Consolidated Financial Results for the Second Quarter Ended September 30, 2026 Prepared in Conformity with Accounting Principles Generally Accepted in Japan (Japanese GAAP)

November 10, 2026

Listed company name ALSOK CO., LTD. TSE Stock Market
Code No.: 2331 URL https://www.alsok.co.jp/
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Semi-annual statement filing date: November 10, 2026 Cash dividend payment start date: December 3, 2026
Preparation of supplementary briefing materials on financial results: Yes
Holding of results briefing: Yes (For institutional investors and analysts)

(Millions of yen, rounded down to the nearest million)

1. Consolidated Financial Results for the Second Quarter Ended September 30, 2026 (April 1, 2026 - September 30, 2026)

(1) Consolidated operating results (total) (Percentages indicate increase or decrease from the same quarter of the preceding fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%		%	Millions of yen	%
Six months ended September 30, 2026	313,832	7.7	30,456	35.2	32,873	37.6	20,217	38.4
September 30, 2025	291,337	10.7	22,520	47.6	23,889	43.5	14,607	48.3

Note: Comprehensive income Six months ended September 30, 2026 ¥23,428 millions 38.7%
Six months ended September 30, 2025 ¥16,891 millions 86.0%

	Net income per share	Diluted earnings per share
	Yen	Yen
Six months ended September 30, 2026	41.84	—
September 30, 2025	30.10	—

(2) Consolidated financial conditions

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
Six months ended September 30, 2026	695,996	435,349	55.7	813.00
Fiscal year ended March 31, 2026	675,024	426,941	56.8	789.42

Reference: Equity capital Six months ended September 30, 2026 ¥387,822 millions
Fiscal year ended March 31, 2026 ¥383,634 millions

2. Dividends

	Dividends per share				
	End of 1Q	End of 2Q	End of 3Q	Year end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2026	—	14.60	—	14.60	29.20
March 31, 2027	—	17.50			
Fiscal year ending March 31, 2027 (Forecast)			—	17.50	35.00

Note 1: Correction of most recently published forecasted dividends: Yes
Note 2: Regarding the revisions to the interim and year-end dividend forecasts, please refer to “Notice Concerning Upward Revisions to Annual Financial Results Forecasts, Interim Dividend (Increase) and Revised Year-end Dividend Forecast (Increase)” announced today.

3. Forecast for consolidated financial results for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
Fiscal year ending	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
March 31, 2027	670,000	12.2	63,500	35.3	66,500	33.2	52,100	56.6	107.82

Note 1: Correction of most recently published forecasted dividends: Yes

Note 2: Regarding the revisions to the interim and year-end dividend forecasts, please refer to “Notice Concerning Upward Revisions to Annual Financial Results Forecasts, Interim Dividend (Increase) and Revised Year-end Dividend Forecast (Increase)” announced today.

* Notes

(1) Significant changes in the scope of consolidation during the period : Yes

Added: 3 (company name) ALSOK CARE LIFE SUPPORT CO.,LTD.,
ALSOK Care Co., Ltd. and
ALSOK AOMORI CO., LTD .

Removed: 6 (company name) ALSOK Asahi Harima Co.,Ltd.,
ALSOK Aichi Co.,Ltd.,
PT. ALSOK BASS Indonesia Security Services.,
ALSOK KOCHI CO., LTD.,
ALSOK SAGA CO., LTD. and
ALSOK KUMAMOTO CO., LTD.

(Note) During the six-month period ended September 30, 2026, ALSOK Aichi Co., Ltd. was excluded from the scope of consolidation due to its dissolution as a result of an absorption-type merger with The Chukyo Sohgo Security Services Co., Ltd. as the surviving company. Following the merger, the surviving company changed its name to ALSOK Aichi Co., Ltd.

(2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements : Yes

(3) Changes in accounting policies, changes in accounting estimates, and restatement

① Changes in accounting policies arising from revision of accounting standards: No
② Changes arising from other factors: No
③ Changes arising from accounting estimate: No
④ Restatement: No

(4) Number of issued shares (common shares)

① Number of shares issued (including treasury stock)	As of September 30, 2026	510,200,210 shares	As of March 31, 2026	510,200,210 shares
② Number of shares of treasury stock	As of September 30, 2026	33,175,652 shares	As of March 31, 2026	24,228,887 shares
③ Average number of shares throughout the fiscal year	Six months ended September 30, 2026	483,174,291 shares	Six months ended September 30, 2025	485,349,210 shares

* This summary of financial results falls outside the scope of review of certified public accountants and accounting auditors.

