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May 12, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)



Company name: SECOM CO., LTD.
Listing: Tokyo Stock Exchange
Securities code: 9735
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Scheduled date of annual general meeting of shareholders: June 26, 2026
Scheduled date to commence dividend payments: June 29, 2026
Scheduled date to file annual securities report: June 24, 2026
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2026	1,256,896	4.7	160,333	11.1	182,160	4.0	112,662	4.2
March 31, 2025	1,199,942	3.9	144,297	2.6	175,123	5.0	108,109	6.0

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥ 161,292 million [19.4%]
For the fiscal year ended March 31, 2025: ¥ 135,031 million [(12.8)%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2026	276.17	-	8.7	8.3	12.8
March 31, 2025	259.97	-	8.7	8.3	12.0

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2026: ¥ 9,351 million
For the fiscal year ended March 31, 2025: ¥ 8,625 million

Note 1: There is no diluted earnings per share as there are no shares with dilutive effect.

Note 2: The Company implemented a 2 for 1 common stock split on October 1, 2024. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the fiscal year ended March 31, 2025.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	2,230,127	1,499,682	58.9	3,250.15
March 31, 2025	2,145,576	1,447,736	59.2	3,056.12

Reference: Equity

As of March 31, 2026: ¥ 1,314,560 million
As of March 31, 2025: ¥ 1,270,348 million

Note: Equity is calculated by deducting noncontrolling interests from net assets. Net assets per share is calculated by dividing equity by the number of common shares outstanding, excluding treasury shares, as of each period-end.

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	203,566	(88,607)	(118,110)	406,675
March 31, 2025	167,842	(100,798)	(85,246)	408,404

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	-	95.00	-	50.00	-	40,484	37.5	3.3
Fiscal year ended March 31, 2026	-	50.00	-	50.00	100.00	40,590	36.2	3.2
Fiscal year ending March 31, 2027 (Forecast)	-	60.00	-	60.00	120.00		45.9	

Note: The Company implemented a 2 for 1 common stock split on October 1, 2024. The interim dividend per share for the fiscal year ended March 31, 2025 is the actual amount of dividends prior to this stock split, and the total amount of annual dividends per share is displayed as“-.” Adjusted for the stock split, the interim dividend per share for the fiscal year ended March 31, 2025 is 47.50 yen, resulting in an annual dividends per share of 97.50 yen.

3. Consolidated financial result forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2026	617,000	4.0	68,500	1.5	72,500	(8.3)	44,500	(9.4)	110.02
Full year	1,313,500	4.5	165,500	3.2	176,000	(3.4)	105,800	(6.1)	261.58

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
 - (ii) Changes in accounting policies due to other reasons: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None

(3) Number of issued shares (common shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	466,599,796 shares
As of March 31, 2025	466,599,796 shares

- (ii) Number of treasury shares at the end of the period

As of March 31, 2026	62,138,647 shares
As of March 31, 2025	50,925,784 shares

- (iii) Average number of shares outstanding during the period

Fiscal Year ended March 31, 2026	407,946,554 shares
Fiscal Year ended March 31, 2025	415,860,638 shares

Note: The Company implemented a 2 for 1 common stock split on October 1, 2024. Total number of issued shares at the end of the period, number of treasury shares at the end of the period, and average number of shares outstanding during the period are calculated on the assumption that the stock split was implemented at the beginning of the fiscal year ended March 31, 2025.

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	436,459	4.7	78,479	3.2	125,267	10.0	100,798	9.7
March 31, 2025	416,862	2.8	76,049	1.6	113,860	1.5	91,924	5.7

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended		
March 31, 2026	247.09	-
March 31, 2025	221.05	-

Note 1: There is no diluted earnings per share as there are no shares with dilutive effect.

Note 2: The Company implemented a 2 for 1 common stock split on October 1, 2024. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the fiscal year ended March 31, 2025.

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of				
March 31, 2026	1,059,430	907,384	85.6	2,243.44
March 31, 2025	1,046,756	901,041	86.1	2,167.66

Reference: Equity

As of March 31, 2026: ¥ 907,384 million

As of March 31, 2025: ¥ 901,041 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The forward-looking statements including the future performance described in this document are provided based on both all information available at this moment and certain assumptions considered reasonable. Actual performance may differ materially from the forward-looking statements due to various factors hereafter occurred. For matters regarding assumptions on financial projections and notes for the use of financial projections, please refer to “1. Operating Results (4) Projections for the fiscal year ending March 31, 2027” on page 6 in the appendices.

Contents for the Appendices

- 1. Operating Results 2
 - (1) Analysis on Operating Results 2
 - (2) Analysis on Financial Positions 5
 - (3) Analysis on Cash Flows 5
 - (4) Projections for the Fiscal Year Ending March 31, 2027 6
 - (5) Basic Policy on Distribution of Surplus and Dividend Payments for the Current and Next Fiscal Year 8
- 2. Basic Stance Regarding Selection of Accounting Standards 8
- 3. Consolidated Financial Statements and Primary Notes 9
 - (1) Consolidated Balance Sheets 9
 - (2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income 11
 - (3) Consolidated Statements of Changes in Net Assets 14
 - (4) Consolidated Statements of Cash Flows 16
 - (5) Notes Regarding the Consolidated Financial Statement 18
 - (Notes Regarding the Assumption of Going Concern) 18
 - (Segment Information, etc.) 18
 - (Per Share Information) 26
 - (Significant Subsequent Events) 26

1. Operating Results

(1) Analysis on Operating Results

During the fiscal year ended March 31, 2026 (“the current fiscal year”), the Japanese economy showed signs of recovery in some areas, such as business investment and private consumption, amid the improvements in the employment and income environment. On the other hand, continual attention has been required to the effects of the situation in the Middle East, the fluctuations of the financial and capital markets, U.S. trade policy trends, and other circumstances.

Under these circumstances, we have been actively working to implement initiatives to achieve the SECOM Group’s Vision for 2030, formulated with an aim to establish the “Social System Industry,” which delivers safety and peace of mind, as well as makes life more comfortable and convenient. We also formulated the SECOM Group Road Map 2027 to further clarify the direction we should aim for in order to realize our vision and to ensure our growth, and we have been actively promoting various initiatives. Furthermore, with the increasing complexity of social imperatives, in May 2026, we formulated the SECOM Group’s Vision for 2040, which aims to clarify the Group’s strategic direction going forward. For details, please refer to “Notice Regarding the Formulation of the SECOM Group’s Vision for 2040,” announced on May 12, 2026.

