Consolidated Financial Statements

Consolidated Balance Sheets

SECOM CO., LTD. and Subsidiaries
March 31, 2026 and 2025

	In millions of yen		Translation into thousands of U.S. dollars
	March 31		March 31
ASSETS	**2026**	2025	**2026**
Current assets:			
Cash and cash equivalents	**¥ 418,768**	¥ 418,633	**$ 2,617,300**
Time deposits	**34,108**	38,077	**213,175**
Cash deposits for armored car services	**142,241**	141,000	**889,006**
Short-term investments	**19,551**	25,173	**122,194**
Notes and accounts receivable, trade	**197,357**	186,195	**1,233,481**
Due from subscribers	**68,755**	66,450	**429,719**
Inventories	**62,317**	51,423	**389,481**
Short-term deferred charges	**7,720**	7,349	**48,250**
Short-term receivables	**27,261**	28,403	**170,381**
Allowance for credit losses	**(2,675)**	(2,442)	**(16,719)**
Short-term deferred insurance acquisition costs	**4,100**	3,328	**25,625**
Other current assets	**26,113**	27,009	**163,206**
Total current assets	**1,005,616**	990,598	**6,285,099**
Investments and long-term receivables:			
Investment securities	**325,540**	298,078	**2,034,625**
Investments in affiliated companies	**169,645**	155,811	**1,060,281**
Long-term receivables	**44,020**	39,436	**275,125**
Lease deposits	**26,018**	24,818	**162,613**
Other investments	**14,837**	13,950	**92,731**
Allowance for credit losses	**(3,699)**	(3,680)	**(23,119)**
	576,361	528,413	**3,602,256**
Property, plant and equipment:			
Land	**126,620**	123,787	**791,375**
Buildings and improvements	**466,107**	444,867	**2,913,169**
Security equipment and control stations	**408,017**	400,513	**2,550,106**
Machinery, equipment and automobiles	**181,512**	176,360	**1,134,450**
Construction in progress	**13,350**	16,276	**83,438**
	1,195,606	1,161,803	**7,472,538**
Accumulated depreciation	**(704,871)**	(683,375)	**(4,405,444)**
	490,735	478,428	**3,067,094**
Other assets:			
Operating lease right-of-use assets	**136,185**	132,273	**851,156**
Long-term deferred charges	**14,482**	14,162	**90,513**
Long-term deferred insurance acquisition costs	**6,659**	6,458	**41,619**
Goodwill	**143,412**	138,692	**896,325**
Other intangible assets	**73,717**	67,932	**460,731**
Prepaid pension and severance costs	**85,054**	73,578	**531,588**
Deferred income taxes	**14,732**	15,846	**92,075**
	474,241	448,941	**2,964,007**
Total assets	**¥2,546,953**	¥2,446,380	**$15,918,456**