2.Consolidated Financial Statements and Significant Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2026	As of September 30, 2026
Assets		
Current assets		
Cash and deposits	77,759	76,653
Cash for Transportation Security Services	88,376	68,400
Notes and accounts receivable - trade, and contract assets	73,169	77,727
Short-term investment securities	1,248	1,093
Raw materials and supplies	15,572	16,589
Costs on uncompleted construction contracts	101	160
Advances paid	10,610	10,939
Other	31,179	26,280
Allowance for doubtful accounts	(147)	(213)
Total current assets	297,870	277,631
Non-current assets		
Property, plant and equipment	145,992	156,871
Intangible assets		
Goodwill	27,456	25,757
Other	9,258	10,241
Total intangible assets	36,715	35,999
Investments and other assets		
Investment securities	73,443	89,189
Net defined benefit asset	90,325	91,754
Other	31,568	45,443
Allowance for doubtful accounts	(890)	(892)
Total investments and other assets	194,446	225,494
Total non-current assets	377,154	418,364
Total assets	675,024	695,996
Liabilities		
Current liabilities		
Notes and accounts payable - trade	28,991	25,137
Short-term loans payable	40,578	46,097
Income taxes payable	8,785	11,784
Provisions	3,372	3,903
Other	57,782	63,619
Total current liabilities	139,510	150,542
Non-current liabilities		
Bonds payable	100	100
Long-term loans payable	12,406	10,896
Retirement benefit liability	35,805	36,870
Provisions	2,169	2,012
Asset retirement obligations	854	958
Other	57,236	59,266
Total non-current liabilities	108,572	110,103
Total liabilities	248,082	260,646

(Millions of yen)

	As of March 31, 2026	As of September 30, 2026
Net assets		
Shareholders' equity		
Share capital	18,675	18,675
Capital surplus	34,396	34,112
Retained earnings	297,949	311,070
Treasury stock	(20,154)	(30,154)
Total shareholders' equity	330,866	333,702
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	15,995	20,039
Revaluation reserve for land	(3,435)	(3,435)
Foreign currency translation adjustment	695	541
Remeasurements of defined benefit plans, net of tax	39,512	36,974
Total accumulated other comprehensive income	52,768	54,119
Non-controlling interests	43,307	47,527
Total net assets	426,941	435,349
Total liabilities and net assets	675,024	695,996

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

(Consolidated Statements of Income)

(Consolidated Cumulative Period of 2Q)

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Net sales	291,337	313,832
Cost of sales	221,518	233,586
Gross profit	69,818	80,245
Selling, general and administrative expenses	47,298	49,788
Operating profit	22,520	30,456
Non-operating income		
Interest income	121	315
Dividend income	671	978
Gain on sale of investment securities	0	0
Share of profit of entities accounted for using equity method	766	1,450
Dividend income of insurance	267	303
Penalty income	264	282
Other	920	1,189
Total non-operating income	3,011	4,521
Non-operating expenses		
Interest expenses	921	1,217
Financing expenses	211	296
Loss on sale of investment securities	—	4
Other	509	586
Total non-operating expenses	1,642	2,105
Ordinary profit	23,889	32,873
Extraordinary profit		
Gain on sale of investment securities	29	0
Gain on sale of shares of subsidiaries and associates	46	—
Gain on step acquisitions	0	68
Insurance claim income	—	1,099
Total extraordinary income	76	1,167
Extraordinary losses		
Loss on valuation of investment securities	2	—
Loss on sale of shares of subsidiaries and associates	11	—
Loss on termination of retirement benefit plan	116	—
Impairment losses	0	0
Special retirement payments	—	900
Total extraordinary loss	130	900
Profit before income taxes	23,834	33,140
Income taxes	8,362	11,545
Profit	15,472	21,595
Profit attributable to non-controlling interests	864	1,377
Profit attributable to owners of parent	14,607	20,217

(Consolidated Statements of Comprehensive Income)

(Consolidated Cumulative Period of 2Q)