In March 2025, our cocobo security robot passed the conformity tests for remote-controlled small vehicles and became the first robot offered by security companies permitted for use on roads, including public roads. As a result, it is now possible to use cocobo on public roads surrounding properties round the clock, allowing us to offer sophisticated security that combines humans and robots at a wider range of locations. Additionally, in July 2025, we launched SECOM MyAED, the first residential-use AED in Japan that is equipped with an auto-shock function. In February 2026, we were awarded a joint contract with a major domestic telecommunications carrier to develop a remote surveillance system for the Japan Ground Self-Defense Force. We, thus, continued to provide meticulous and seamless services through various initiatives to satisfy the increasingly diversified and sophisticated needs of our customers for their safety and peace of mind.

At Expo 2025 Osaka, Kansai, Japan (Expo 2025), which was held from April to October 2025, we played a major role in providing manned security services throughout the entire venue. We also introduced numerous surveillance cameras and access control systems, among other systems. Through these efforts, we supported the safe operation of the venue.

In October 2025, we made AVTEL Holdings Pte. Ltd., a global security systems integrator^(Note 1) with a strong customer base mainly among American and European companies that operate data centers being built around the world, a wholly-owned subsidiary.

Additionally, in December 2025, for the second year in a row, SECOM was selected as a “Double A-list company,” the highest rating, based on the 2025 surveys on climate change and water security initiatives conducted by CDP, an international environmental NGO. Furthermore, in October 2025 and February 2026, we were selected for the Nikkei Inc’s latest stock price indices, the Nikkei 225 Shareholder Return Stock 40 Index^(Note 2) and the Nikkei Moat Stock Index^(Note 3).

(Note 1) Global security system integrator

A system integrator which provides consultation, sales, and installation of integrated security systems, including access control and video surveillance, across countries and regions for global companies.

(Note 2) The Nikkei 225 Shareholder Return Stock 40 Index

A stock price index composed of 40 issues with the highest shareholder return yield among the constituents of the Nikkei Stock Average (excluding financials and real estate). The index is calculated using a market capitalization × dividend yield-weighted methodology.

(Note 3) The Nikkei Moat Stock Index

An equal-weighted stock index composed of 30 stocks selected from among those listed on the Prime Market of the Tokyo Stock Exchange (excluding financials) that are deemed to possess an economic "moat".

Segment information is as follows.

In the security services segment, we provide mainly centralized monitoring services (on-line security systems) for commercial and residential clients, as well as static guard services, armored car services, and merchandise.

For our commercial security services, we offer System Security AZ, an all-in-one system that accommodates a variety of functions that benefit customers' business operations, including security and fire protection, as well as work efficiency solutions such as employee attendance management. In the current fiscal year, we strove to expand sales by enhancing the integration between System Security AZ and surveillance cameras and by improving security function and operability. In addition, we developed an app that allows employees experiencing customer harassment at stores or when visiting on-site to report to supervisors, who have been pre-registered, and at the same time to make voice recordings, and commenced field trials in October.

For our residential security services, we provide SECOM Home Security NEO, a flexible system suited to customer's lifestyles that can expand its services beyond crime prevention and fire protection by connecting with various devices. During the current fiscal year, we added a controller equipped with facial recognition functions to the SECOM Home Security NEO lineup, and by improving operability and enhancing security functions, actively expanded the sales of home security systems.

Outside Japan, we promoted security services characterized by its emergency response services and video monitoring, mainly in economically developing areas, such as Southeast Asia. We accelerated efforts to develop and introduce services and systems adapted to the local market while advancing initiatives for the digital transformation of on-line security systems by incorporating the latest technologies.

Net sales increased by 4.3% to 660.6 billion yen, mainly due to the brisk sales of centralized monitoring services (on-line security systems) for commercial and residential use, the effects of price revisions (price increases), and the increase in sales in static guard services. Operating profit increased by 7.7% to 123.8 billion yen.

In the fire protection services segment, we provide a broad range of fire protection systems such as high-quality fire alarm systems and fire extinguishing systems that respond to customers' needs to a wide variety of facilities such as office buildings, production facilities, tunnels, cultural properties, ships and residences. In the current fiscal year, also, two major fire protection companies in Japan, Nohmi Bosai Ltd. and Nittan Co., Ltd., promoted various fire protection systems based on each company's business infrastructure and product development expertise.

Net sales increased by 5.5% to 186.8 billion yen, attributable to the increase in revenue from fire extinguishing systems and other devices. Operating profit increased by 23.1% to 24.7 billion yen, chiefly owing to the improvement in the cost ratio.

In the medical services segment, we provide various medical services such as our core home medical services, including home nursing services and pharmaceutical dispensing services and home delivery services, operation of residences for seniors, sales of electronic medical report systems, sales of medical equipment and pharmaceutical products, personal care services, and the leasing of real estate for medical institutions.

Net sales increased by 6.8% to 92.0 billion yen, mainly due to the brisk sales of medical equipment and pharmaceutical products and an increase in sales of Takshasila Hospitals Operating Pvt. Ltd., a company operating general hospitals in India. Operating profit increased by 15.6% to 6.2 billion yen.

In the insurance services segment, we expanded marketing efforts for our unique non-life insurance offerings, including Security Discount Fire Policy, a commercial fire insurance policy, and SECOM *Anshin My Home*, a comprehensive fire insurance policy for residences, both of which extend discounts on premiums to customers who have installed on-line security systems, recognizing this as a risk-mitigating factor; MEDCOM, an unrestricted cancer treatment policy that offers compensation of the actual cost of medical treatment; and SECOM *Anshin My Car*, a comprehensive automobile insurance policy that offers on-site support services provided by our emergency response personnel in the event of an accident.

Net sales increased by 10.2% to 65.4 billion yen, mainly due to the strong sales of cancer insurance, MEDCOM, an unrestricted cancer treatment policy, and automobile insurance, offered by SECOM General Insurance Co., Ltd., and an increase in investment income. Operating profit increased by 41.2% to 5.9 billion yen, reflecting a decrease in losses from natural disasters and a decrease in selling, general and administrative expenses.

In the geospatial information services segment, we collect geographic data from aerial photography, vehicle/ground surveying systems and satellite images, which we integrate, process, and analyze to provide geospatial information services to domestic national and local governmental agencies, private sectors, and foreign governmental agencies including emerging and developing countries.