	In millions of yen		Translation into thousands of U.S. dollars
	March 31		March 31
LIABILITIES AND EQUITY	**2026**	2025	**2026**
Current liabilities:			
Bank loans	**¥ 29,918**	¥ 33,355	**$ 186,988**
Current portion of long-term debt	**11,072**	10,605	**69,200**
Notes and accounts payable, trade	**50,444**	42,672	**315,275**
Other payables	**50,531**	49,678	**315,819**
Deposits received	**132,072**	127,649	**825,450**
Deferred revenue	**39,123**	38,617	**244,519**
Accrued income taxes	**32,535**	25,900	**203,344**
Accrued payroll	**66,688**	62,944	**416,800**
Current operating lease liabilities	**23,833**	23,280	**148,955**
Other current liabilities	**43,438**	36,413	**271,487**
Total current liabilities	**479,654**	451,113	**2,997,837**
Long-term liabilities:			
Long-term debt	**47,546**	49,261	**297,163**
Guarantee deposits received	**23,860**	23,665	**149,125**
Accrued pension and severance costs	**27,152**	28,812	**169,700**
Long-term deferred revenue	**16,880**	16,891	**105,500**
Unearned premiums and other insurance liabilities	**131,298**	127,183	**820,613**
Investment deposits by policyholders	**2,696**	9,437	**16,850**
Deferred income taxes	**49,441**	40,132	**309,005**
Noncurrent operating lease liabilities	**113,793**	110,610	**711,205**
Other long-term liabilities	**17,696**	18,014	**110,600**
Total long-term liabilities	**430,362**	424,005	**2,689,761**
Total liabilities	**910,016**	875,118	**5,687,598**
Commitments and contingent liabilities			
Equity:			
SECOM CO., LTD. shareholders' equity:			
Common stock			
Authorized—1,800,000,000 shares, issued 466,599,796 shares in 2026			
Authorized—1,800,000,000 shares, issued 466,599,796 shares in 2025	**66,427**	66,427	**415,169**
Additional paid-in capital	**57,591**	55,882	**359,944**
Legal reserve	**11,600**	11,452	**72,500**
Retained earnings	**1,471,357**	1,363,220	**9,195,981**
Accumulated other comprehensive income (loss):			
Unrealized gains on securities	**1,790**	294	**11,187**
Changes in discount rates for insurance contracts issued	**464**	624	**2,902**
Pension liability adjustments	**16,399**	10,294	**102,494**
Foreign currency translation adjustments	**45,708**	45,430	**285,675**
	64,361	56,642	**402,258**
Common stock in treasury, at cost:			
62,138,647 shares in 2026 and 50,925,784 shares in 2025	**(236,671)**	(176,716)	**(1,479,194)**
Total SECOM CO., LTD. shareholders' equity	**1,434,665**	1,376,907	**8,966,658**
Noncontrolling interests	**202,272**	194,355	**1,264,200**
Total equity	**1,636,937**	1,571,262	**10,230,858**
Total liabilities and equity	**¥2,546,953**	¥2,446,380	**$15,918,456**

Consolidated Statements of Income

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

	In millions of yen			Translation into thousands of U.S. dollars
			Years ended March 31	Year ended March 31
	2026	2025	2024	2026
Net sales and operating revenue	¥1,402,035	¥1,311,145	¥1,283,961	$8,762,719
Costs and expenses:				
Cost of sales	958,060	938,440	891,103	5,987,875
Selling, general and administrative expenses	248,964	240,890	228,353	1,556,025
Impairment loss on long-lived assets	1,725	3,666	4,428	10,781
Impairment loss on goodwill	482	—	4,404	3,013
Gain and loss on sales and disposal of fixed assets, net	1,480	(707)	496	9,250
	1,210,711	1,182,289	1,128,784	7,566,944
Operating income	191,324	128,856	155,177	1,195,775
Other income:				
Interest and dividends	5,068	4,638	3,573	31,675
Gain and loss on sales of securities, net	514	187	—	3,213
Gain on other-than-temporary impairment of investment securities	12,712	443	9,771	79,450
Gain on private equity investments	5,835	17,534	18,221	36,469
Other	6,431	5,665	7,545	40,194
	30,560	28,467	39,110	191,001
Other expenses:				
Interest	1,740	1,573	1,340	10,875
Gain and loss on sales of securities, net	—	—	851	—
Other	1,148	1,627	1,173	7,175
	2,888	3,200	3,364	18,050
Income from continuing operations before income taxes and equity in net income of affiliated companies	218,996	154,123	190,923	1,368,726
Income taxes:				
Current	57,567	47,659	48,106	359,794
Deferred	6,470	(1,026)	10,167	40,438
	64,037	46,633	58,273	400,232
Income from continuing operations before equity in net income of affiliated companies	154,959	107,490	132,650	968,494
Equity in net income of affiliated companies	10,634	8,315	9,980	66,463
Net income	165,593	115,805	142,630	1,034,957
Less: Net income attributable to noncontrolling interests	(16,157)	(14,365)	(16,598)	(100,981)
Net income attributable to SECOM CO., LTD.	¥ 149,436	¥ 101,440	¥ 126,032	$ 933,976

	In yen			Translation into U.S. dollars
			Years ended March 31	Year ended March 31
	2026	2025	2024	2026
Per share data:				
Net income attributable to SECOM CO., LTD.	¥366.31	¥243.93	¥297.95	$2.29
Cash dividends per share	¥100.00	¥ 95.00	¥ 95.00	$0.63