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Profit	15,472	21,595
Other comprehensive income		
Valuation difference on available-for-sale securities	2,379	4,387
Foreign currency translation adjustment	(577)	(128)
Remeasurements of defined benefit plans, net of tax	(622)	(2,335)
Share of other comprehensive income of entities accounted for using equity method	238	(89)
Total other comprehensive income	1,418	1,833
Comprehensive income	16,891	23,428
(Contents)		
Comprehensive income attributable to owners of parent	15,818	21,569
Comprehensive income attributable to non-controlling interests	1,072	1,859

(3) Consolidated Statements of Cash Flows

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Cash flows from operating activities		
Profit before income taxes	23,834	33,140
Depreciation	10,300	10,996
Impairment losses	0	0
Amortization of goodwill	1,652	2,034
Loss (gain) on step acquisitions	(0)	(68)
Increase (decrease) in allowance for doubtful accounts	(8)	52
Increase (decrease) in net defined benefit liability	539	121
Increase (decrease) in provision for bonuses	341	379
Increase (decrease) in provision for director's bonuses	(45)	(39)
Interest and dividend income	(792)	(1,294)
Interest expenses	921	1,217
Share of loss (profit) of entities accounted for using equity method	(766)	(1,450)
Loss (gain) on sale of non-current assets	(1)	(14)
Loss on retirement of non-current assets	192	209
Loss (gain) on sale of investment securities	(29)	4
Loss (gain) on valuation of investment securities	2	—
Loss (gain) on sale of shares of subsidiaries and associates	(35)	—
Decrease (increase) in notes and accounts receivable -trade	2,611	(3,537)
Decrease (increase) in inventories	(1,204)	(1,003)
Increase (decrease) in notes and accounts payable -trade	(8,038)	(5,575)
Decrease (increase) in net defined benefit asset	(2,424)	(4,619)
Net increase/decrease in assets and liabilities for Transportation Security Services	(587)	7,864
Other	2,430	(632)
Subtotal	28,893	37,784
Interest and dividends received	1,342	1,810
Interest paid	(931)	(1,246)
Income taxes paid	(7,825)	(8,580)
Income taxes refund	172	22
Net cash provided by (used in) operating activities	21,651	29,791

(Millions of yen)

	Six months ended September 30, 2025	Six months ended September 30, 2026
Cash flows from investing activities		
Decrease (increase) in time deposits	(1,491)	(973)
Proceeds from withdrawal of long-term deposits	7	14
Purchase of property, plant and equipment	(9,310)	(10,384)
Proceeds from sale of property, plant and equipment	13	34
Purchase of intangible assets	(2,443)	(2,328)
Purchase of investment securities	(447)	(1,289)
Proceeds from sale of investment securities	412	148
Payments for acquisition of businesses	(1,585)	—
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	(3,273)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	1,492	1,263
Purchase of shares of subsidiaries and associates	—	(9,811)
Proceeds from sale of shares of subsidiaries and associates	130	—
Decrease (increase) in short-term loans receivable	0	(1,986)
Payment of long-term loans receivable	(42)	(12,696)
Proceeds from collection of long-term loans receivable	39	82
Proceeds from refund of leasehold and guarantee deposits	23	80
Other	1,768	543
Net cash provided by (used in) investing activities	(11,433)	(40,579)
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	1,116	29,993
Proceeds from long-term loans payable	110	190
Repayments of long-term loans payable	(440)	(1,711)
Proceeds from new bonds issued	100	—
Redemption of bonds	(200)	—
Purchase of treasury shares	—	(9,999)
Repayments of lease obligations	(3,107)	(3,264)
Dividends paid	(6,499)	(7,096)
Dividends paid to non-controlling interests	(650)	(740)
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(220)	(712)
Net cash provided by (used in) financing activities	(9,790)	6,658
Effect of exchange rate change on cash and cash equivalents	(97)	12
Net increase (decrease) in cash and cash equivalents	330	(4,116)
Cash and cash equivalents at beginning of period	60,018	66,814
Cash and cash equivalents at end of period	60,348	62,697

(Segment Information and Other Related Information)

[Segment Information]

I Consolidated Cumulative Period of 2Q of Preceding Fiscal Year (From April 1, 2025 to September 30, 2025)

1 Information on the amount of net sales and income (loss) and disaggregation of revenue by reportable segment

(Millions of yen)