Net sales increased by 3.9% to 60.6 billion yen, owing to the increase in sales in the domestic public sector division. Operating profit increased by 55.9% to 5.3 billion yen, due to an improved cost ratio in the domestic public sector division and a decrease in selling, general and administrative expenses.

In the BPO and ICT services segment, our distinctive portfolio includes business continuity planning (BCP) support, information security services, a variety of cloud-based services and authentication services, centering on the data centers, as well as BPO-related services including operation of contact center services. Net sales increased by 1.1% to 129.9 billion yen, chiefly owing to the increase in revenue from the data center services and the brisk sales of servers and other equipment. Operating profit was down 1.9% to 8.9 billion yen, attributable to the rise in cost largely owing to the effects of the new data center, which commenced operations in the previous fiscal year.

Other services segment comprises real estate leasing and construction and installation services.

Net sales increased by 7.6% to 61.3 billion yen. Operating profit increased by 7.6% to 9.2 billion yen.

As a result, consolidated net sales for the current fiscal year increased by 4.7% to 1,256.8 billion yen compared with the previous fiscal year, owing to an increase in revenue in all business segments, and consolidated operating profit increased by 11.1% to 160.3 billion yen. Consolidated ordinary profit increased by 4.0% to 182.1 billion yen, mainly due to the decrease in gain on investments in investment partnerships in the U.S. etc. of 12.3 billion yen. Profit attributable to owners of parent increased by 4.2% to 112.6 billion yen.

Net sales, operating profit, ordinary profit and profit attributable to owners of parent each reached a record-high.

(2) Analysis on Financial Positions

Total assets as of March 31, 2026 amounted to 2,230.1 billion yen, 3.9% or 84.5 billion yen higher than those at the end of the previous fiscal year.

Total current assets, at 981.6 billion yen, were up 1.3% or 12.8 billion yen. This was largely attributable to the increases in securities by 32.9% or 11.4 billion yen to 46.3 billion yen, notes and accounts receivable – trade, and contract assets by 6.5% or 11.0 billion yen to 180.9 billion yen, and work in process by 105.0% or 7.2 billion yen to 14.1 billion yen, despite the decrease in cash and deposits by 3.4% or 13.7 billion yen to 394.9 billion yen.

Total non-current assets, at 1,248.4 billion yen, were up 6.1% or 71.7 billion yen. This was mainly attributable to the increases in investment securities by 10.4% or 45.1 billion yen to 480.8 billion yen, property, plant and equipment by 3.4% or 15.2 billion yen to 464.4 billion yen, and retirement benefit asset by 15.7% or 11.4 billion yen to 84.7 billion yen.

Total liabilities amounted to 730.4 billion yen, 4.7% or 32.6 billion yen higher than those at the end of the previous fiscal year.

Total current liabilities amounted to 405.3 billion yen, up 6.9% or 26.0 billion yen, owing to the increase in notes and accounts payable – trade by 18.8% or 7.7 billion yen to 48.8 billion yen, income taxes payable by 24.4% or 6.3 billion yen to 32.1 billion yen, deposits received for cash collection and deposit services by 3.6% or 4.3 billion yen to 125.3 billion yen, and accrued consumption taxes by 42.7% or 4.0 billion yen to 13.6 billion yen.

Total non-current liabilities increased by 2.1% or 6.5 billion yen to 325.0 billion yen, compared to those at the end of the previous fiscal year, mainly attributable to the increases in reserve for contract of insurance by 1.4% or 2.5 billion yen to 192.9 billion yen and deferred tax liabilities by 9.9% or 2.5 billion yen to 27.8 billion yen.

Total net assets amounted to 1,499.6 billion yen, 3.6% or 51.9 billion yen higher than those at the end of the previous fiscal year, mainly due to the increases in retained earnings by 5.8% or 71.5 billion yen, valuation difference on available-for-sale securities by 69.0% or 26.6 billion yen, remeasurements of defined benefit plans by 58.0% or 4.3 billion yen, and non-controlling interests by 4.4% or 7.7 billion yen, despite the decrease in treasury shares by 33.9% of 59.9 billion yen.

(3) Analysis on Cash Flows

Cash and cash equivalents (“cash”) for the current fiscal year are as follows:

(In millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026	Increase (decrease)
Cash flows from operating activities	167,842	203,566	35,723
Cash flows from investing activities	(100,798)	(88,607)	12,190
Cash flows from financing activities	(85,246)	(118,110)	(32,864)
Effect of exchange rate change on cash and cash equivalents	2,432	1,422	(1,009)
Net increase (decrease) in cash and cash equivalents	(15,769)	(1,729)	14,039
Cash and cash equivalents at beginning of period	424,173	408,404	(15,769)
Cash and cash equivalents at end of period	408,404	406,675	(1,729)

(Cash flows from operating activities)

Net cash provided by operating activities for the current fiscal year amounted to 203.5 billion yen; 167.8 billion yen in the previous fiscal year. Major factors of cash increase were profit before income taxes of 180.0 billion yen and depreciation of 73.9 billion yen. Major factors of cash decrease were income taxes paid of 50.6 billion yen.

(Cash flows from investing activities)

Net cash used in investing activities was 88.6 billion yen; 100.7 billion yen in the previous fiscal year. Major factors of cash decrease were purchase of property, plant and equipment, including security equipment and control stations, of 70.4 billion yen, purchase of investment securities of 33.6 billion yen, purchase of intangible assets of 20.0 billion yen, and acquisitions of subsidiaries accompanied with change in scope of consolidation of 10.0 billion yen. Major factor of cash increase was proceeds from sale and redemption of investment securities of 46.7 billion yen.

(Cash flows from financing activities)

Net cash used in financing activities amounted to 118.1 billion yen; 85.2 billion yen in the previous fiscal year. Major factors of cash decrease were increase in treasury shares of 60.0 billion yen and dividends paid of 41.1 billion yen.

As a result, cash and cash equivalents as of March 31, 2026 were 406.6 billion yen, 1.7 billion yen lower than those at the end of the previous fiscal year.