Consolidated Statements of Comprehensive Income

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

	In millions of yen			Translation into thousands of U.S. dollars
			Years ended March 31	Year ended March 31
	2026	2025	2024	2026
Comprehensive income:				
Net income	¥165,593	¥115,805	¥142,630	$1,034,957
Other comprehensive income (loss), net of tax:				
Unrealized gains on securities	1,496	127	1,388	9,350
Changes in discount rates for insurance contracts issued	(163)	20	36	(1,019)
Pension liability adjustments	7,000	(1,262)	7,030	43,750
Foreign currency translation adjustments	682	16,992	12,380	4,264
Total comprehensive income	174,608	131,682	163,464	1,091,302
Less: Comprehensive income attributable to noncontrolling interests	(17,453)	(16,671)	(18,516)	(109,081)
Comprehensive income attributable to SECOM CO., LTD.	¥157,155	¥115,011	¥144,948	$ 982,221

Consolidated Statements of Changes in Equity

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

In millions of yen

	Number of shares issued	Common stock	Additional paid-in capital	Legal reserve	Retained earnings	Accumulated other comprehensive income (loss)	Common stock in treasury, at cost	Total SECOM CO., LTD. shareholders' equity	Noncontrolling interests	Total
Balance, March 31, 2023	466,599,796	¥66,427	¥63,086	¥11,067	¥1,216,314	¥24,155	(¥109,225)	¥1,271,824	¥168,386	¥1,440,210
Comprehensive income:										
Net income	—	—	—	—	126,032	—	—	126,032	16,598	142,630
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	1,388	—	1,388	—	1,388
Changes in discount rates for insurance contracts issued	—	—	—	—	—	35	—	35	1	36
Pension liability adjustments	—	—	—	—	—	6,152	—	6,152	878	7,030
Foreign currency translation adjustments	—	—	—	—	—	11,341	—	11,341	1,039	12,380
Total comprehensive income								144,948	18,516	163,464
Issuance of new stocks	—	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	—	(40,483)	—	—	(40,483)	—	(40,483)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	—	(2,864)	(2,864)
Transfer to legal reserve	—	—	—	211	(211)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	—	(3,255)	—	—	—	—	(3,255)	2,365	(890)
Gains on disposal of treasury stock	—	—	1,551	—	—	—	3,248	4,799	—	4,799
Net changes in treasury stock	—	—	—	—	—	—	(44,002)	(44,002)	—	(44,002)
Balance, March 31, 2024	466,599,796	66,427	61,382	11,278	1,301,652	43,071	(149,979)	1,333,831	186,403	1,520,234
Comprehensive income:										
Net income	—	—	—	—	101,440	—	—	101,440	14,365	115,805
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	127	—	127	—	127
Changes in discount rates for insurance contracts issued	—	—	—	—	—	19	—	19	1	20
Pension liability adjustments	—	—	—	—	—	(1,673)	—	(1,673)	411	(1,262)
Foreign currency translation adjustments	—	—	—	—	—	15,098	—	15,098	1,894	16,992
Total comprehensive income								115,011	16,671	131,682
Issuance of new stocks	—	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	—	(39,698)	—	—	(39,698)	—	(39,698)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	—	(3,114)	(3,114)
Transfer to legal reserve	—	—	—	174	(174)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	—	(7,315)	—	—	—	—	(7,315)	(5,605)	(12,920)
Gains on disposal of treasury stock	—	—	1,815	—	—	—	3,276	5,091	—	5,091
Net changes in treasury stock	—	—	—	—	—	—	(30,013)	(30,013)	—	(30,013)
Balance, March 31, 2025	466,599,796	66,427	55,882	11,452	1,363,220	56,642	(176,716)	1,376,907	194,355	1,571,262
Comprehensive income:										
Net income	—	—	—	—	149,436	—	—	149,436	16,157	165,593
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	1,496	—	1,496	—	1,496
Changes in discount rates for insurance contracts issued	—	—	—	—	—	(160)	—	(160)	(3)	(163)
Pension liability adjustments	—	—	—	—	—	6,105	—	6,105	895	7,000
Foreign currency translation adjustments	—	—	—	—	—	278	—	278	404	682
Total comprehensive income								157,155	17,453	174,608
Issuance of new stocks	—	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	—	(41,151)	—	—	(41,151)	—	(41,151)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	—	(4,630)	(4,630)
Transfer to legal reserve	—	—	—	148	(148)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	—	1,688	—	—	—	—	1,688	(4,906)	(3,218)
Gains on disposal of treasury stock	—	—	21	—	—	—	48	69	—	69
Net changes in treasury stock	—	—	—	—	—	—	(60,003)	(60,003)	—	(60,003)
Balance, March 31, 2026	466,599,796	¥66,427	¥57,591	¥11,600	¥1,471,357	¥64,361	(¥236,671)	¥1,434,665	¥202,272	¥1,636,937

