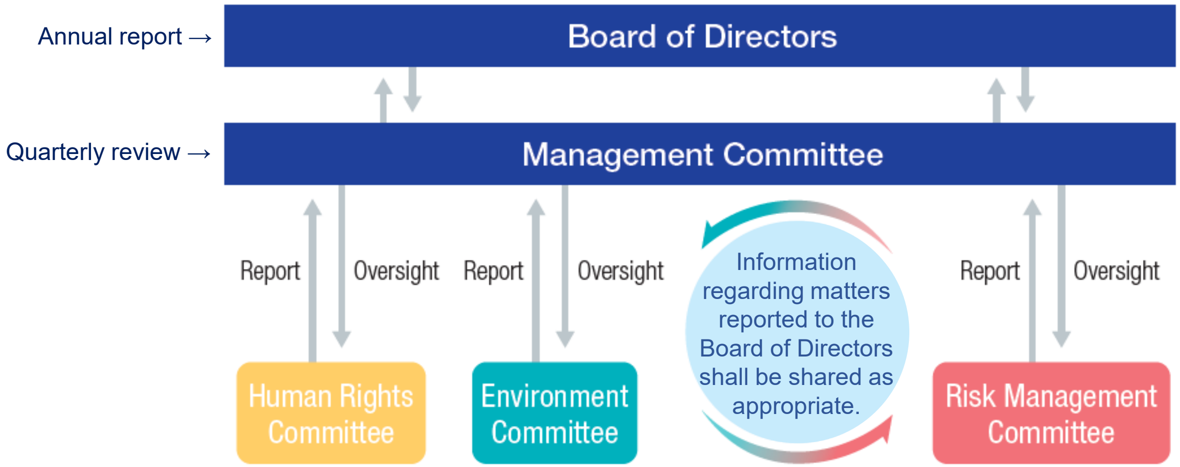
5. Strengthen the Efforts of Sustainability

■ Practicing our Management Philosophy exemplified by the principles of “arigato no kokoro” and “bushi no seishin in response to requests from all stakeholders including customers and local communities achieves sustainability and CSR for our whole group.

“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.

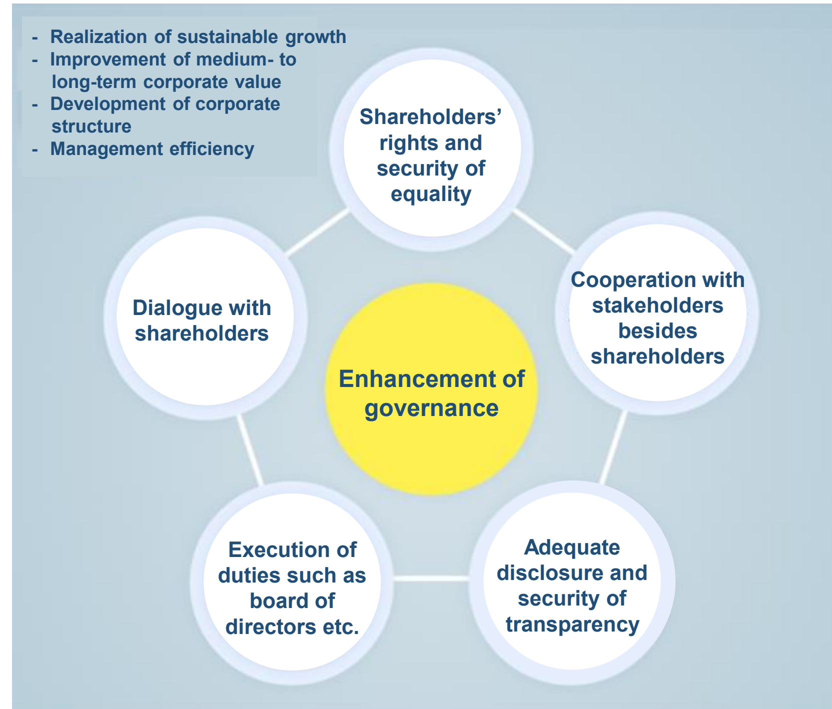
[Framework for Promoting Sustainability]



[Approach to Environmental Issues]

Initiatives Aimed at Carbon Neutrality	**Strengthening initiatives for reducing CO_2** • Green procurement • Switchover to next-generation vehicles • Green electricity	**Environmental management**	**Gain stakeholder trust in environmental initiatives** • Group-wide implementation of the ISO 14001 environmental management system • Support for international initiatives (such as TCFD) • Strengthen ALSOK Group’s environmental governance initiatives • Proactive disclosure of information on initiatives
Initiatives aimed at a circular economy	**Transition to highly circular business models** • Promotion of “3Rs“ (reduce, reuse, recycle), etc. • Strengthen environmentally conscious design for products and services * Product and service design to facilitate long-term use (durability, upgradability, repairability, etc.) * Effective utilization of products, including maintenance	**Contribution to solving social issues**	**Provision of new products and services** • Provision of energy management services • Environmental monitoring • Disaster prevention and mitigation measures • Operational support for hydrogen stations and EV charging facilities

[Initiatives for SDGs]



ALSOK Charter (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.