(Reference) Trend of indices related to cash flows

	Years ended				
	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026
Equity-to-asset ratio (%)	58.8	58.5	58.8	59.2	58.9
Equity-to-asset ratio (market price base) (%)	101.4	88.1	110.9	98.6	109.5
Interest-bearing liabilities / Cash flows from operating activities (in years)	0.4	0.4	0.4	0.4	0.3
Interest coverage ratio	195.9	165.6	152.4	126.8	138.4

Note: Equity-to-asset ratio = Equity / Total assets

Equity-to-asset ratio (market price base) = Market capitalization / Total assets

Interest coverage ratio = Cash flows from operating activities / Interest paid

Note 1: All of the above indices are calculated based on financial figures on a consolidated basis.

Note 2: Market capitalization is calculated by multiplying the closing share price on the final trading day of the fiscal year by the total number of issued shares at the end of the fiscal year (excluding treasury shares).

Note 3: Cash flows from operating activities are the net cash provided by (used in) operating activities in the consolidated statements of cash flows. Interest-bearing liabilities refer to all liabilities in the consolidated balance sheets on which interest is paid. Additionally, interest paid refers to the amount of interest paid in the consolidated statements of cash flows.

(4) Projections for the Fiscal Year Ending March 31, 2027

In regard to the outlook for the Japanese economy, it is expected to recover moderately, supported by improvements in the employment and income environment, as well as the effects of various policies. However, conditions will remain uncertain, with attention required to the effects of the situation in the Middle East, the fluctuations of the financial and foreign exchange markets, U.S. trade policy trends going forward, and other circumstances. With the increasing complexity of social imperatives, contributing

factors are expected to become ever-more intertwined and interconnected. Against this backdrop, the Group formulated the SECOM Group's Vision for 2040, which aims to clarify the Group's strategic direction going forward.

The SECOM Group's Vision for 2040 emphasizes the importance of providing Peace of Mind through Anticipation as value to customers by detecting signs of impending issues and promptly taking proactive action to avert concerns. As well as responding when issues arise, the Group will take preemptive steps to ensure peace of mind whenever and wherever necessary.

Guided by this vision, the SECOM Group will integrate data, technologies and expertise obtained from multiple points of contact with diverse stakeholders, including partners who share its philosophy and customers, with its own extensive resources. Through such efforts, the Group will advance its fusion of people and technologies, a competitive advantage, thereby reinforcing the ANSHIN Platform service infrastructure and facilitating the development of proactive services. For details, please refer to "Notice Regarding the Formulation of the SECOM Group's Vision for 2040," announced on May 12, 2026.

For the projections for the fiscal year ending March 31, 2027, we expect an increase in revenue in all business segments, and total net sales are expected to rise by 56.6 billion yen to 1,313.5 billion yen and consolidated operating profit to increase by 5.1 billion yen to 165.5 billion yen. Due to the strong performance from the gain on investments in investment partnerships in the U.S., etc. during the current fiscal year, consolidated ordinary profit is expected to decrease by 6.1 billion yen to 176.0 billion yen, and consolidated profit attributable to owners of parent is expected to decrease by 6.8 billion yen to 105.8 billion yen.

(Notes for projections)

Projections for the consolidated financial results for the fiscal year ending March 31, 2027, are based on management's assumptions in light of information currently available. As actual performance may differ materially from the forward-looking statements due to various factors hereafter occurred, you should refrain from making an investment decision by solely relying on these projections. Such factors include, but are not limited to, changes in economic conditions affecting our group's operations, market trends, legislative changes, occurrences of natural disasters, product recalls and the results of contingency.

(Consolidated financial results)

(In billions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026	Year ending March 31, 2027 (Projections)
Net sales	1,199.9	1,256.8	1,313.5
Change from the previous year	+3.9%	+ 4.7%	+ 4.5%
Operating profit	144.2	160.3	165.5
Change from the previous year	+2.6%	+ 11.1%	+ 3.2%
Ordinary profit	175.1	182.1	176.0
Change from the previous year	+5.0%	+ 4.0%	(3.4)%
Profit attributable to owners of parent	108.1	112.6	105.8
Change from the previous year	+6.0%	+ 4.2%	(6.1)%
Basic earnings per share (in yen)	259.97	276.17	261.58

Note: The Company implemented a two-for-one stock split of the Company's common shares, effective October 1, 2024. Basic earnings per share has been calculated on the assumption that said stock split was implemented at the beginning of the fiscal year ended March 31, 2025.

(5) Basic Policy on Distribution of Surplus and Dividend Payments for the Current and Next Fiscal Year

We consider the return of profits to shareholders a crucial management task, and determine the consolidated dividend payout ratio and the level of internal reserves in overall consideration of the future expansion of our business and consolidated results of operations while keeping in line with the basic policy that ensures the continued and stable dividend payments. Our basic policy of distribution of surplus in the form of dividend payment is that the Company makes it a rule to distribute dividends twice annually, in the form of an interim dividend, with a record date of September 30 each year, which is paid by resolution of the Board of Directors, and a year-end dividend, with a record date of March 31 each year, which is paid by resolution of the General Meeting of Shareholders. We intend to use internal reserves for investments required for increased new customer contracts, research and development, other strategic investments, and measures to return profits to employees so as to ensure to strengthen our corporate structure and expand our business.

Based on the basic policy aforesaid, and in light of the solid performance during the current fiscal year as well as shareholders' continuous support, we have determined to propose to the Ordinary General Meeting of Shareholders that the year-end dividends for the current fiscal year be 50 yen per share. The dividends for the current fiscal year will be 100 yen per share, including the interim dividends, 2.5 yen higher than those for the previous fiscal year, and the consolidated dividend payout ratio will be 36.2%.

Based on the resolution adopted by its Board of Directors at the meeting held on May 12, 2025, the Company repurchased 11,190,100 shares of its own shares at the repurchase price of 59,999,874,700 yen by the market purchase on the Tokyo Stock Exchange during the period from May 13 to November 12, 2025.

The dividends for the next fiscal year are planned to be 60 yen per share, the sum of the interim dividends of 60 yen per share and the year-end dividends of 120 yen per share. For further information, please refer to "Notice Regarding Dividend Policy and Dividend Forecast" announced on May 12, 2026.

2. Basic Stance Regarding Selection of Accounting Standards

The policy of the Company group, for the time being, is to prepare the consolidated financial statements based on the financial reporting standards generally accepted in Japan, to ensure comparability of the consolidated financial statements between business terms and between companies.