Translation into thousands of U.S. dollars

	Common stock	Additional paid-in capital	Legal reserve	Retained earnings	Accumulated other comprehensive income (loss)	Common stock in treasury, at cost	Total SECOM CO., LTD. shareholders' equity	Noncontrolling interests	Total
Balance, March 31, 2025	$415,169	$349,263	$71,575	$8,520,125	$354,013	($1,104,475)	$8,605,670	$1,214,719	$ 9,820,389
Comprehensive income:									
Net income	—	—	—	933,976	—	—	933,976	100,981	1,034,957
Other comprehensive income (loss), net of tax:									
Unrealized gains on securities	—	—	—	—	9,350	—	9,350	—	9,350
Changes in discount rates for insurance contracts issued	—	—	—	—	(1,000)	—	(1,000)	(19)	(1,019)
Pension liability adjustments	—	—	—	—	38,156	—	38,156	5,594	43,750
Foreign currency translation adjustments	—	—	—	—	1,739	—	1,739	2,525	4,264
Total comprehensive income							982,221	109,081	1,091,302
Issuance of new stocks	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	(257,195)	—	—	(257,195)	—	(257,195)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	(28,938)	(28,938)
Transfer to legal reserve	—	—	925	(925)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	10,550	—	—	—	—	10,550	(30,662)	(20,112)
Gains on disposal of treasury stock	—	131	—	—	—	300	431	—	431
Net changes in treasury stock	—	—	—	—	—	(375,019)	(375,019)	—	(375,019)
Balance, March 31, 2026	$415,169	$359,944	$72,500	$9,195,981	$402,258	($1,479,194)	$8,966,658	$1,264,200	$10,230,858