	Reportable segments					Reconciling items (Note 1)	Amount on Consolidated Statements of Income (Note 2)
	Security Services	Facility Management Services etc.	Long-term Care Services	Overseas Services	Total		
Net sales							
Contract proceeds	187,994	22,086	27,360	13,044	250,485	—	250,485
Construction proceeds	3,484	12,733	8	23	16,248	—	16,248
Proceeds from sales	18,393	5,556	41	612	24,602	—	24,602
Revenue generated from contracts with customers	209,871	40,376	27,409	13,679	291,337	—	291,337
Outside sales	209,871	40,376	27,409	13,679	291,337	—	291,337
Intersegment sales	217	209	3	—	430	(430)	—
Total	210,088	40,585	27,413	13,679	291,767	(430)	291,337
Income by reportable segment	22,532	4,516	1,280	(427)	27,902	(5,382)	22,520
Depreciation and amortization	8,288	778	1,117	106	10,290	10	10,300
Amortization of goodwill	371	132	1,019	128	1,652	—	1,652

Note 1. ¥ (5,382) million adjustment to income by reportable segment represents common expenses that cannot be allocated to any specific reportable segment. These expenses are primarily general and administrative expenses not associated with any specific reportable segment.

Note 2. Income by reportable segment is adjusted for the operating income per the consolidated statements of income.

2. Information on Impairment Loss and Goodwill in Non-current Assets by Reportable Segment

(Significant Impairment Losses Pertaining to Non-current Assets)

There were no impairment losses attributed to reportable segments. The Company generated an impairment loss of ¥0 million not attributed to reportable segments, consisting of ¥0 million on land.

(Significant Changes in Goodwill Amount)

During the six-month period ended September 30, 2025, the Company executed an absorption-type company split in which FUJITSU HOME & OFFICE SERVICES LIMITED was the splitting company and ALSOK Facilities Co., Ltd., a consolidated subsidiary of the Company, was the successor company. In addition, the Company transferred businesses from FUJITSU HOKUSHIN CONSTRUCTION LIMITED and FUJITSU TOCHIGI CONSTRUCTION LIMITED to ALSOK Facilities Co., Ltd. as the transferee company. As a result of these transactions, there was a significant increase in goodwill, amounting to ¥1,550 million. The goodwill arising from these transactions has not been allocated to any reportable segment.

(Significant Gain on Bargain Purchase)

Not applicable

II Current consolidated Period of 2Q (From April 1, 2026 to September 30, 2026)

1 Information on the amount of net sales and income (loss) and disaggregation of revenue by reportable segment

(Millions of yen)

	Reportable segments					Reconciling items (Note 1)	Amount on Consolidated Statements of Income (Note 2)
	Security Services	Facility Management Services etc.	Long-term Care Services	Overseas Services	Total		
Net sales							
Contract proceeds	203,139	28,368	30,437	14,426	276,372	—	276,372
Construction proceeds	3,819	10,911	12	15	14,759	—	14,759
Proceeds from sales	17,699	4,338	41	621	22,700	—	22,700
Revenue generated from contracts with customers	224,659	43,617	30,490	15,063	313,832	—	313,832
Outside sales	224,659	43,617	30,490	15,063	313,832	—	313,832
Intersegment sales	32	221	4	—	258	(258)	—
Total	224,692	43,839	30,495	15,063	314,090	(258)	313,832
Income by reportable segment	30,585	5,342	516	(353)	36,091	(5,634)	30,456
Depreciation and amortization	8,876	804	1,197	107	10,985	10	10,996
Amortization of goodwill	637	231	1,099	64	2,034	—	2,034

Note 1. ¥ (5,634) million adjustment to income by reportable segment represents common expenses that cannot be allocated to any specific reportable segment. These expenses are primarily general and administrative expenses not associated with any specific reportable segment.

Note 2. Income by reportable segment is adjusted for the operating income per the consolidated statements of income.

2. Information on Impairment Loss and Goodwill in Non-current Assets by Reportable Segment

(Significant Impairment Losses Pertaining to Non-current Assets)

There were no impairment losses attributed to reportable segments. The Company generated an impairment loss of ¥0 million not attributed to reportable segments, consisting of ¥0 million on land.

(Significant Changes in Goodwill Amount)

Not applicable

(Significant Gain on Bargain Purchase)

Not applicable