As for the adoption of the International Financial Reporting Standards (IFRS), we intend to respond appropriately in consideration of relevant circumstances both in Japan and overseas.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	408,773	394,981
Cash deposits for cash collection and deposit services	141,000	142,241
Call loan	28,000	19,000
Notes and accounts receivable - trade, and contract assets	169,918	180,925
Due from subscribers	47,642	50,135
Securities	34,862	46,333
Lease receivables and investments in leases	41,344	45,228
Merchandise and finished goods	19,035	21,710
Real estate for sale	4,237	4,276
Work in process	6,923	14,191
Raw materials and supplies	19,363	19,568
Short-term loans receivable	3,979	2,453
Other	46,106	43,232
Allowance for doubtful accounts	(2,372)	(2,623)
Total current assets	968,815	981,653
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	180,338	189,601
Machinery, equipment and vehicles, net	11,425	12,080
Security equipment and control stations, net	87,780	92,161
Tools, furniture and fixtures, net	29,408	29,963
Land	123,998	126,859
Construction in progress	16,288	13,783
Total property, plant and equipment	449,240	464,449
Intangible assets		
Software	27,119	24,342
Goodwill	58,782	56,051
Other	36,657	46,144
Total intangible assets	122,560	126,538
Investments and other assets		
Investment securities	435,635	480,821
Long-term loans receivable	20,117	19,055
Leasehold and guarantee deposits	21,076	22,417
Long-term prepaid expenses	23,908	23,655
Retirement benefit asset	73,300	84,775
Deferred tax assets	26,583	20,641
Other	14,279	15,027
Allowance for doubtful accounts	(9,939)	(8,908)
Total investments and other assets	604,961	657,484
Total non-current assets	1,176,761	1,248,473
Total assets	2,145,576	2,230,127

(1) Consolidated Balance Sheets (Continued)

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	41,130	48,858
Short-term borrowings	31,577	28,742
Current portion of bonds payable	271	271
Lease liabilities	5,227	5,147
Accounts payable - other	47,964	48,773
Income taxes payable	25,854	32,156
Accrued consumption taxes	9,573	13,658
Accrued expenses	11,357	12,038
Deposits received for cash collection and deposit services	121,062	125,386
Deferred revenue	38,601	39,042
Provision for bonuses	20,648	22,822
Provision for bonuses for directors (and other officers)	85	89
Provision for loss on construction contracts	1,687	1,561
Other	24,280	26,844
Total current liabilities	379,324	405,391
Non-current liabilities		
Bonds payable	2,411	2,139
Long-term borrowings	10,138	9,648
Lease liabilities	22,720	22,555
Long-term guarantee deposits	24,099	24,300
Deferred tax liabilities	25,289	27,800
Provision for retirement benefits for directors (and other officers)	814	850
Retirement benefit liability	21,572	22,294
Long-term deferred revenue	16,891	16,879
Reserve for contract of insurance	190,373	192,954
Other	4,204	5,628
Total non-current liabilities	318,515	325,052
Total liabilities	697,840	730,444
Net assets		
Shareholders' equity		
Share capital	66,427	66,427
Capital surplus	68,864	69,628
Retained earnings	1,230,672	1,302,182
Treasury shares	(176,716)	(236,671)
Total shareholders' equity	1,189,247	1,201,567
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	38,661	65,353
Deferred gains or losses on hedges	(0)	20
Foreign currency translation adjustment	34,960	35,805
Remeasurements of defined benefit plans	7,478	11,813
Total accumulated other comprehensive income	81,100	112,992
Non-controlling interests	177,388	185,122
Total net assets	1,447,736	1,499,682
Total liabilities and net assets	2,145,576	2,230,127

(2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income

Consolidated Statements of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	1,199,942	1,256,896
Cost of sales	828,789	858,093
Gross profit	371,153	398,803
Selling, general and administrative expenses		
Advertising expenses	5,218	6,593
Salaries and allowances	81,731	85,113
Bonuses	11,982	12,500
Provision for bonuses	8,770	8,975
Retirement benefit expenses	1,815	2,561
Provision for retirement benefits for directors (and other officers)	93	91
Other personnel expenses	20,165	20,078
Depreciation	12,538	12,284
Rent expenses	13,269	13,789
Communication expenses	4,558	4,563
Enterprise tax	4,570	4,811
Provision of allowance for doubtful accounts	148	253
Amortization of goodwill	6,641	6,800
Other	55,349	60,052
Total selling, general and administrative expenses	226,855	238,469
Operating profit	144,297	160,333
Non-operating income		
Interest income	3,701	3,931
Dividend income	1,012	1,263
Gain on sale of investment securities	32	264
Share of profit of entities accounted for using equity method	8,625	9,351
Gain on investments in investment partnerships	21,202	8,842
Other	1,885	3,082
Total non-operating income	36,460	26,735
Non-operating expenses		
Interest expenses	1,311	1,478
Loss on sale of investment securities	108	64
Loss on disposal of fixed assets	2,117	1,556
Provision of allowance for doubtful accounts	5	245
Other	2,092	1,563
Total non-operating expenses	5,634	4,907
Ordinary profit	175,123	182,160

Consolidated Statements of Income (Continued)

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Extraordinary income		
Gain on sale of investment securities	311	577
Gain on sale of non-current assets	3,298	185
Gain on sale of businesses	642	-
Other	298	30
Total extraordinary income	4,550	793
Extraordinary losses		
Impairment losses	2,879	1,491
Business restructuring expenses	149	412
Loss on abandonment of non-current assets	514	295
Provision of reserve for price fluctuation	356	289
Dismantlement expenses	378	273
Loss on valuation of investment securities	399	38
Other	128	75
Total extraordinary losses	4,805	2,877
Profit before income taxes	174,868	180,076
Income taxes - current	47,521	57,134
Income taxes - deferred	2,039	(5,160)
Total income taxes	49,561	51,974
Profit	125,306	128,102
Profit attributable to non-controlling interests	17,197	15,440
Profit attributable to owners of parent	108,109	112,662

Consolidated Statements of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	125,306	128,102
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,852)	27,734
Foreign currency translation adjustment	14,991	(897)
Remeasurements of defined benefit plans, net of tax	(1,971)	4,235
Share of other comprehensive income of entities accounted for using equity method	(1,443)	2,118
Total other comprehensive income	9,724	33,190
Comprehensive income	135,031	161,292
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	115,319	144,553
Comprehensive income attributable to non- controlling interests	19,711	16,738