5. Strengthen the Efforts of Sustainability – Materialities –

Materialities	KGI	KPI details	KPIs, etc.: Main initiatives	Targets	Target Year
Provide safety and security through multifaceted risk response	**Comprehensive, high-quality, and trusted risk response services**	**Operational efficiency**	Control dispatches through lean operations*1	(Not disclosed)	FY2029
			Inspection of alarm devices efficiency improvement	15% reduction in inspection time	FY2029
		Business expansion	Increased attachment rate of rescue services	5%	FY2029
			Drone business expansion	1,200	FY2029
		Quality control (improvement range)	Quality improvement index enhancement	+5 pt compared with the previous fiscal year	Every year
			Prevention rate for intrusions, etc.*2	(Not disclosed)	Every year
			Number of customer voices (gratitude)	Increase compared with the previous fiscal year	Every year
		Home security contract retention and growth rate	Home security contract retention rate	More than 95%	Every year
			Home security contract growth rate	12.40%	Every year
		Nursing care occupancy rate	Occupancy rate for specified facilities, serviced senior housing, residential type facilities	93.50%	Every year
			Group homes occupancy rate	97.00%	Every year
Management foundation	**Business transformation through DX**	**Operating income per person • Utilization of DX/AI**	Productivity improvement through BPR	13,000 hours + α	FY2027
			Automatic preparation of security reports	(Not disclosed)	FY2029
	Integrated group operation	**Audit and monitoring**	Implementation of internal audits	100% implementation rate	Every year
			Corrections to internal audit findings	100% deficiency correction rate	Every year
		Risk management	Malware incident count	(Not disclosed)	Every year
Human capital	**Safe and appealing work environment**	**Ensure employee health and safety**	Percentage of employees aged 40 and over who have not undergone a medical examination	5% or less	Every year
	Development and utilization of human resources	**Development (training, certification, dialogue meetings)**	Possession of job-related qualifications among managerial class	100% possession rate	Every year
			Individual 1 on 1 meetings by executive employees	100% implementation rate	Every year
		Harassment and human rights education	Harassment and human rights education	100% implementation rate	Every year
		Diversity	Percentage of women in management positions	30%	FY2029
			Percentage of mid-career hires among management positions	Maintain ratio of around 50%	FY2029
Sustainability	**Sustainability Management**	**Sustainability Scope 1, 2**	Scope 1+2 reduction, CO_2 reduction	38% reduction compared to FY2014	FY2029
		Utilization of the repair center	Shipping rate of repaired products	11%	FY2029
		Local community	Promotion of conclusion of agreements with municipalities and other entities	Increase compared with the previous fiscal year	Every year
			Number of ALSOK ANSHIN KYOSHITSU held	2,800 times	Every year
			Arigato Undo support	Continued activities	Every year

*1 An operational method for maximizing productivity and customer value through improved business efficiency
*2 Our operational indicator showing the prevention rate (non-occurrence rate) for intrusions, etc. at client sites under our Electronic Security Services

3 Key Indicators

Financial Goals

	FY2026 Performance	Target (expected) for FY2029
Consolidated net sales	¥597 billion	¥680-750 billion
Consolidated operating income	¥46.9 billion	¥65-72 billion
Consolidated ordinary income	¥49.9 billion	¥68-75 billion
Consolidated ordinary income margin to sales	8.4%	About 10%
ROE	9.2%	About 10%
Dividend policy	Aim to maintain stable dividends with a payout ratio guideline of 40-50%	Aim to maintain stable dividends with a payout ratio guideline of 40-50%

Cash Allocation

ALSOK STAGE2028

2026 — 2027 — 2028 — 2029 — 2030

Operating CF (¥190-200 billion)	**Foundation investments Maintenance and upgrades**	**¥30 billion**	● **Maintenance and strengthening of own facilities and logistics functions supporting the business foundation** ・To maintain a stable operating structure, maintain and upgrade company facilities and equipment as necessary in an appropriate manner. ・Strengthen a sustainable operating structure by enhancing base functions.
	Growth investment M&A	**¥90-100 billion + α**	● **Strategic investments in systems supporting customer touchpoints and social infrastructure** ・Promote sophistication of various systems, including the customer portal. ・Advance business systems and monitoring devices, aiming to improve service quality and productivity. ● **Promotion of growth investments to maximize group value** ・Strengthen M&A and cooperation with the ALSOK Group with the aim of expanding our business portfolio.
	Dividends Purchase of treasury stock	**¥55 billion + α**	● **Implementation of stable and sustainable shareholder returns** ・Ensure stable dividends as a basic policy based on the premise of continuous business growth. ● **Additional shareholder returns through agile purchase of treasury stock** ・Take into account the financial situation and market environment, and consider and implement shareholder returns other than dividends, such as agile purchase of treasury stock.
	Securing a certain amount of cash, etc.	**-**	● **Continuation of stable operations** ・Secure funds for stable management. ・Assume a similar proportion of surplus funds as at present.
Human capital investment			● **Strengthen the value creation foundation** ・Promote strengthening of the human foundation supporting business growth by creating an environment where diverse personnel can work with peace of mind and demonstrate their abilities through enhanced treatment.

Figures regarding future performance are forecast as of today. Actual performance may differ widely from these figures as a result of environmental changes and other factors.