(3) Consolidated Statements of Changes in Net Assets

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	66,427	71,775	1,162,259	(149,978)	1,150,483
Changes during period					
Dividends of surplus			(39,697)		(39,697)
Profit attributable to owners of parent			108,109		108,109
Purchase of treasury shares				(30,013)	(30,013)
Disposal of treasury shares		1,815		3,276	5,091
Change in ownership interest of parent due to transactions with non-controlling interests		(4,726)			(4,726)
Net changes in items other than shareholders' equity					
Total changes during period	-	(2,910)	68,412	(26,737)	38,763
Balance at end of period	66,427	68,864	1,230,672	(176,716)	1,189,247

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	40,637	(1)	22,259	10,995	73,890	166,314	1,390,689
Changes during period							
Dividends of surplus							(39,697)
Profit attributable to owners of parent							108,109
Purchase of treasury shares							(30,013)
Disposal of treasury shares							5,091
Change in ownership interest of parent due to transactions with non-controlling interests							(4,726)
Net changes in items other than shareholders' equity	(1,975)	1	12,701	(3,516)	7,209	11,074	18,283
Total changes during period	(1,975)	1	12,701	(3,516)	7,209	11,074	57,047
Balance at end of period	38,661	(0)	34,960	7,478	81,100	177,388	1,447,736

For the fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	66,427	68,864	1,230,672	(176,716)	1,189,247
Changes during period					
Dividends of surplus			(41,151)		(41,151)
Profit attributable to owners of parent			112,662		112,662
Purchase of treasury shares				(60,003)	(60,003)
Disposal of treasury shares		21		48	69
Change in ownership interest of parent due to transactions with non-controlling interests		742			742
Net changes in items other than shareholders' equity					
Total changes during period	-	764	71,510	(59,954)	12,319
Balance at end of period	66,427	69,628	1,302,182	(236,671)	1,201,567

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	38,661	(0)	34,960	7,478	81,100	177,388	1,447,736
Changes during period							
Dividends of surplus							(41,151)
Profit attributable to owners of parent							112,662
Purchase of treasury shares							(60,003)
Disposal of treasury shares							69
Change in ownership interest of parent due to transactions with non-controlling interests							742
Net changes in items other than shareholders' equity	26,691	20	844	4,334	31,891	7,734	39,626
Total changes during period	26,691	20	844	4,334	31,891	7,734	51,946
Balance at end of period	65,353	20	35,805	11,813	112,992	185,122	1,499,682

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	174,868	180,076
Depreciation	70,601	73,909
Amortization of goodwill	6,641	6,800
Share of loss (profit) of entities accounted for using equity method	(8,625)	(9,351)
Increase (decrease) in allowance for doubtful accounts	(244)	493
Decrease (increase) in net defined benefit asset and liability	(7,228)	(5,350)
Interest and dividend income	(7,920)	(9,282)
Interest expenses	1,311	1,478
Foreign exchange losses (gains)	89	(599)
Net loss (gain) on sales and disposal of assets	(702)	1,458
Impairment losses	2,879	1,491
Loss (gain) on sale of investment securities	(235)	(777)
Loss (gain) on valuation of investment securities	399	38
Loss (gain) on sale of shares of subsidiaries and associates	24	-
Loss (gain) on liquidation of subsidiaries and associates	6	4
Loss (gain) on investments in investment partnerships	(21,202)	(8,842)
Decrease (increase) in accounts receivable - trade, and contract assets	(5,682)	(6,260)
Net decrease (increase) in lease receivables and investments in leases	(1,336)	(3,883)
Decrease (increase) in inventories	758	(8,958)
Increase (decrease) in trade payables	(3,679)	5,903
Increase (decrease) in accrued consumption taxes	(2,059)	3,785
Increase (decrease) in deferred revenue	1,590	214
Decrease (increase) in investment deposits by policyholders, unearned premiums and other insurance liabilities	2,270	2,580
Increase/decrease in cash deposits for cash collection and deposit services and deposits received	(4,897)	3,083
Other, net	1,772	5,181
Subtotal	199,396	233,194
Interest and dividends received	18,084	22,482
Interest paid	(1,323)	(1,470)
Income taxes paid	(48,315)	(50,640)
Net cash provided by (used in) operating activities	167,842	203,566

(4) Consolidated Statements of Cash Flows (Continued)

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from investing activities		
Decrease (increase) in time deposits	(12,782)	3,139
Decrease (increase) in short-term investment securities	(4,000)	(3,992)
Purchase of property, plant and equipment	(77,542)	(70,488)
Proceeds from sale of property, plant and equipment	6,318	795
Purchase of intangible assets	(17,719)	(20,081)
Purchase of investment securities	(16,466)	(33,695)
Proceeds from sale and redemption of investment securities	21,638	46,750
Purchase of stocks of affiliates	(308)	(456)
Decrease (increase) in short-term loans receivable	0	(113)
Loan advances	(2,538)	(2,537)
Proceeds from collection of loans receivable	3,573	3,652
Acquisitions of subsidiaries accompanied with change in scope of consolidation	(637)	(10,065)
Proceeds from (payments for) sales of investments in subsidiaries resulting in change in scope of consolidation	(14)	-
Other, net	(319)	(1,513)
Net cash provided by (used in) investing activities	(100,798)	(88,607)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	4,117	(3,476)
Proceeds from long-term borrowings	1,316	2,910
Repayments of long-term borrowings	(1,777)	(2,786)
Repayments of lease liabilities	(5,427)	(5,108)
Redemption of bonds	(398)	(271)
Proceeds from share issuance to non-controlling shareholders	32	12
Dividends paid	(39,697)	(41,151)
Dividends paid to non-controlling interests	(3,115)	(4,631)
Decrease (increase) in treasury shares	(30,012)	(60,002)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(10,284)	(3,605)
Net cash provided by (used in) financing activities	(85,246)	(118,110)
Effect of exchange rate change on cash and cash equivalents	2,432	1,422
Net increase (decrease) in cash and cash equivalents	(15,769)	(1,729)
Cash and cash equivalents at beginning of period	424,173	408,404
Cash and cash equivalents at end of period	408,404	406,675

(5) Notes Regarding the Consolidated Financial Statement

(Notes Regarding the Assumption of Going Concern)

Not applicable.

(Segment Information, etc.)

[Segment Information]

1. Summary of Reportable Segments

The reportable segments of SECOM CO., LTD. and its subsidiaries (collectively “the Company”) are segments, based on the Company’s components, for which separate financial information is available and operating results are regularly reviewed by the Board of Directors for the decision of resource allocation and performance evaluation.

The Company plans and decides group strategies, allocates resources and evaluates performance for those segments, which are “security services,” “fire protection services,” “medical services,” “insurance services,” “geospatial information services,” “BPO and ICT services,” and other services (“real estate leasing,” “construction and installation services,” etc.).

Accordingly, the Company considers these six segments – “security services,” “fire protection services,” “medical services,” “insurance services,” “geospatial information services” and “BPO and ICT services” – as reportable segments. Principal services and products of each reportable segment are as follows.

“Security services” segment offers comprehensive security services which provide customers with security and peace of mind, including core centralized security systems (on-line security systems) for commercial and residential premises. “Fire protection services” segment provides a variety of fire protection systems such as fire alarm systems and fire extinguishing systems to office buildings, production facilities, tunnels, cultural properties, ships and residences. “Medical services” segment provides a variety of medical services such as core home medical services including home nursing services and pharmaceutical dispensing services, operation of residence for seniors, electronic medical reports, real estate leasing for medical institutions, and sales of medical equipment. “Insurance services” segment develops and markets unique insurance policies that take installation of security systems as a risk-mitigating factor, and insurance policies to overcome cancer by having the best cancer treatments, etc. “Geospatial information services” segment provides geospatial information services for national, local and overseas governmental agencies. “BPO and ICT services” segment provides information security services, large-scale disaster preparedness services, data center services and BPO related services.

2. Calculation Method Used for Determining Net Sales, Profit or Loss, Assets and Other Items by Reportable Segment

Profits of reportable segments are based on operating profit. Intersegment revenue and transfers are determined based on actual market pricing.

3. Information about Amounts of Net Sales, Profit, Assets and Other Items by Reportable Segment, and Information on Breakdown of Revenue
Fiscal year ended March 31, 2025

(In millions of yen)

	Reportable segments				
	Security services	Fire protection services	Medical services	Insurance services	Geospatial information services
Net sales:					
Revenue from security contracts	530,624	—	—	—	—
Other	94,372	177,095	78,743	707	58,372
Revenue from contracts with customers	624,996	177,095	78,743	707	58,372
Other revenue	8,396	—	7,506	58,648	—
Customers	633,392	177,095	86,250	59,356	58,372
Intersegment	13,306	3,739	71	3,028	179
Subtotal	646,698	180,835	86,321	62,384	58,551
Segment profit	114,990	20,109	5,397	4,228	3,460
Segment assets	988,515	207,340	143,295	256,073	68,874
Other items:					
Depreciation	45,328	2,909	3,446	3,515	1,928
Amortization of goodwill	4,018	56	—	—	—
Impairment losses	1,007	456	22	—	18
Increase in property, plant and equipment and intangible assets	60,416	4,165	3,031	2,630	1,860

	Reportable segments		Other services (Note 1)	Total	Adjustment (Note 2)	Amount on consolidated financial statements (Note 3)
	BPO and ICT services	Subtotal				
Net sales:						
Revenue from security contracts	—	530,624	—	530,624	—	530,624
Other	128,456	537,748	40,042	577,791	—	577,791
Revenue from contracts with customers	128,456	1,068,372	40,042	1,108,415	—	1,108,415
Other revenue	—	74,551	16,976	91,527	—	91,527
Customers	128,456	1,142,923	57,018	1,199,942	—	1,199,942
Intersegment	10,691	31,016	1,691	32,708	(32,708)	—
Subtotal	139,148	1,173,940	58,710	1,232,650	(32,708)	1,199,942
Segment profit	9,165	157,353	8,633	165,987	(21,690)	144,297
Segment assets	190,069	1,854,168	152,617	2,006,785	138,790	2,145,576
Other items:						
Depreciation	12,046	69,174	1,304	70,479	121	70,601
Amortization of goodwill	2,242	6,316	325	6,641	—	6,641
Impairment losses	1,346	2,852	26	2,879	—	2,879
Increase in property, plant and equipment and intangible assets	27,956	100,061	1,442	101,503	361	101,865

Note 1: Other services is an operating segment not designated as a reportable segment, and comprises real estate leasing, construction and installation services, etc.

Note 2: Adjustment of segment profit includes intersegment eliminations of 751 million yen and corporate expenses not allocated to each reportable segment of 20,938 million yen. Major components of

corporate expenses are expenses regarding planning, personnel and administrative departments of the Company's headquarters, etc.

Adjustment of segment assets includes intersegment elimination of (178,515) million yen and corporate assets not belonging to each reportable segment of 317,305 million yen. Major components of corporate assets are cash and deposits, loans receivable, securities and investment securities of the Company.

Adjustment of depreciation includes intersegment elimination of (675) million yen and depreciation of corporate assets not belonging to each reportable segment of 797 million yen.

Adjustment of increase in property, plant and equipment and intangible assets includes intersegment elimination of (966) million yen and capital investments in software, etc. not belonging to each reportable segment of 1,328 million yen.

Note 3: Segment profit is adjusted to operating profit in the consolidated statements of income.

Fiscal year ended March 31, 2026

(In millions of yen)

	Reportable segments				
	Security services	Fire protection services	Medical services	Insurance services	Geospatial information services
Net sales:					
Revenue from security contracts	555,133	—	—	—	—
Other	96,663	186,884	84,486	715	60,645
Revenue from contracts with customers	651,797	186,884	84,486	715	60,645
Other revenue	8,804	—	7,599	64,686	—
Customers	660,602	186,884	92,086	65,401	60,645
Intersegment	13,186	3,021	83	3,210	221
Subtotal	673,788	189,906	92,170	68,611	60,867
Segment profit	123,826	24,748	6,239	5,970	5,395
Segment assets	1,011,271	225,691	142,819	277,009	70,563
Other items:					
Depreciation	47,999	2,903	3,419	2,951	1,809
Amortization of goodwill	4,069	183	—	—	—
Impairment losses	—	—	21	—	493
Increase in property, plant and equipment and intangible assets	62,075	13,802	3,374	2,243	2,236

	Reportable segments		Other services (Note 1)	Total	Adjustment (Note 2)	Amount on consolidated financial statements (Note 3)
	BPO and ICT services	Subtotal				
Net sales:						
Revenue from security contracts	—	555,133	—	555,133	—	555,133
Other	129,901	559,296	43,980	603,277	—	603,277
Revenue from contracts with customers	129,901	1,114,430	43,980	1,158,411	—	1,158,411
Other revenue	—	81,090	17,395	98,485	—	98,485
Customers	129,901	1,195,521	61,375	1,256,896	—	1,256,896
Intersegment	9,741	29,465	1,304	30,770	(30,770)	—
Subtotal	139,642	1,224,986	62,680	1,287,666	(30,770)	1,256,896
Segment profit	8,988	175,169	9,290	184,459	(24,126)	160,333
Segment assets	193,110	1,920,466	156,856	2,077,323	152,803	2,230,127
Other items:						
Depreciation	13,364	72,448	1,364	73,813	96	73,909
Amortization of goodwill	2,275	6,527	272	6,800	—	6,800
Impairment losses	975	1,491	—	1,491	—	1,491
Increase in property, plant and equipment and intangible assets	17,153	100,886	3,450	104,336	17	104,354

Note 1: Other services is an operating segment not designated as a reportable segment, and comprises real estate leasing, construction and installation services, etc.

Note 2: Adjustment of segment profit includes intersegment eliminations of 892 million yen and corporate expenses not allocated to each reportable segment of 23,233 million yen. Major components of corporate expenses are expenses regarding planning, personnel and administrative departments of the Company's headquarters, etc.

Adjustment of segment assets includes intersegment elimination of (167,580) million yen and corporate assets not belonging to each reportable segment of 320,384 million yen. Major components of corporate assets are cash and deposits, loans receivable, securities and investment securities of the Company.

Adjustment of depreciation includes intersegment elimination of (648) million yen and depreciation of corporate assets not belonging to each reportable segment of 745 million yen.

Adjustment of increase in property, plant and equipment and intangible assets includes intersegment elimination of (808) million yen and capital investments in software, etc. not belonging to each reportable segment of 826 million yen.

Note 3: Segment profit is adjusted to operating profit in the consolidated statements of income.

[Related Information]

Year Ended March 31, 2025

1. Information by Product and Service

Information is omitted as similar information is disclosed in Segment Information.

2. Information by Region

(1) Net Sales

(In millions of yen)

Japan	Others	Total
1,130,113	69,828	1,199,942

Note: Net sales were divided into countries or areas based on customer locations.

(2) Property, Plant and Equipment

(In millions of yen)

Japan	Others	Total
431,921	17,318	449,240

3. Information of Major Customers

Information is omitted as there is no single customer with over 10% of total net sales in the consolidated statements of income.

Year Ended March 31, 2026

1. Information by Product and Service

Information is omitted as similar information is disclosed in Segment Information.

2. Information by Region

(1) Net Sales

(In millions of yen)

Japan	Others	Total
1,188,660	68,236	1,256,896

Note: Net sales were divided into countries or areas based on customer locations.

(2) Property, Plant and Equipment

(In millions of yen)

Japan	Others	Total
446,391	18,057	464,449

3. Information of Major Customers

Information is omitted as there is no single customer with over 10% of total net sales in the consolidated statements of income.

[Information Regarding Impairment Losses on Non-current Assets by Reportable Segment]

Year Ended March 31, 2025

Information is omitted as similar information is disclosed in Segment Information.

Year Ended March 31, 2026

Information is omitted as similar information is disclosed in Segment Information.

[Information Regarding Amortized Amounts and Unamortized Balance of Goodwill by Reportable Segment]

Year Ended March 31, 2025

(In millions of yen)

	Reportable segments				
	Security services	Fire protection services	Medical services	Insurance services	Geospatial information services
Amortized amount	4,018	56	—	—	—
Unamortized balance	43,058	792	—	—	—

	Reportable segments		Other services	Total	Adjustment	Amount on consolidated financial statements
	BPO and ICT services	Subtotal				
Amortized amount	2,242	6,316	325	6,641	—	6,641
Unamortized balance	11,783	55,634	3,148	58,782	—	58,782

Year Ended March 31, 2026

(In millions of yen)

	Reportable segments				
	Security services	Fire protection services	Medical services	Insurance services	Geospatial information services
Amortized amount	4,069	183	—	—	—
Unamortized balance	39,838	3,828	—	—	—

	Reportable segments		Other services	Total	Adjustment	Amount on consolidated financial statements
	BPO and ICT services	Subtotal				
Amortized amount	2,275	6,527	272	6,800	—	6,800
Unamortized balance	9,508	53,176	2,875	56,051	—	56,051

[Information Regarding Gain on Bargain Purchase by Reportable Segment]

Year Ended March 31, 2025

Not applicable.

Year Ended March 31, 2026

Not applicable.

(Per Share Information)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net assets per share	3,056.12 yen	3,250.15 yen
Basic earnings per share	259.97 yen	276.17 yen

Note 1: Diluted net income per share is not stated, as there are no dilutive shares.

Note 2: The Company implemented a two-for-one stock split of the Company's common shares, effective October 1, 2024. Net assets per share and basic earnings per share have been calculated on the assumption that said stock split was implemented at the beginning of the fiscal year ended March 31, 2025.

Note 3: The basis for the calculation of basic earnings per share is as follows.

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (Millions of yen)	108,109	112,662
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent relating to common shares (Millions of yen)	108,109	112,662
Average number of common shares outstanding during the period (Shares)	415,860,638	407,946,554

Note 4: The basis for the calculation of net assets per share is as follows.

	As of March 31, 2025	As of March 31, 2026
Total net assets (Millions of yen)	1,447,736	1,499,682
Amount to be deducted from total net assets (Millions of yen)	177,388	185,122
[of which non-controlling interests (Millions of yen)]	[177,388]	[185,122]
Net assets at the end of the period relating to common shares (Millions of yen)	1,270,348	1,314,560
Number of common shares at the end of the period used to calculate net assets per share (shares)	415,674,012	404,461,149

(Significant Subsequent Events)

The Board of Directors of the Company, at its meeting held on May 12, 2026, resolved to repurchase its own shares pursuant to Article 156 of the Companies Act as applied pursuant to Article 165, Paragraph 3 of such Act, and to cancel its treasury shares pursuant to Article 178 of the Companies Act.

For further information, please refer to "Notice Regarding Determination of Repurchase of the Company's Own Shares and Cancellation of Treasury Shares" announced on May 12, 2026.