Consolidated Statements of Cash Flows

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

	In millions of yen			Translation into thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2026	2025	2024	2026
Cash flows from operating activities:				
Net income	¥165,593	¥115,805	¥142,630	$1,034,957
Adjustments to reconcile net income to net cash provided by operating activities—				
Depreciation and amortization, including amortization of deferred charges	88,281	85,264	81,014	551,756
Accrual for pension and severance costs, less payments	(4,272)	(4,879)	(4,592)	(26,700)
Deferred income taxes, including discontinued operations	6,470	(1,026)	10,167	40,438
Gain and loss on sales and disposal of fixed assets, net	1,480	(707)	496	9,250
Impairment loss on long-lived assets	1,725	3,666	4,428	10,781
Gain and loss on private equity investments	(5,835)	(17,534)	(18,221)	(36,469)
Impairment loss on goodwill	482	—	4,404	3,013
Gain on sales of securities, net	(1,048)	(215)	(1,393)	(6,550)
Gain and loss on other-than-temporary impairment of investment securities	(35,297)	2,975	(26,642)	(220,606)
Equity in net income of affiliated companies	(10,634)	(8,315)	(9,980)	(66,463)
Changes in assets and liabilities, net of effects from acquisitions and disposals:				
(Increase) decrease in cash deposits for armored car services	(1,241)	(2,438)	(3,102)	(7,756)
(Increase) decrease in receivables and due from subscribers, net of allowances	(6,038)	(5,743)	(10,575)	(37,738)
(Increase) decrease in inventories	(9,490)	827	(7,112)	(59,313)
Increase in deferred charges	(8,660)	(9,707)	(9,024)	(54,125)
Increase (decrease) in notes and accounts payable	5,948	(3,867)	600	37,175
Increase (decrease) in deposits received	4,393	(3,971)	7,431	27,456
Decrease in deferred revenue	280	1,595	(738)	1,750
Increase (decrease) in accrued income taxes	7,084	(944)	3,428	44,275
Increase (decrease) in guarantee deposits received	122	251	(61)	763
Increase (decrease) in unearned premiums and other insurance liabilities	3,896	217	(1,183)	24,350
Increase (decrease) in accrued consumption tax	3,778	(1,983)	3,160	23,613
Other, net	10,964	27,094	14,739	68,524
Net cash provided by operating activities	217,981	176,365	179,874	1,362,381
Cash flows from investing activities:				
(Increase) decrease in time deposits	3,139	(12,783)	(14,778)	19,619
Proceeds from sales of property, plant and equipment	840	6,328	3,757	5,250
Payments for purchases of property, plant and equipment	(72,356)	(79,905)	(85,552)	(452,225)
Payments for purchases of intangible assets	(20,433)	(17,880)	(13,843)	(127,706)
Proceeds from sales and redemptions of investment securities	46,750	21,639	34,075	292,188
Payments for purchases of investment securities	(34,152)	(16,776)	(93,943)	(213,450)
(Increase) decrease in short-term investments	(3,992)	(4,000)	2,731	(24,950)
Proceeds from sale of subsidiaries, net of cash and cash equivalents disposed of	—	(14)	—	—
Acquisitions, net of cash acquired	(10,065)	(637)	—	(62,906)
(Increase) decrease in short-term receivables, net	(110)	(8)	(40)	(688)
Payments for long-term receivables	(1,153)	(1,488)	(479)	(7,206)
Proceeds from long-term receivables	1,016	1,001	794	6,350
Other, net	(1,605)	(323)	(1,751)	(10,032)
Net cash used in investing activities	(92,121)	(104,846)	(169,029)	(575,756)
Cash flows from financing activities:				
Proceeds from long-term debt	4,011	2,617	1,100	25,069
Repayments of long-term debt	(11,604)	(12,337)	(15,074)	(72,525)
Increase (decrease) in bank loans, net	(3,436)	4,117	(914)	(21,475)
Increase (decrease) in investment deposits by policyholders	(6,741)	(2,367)	(2,559)	(42,130)
Dividends paid to SECOM CO., LTD. shareholders	(41,151)	(39,698)	(40,483)	(257,195)
Dividends paid to noncontrolling interests	(4,630)	(3,114)	(2,864)	(28,938)
Payments for acquisition of shares of consolidated subsidiaries from noncontrolling interest holders	(3,605)	(10,284)	(611)	(22,531)
Increase in treasury stock, net	(60,002)	(30,012)	(44,002)	(375,013)
Other, net	10	31	2,933	63
Net cash used in financing activities	(127,148)	(91,047)	(102,474)	(794,675)
Effect of exchange rate changes on cash and cash equivalents	1,423	2,433	2,580	8,894
Net increase in cash and cash equivalents	135	(17,095)	(89,049)	844
Cash and cash equivalents at beginning of year	418,633	435,728	524,777	2,616,456
Cash and cash equivalents at end of year	¥418,768	¥418,633	¥435,728	$2,617,300

Segment Information

Information by business and geographic segments for the years ended and as of March 31, 2026, 2025 and 2024 is as follows:

(1) Business Segment Information

		In millions of yen			In thousands of U.S. dollars
		Years ended March 31			Year ended March 31
		2026	2025	2024	2026
Net sales and operating revenue:					
Security services—	Customers	¥ 675,048	¥ 643,942	¥ 623,102	$4,219,050
	Intersegment	3,588	4,139	3,169	22,425
		678,636	648,081	626,271	4,241,475
Fire protection services—	Customers	186,884	177,096	160,601	1,168,025
	Intersegment	3,022	3,739	3,282	18,888
		189,906	180,835	163,883	1,186,913
Medical services—	Customers	210,108	199,957	192,600	1,313,175
	Intersegment	84	72	251	525
		210,192	200,029	192,851	1,313,700
Insurance services—	Customers	87,797	55,754	75,252	548,731
	Intersegment	3,210	3,028	2,685	20,063
		91,007	58,782	77,937	568,794
Geospatial information services—	Customers	60,645	58,372	60,501	379,031
	Intersegment	222	179	204	1,388
		60,867	58,551	60,705	380,419
BPO and ICT services—	Customers	129,764	128,334	127,090	811,025
	Intersegment	9,927	10,815	13,225	62,044
		139,691	139,149	140,315	873,069
Other services—	Customers	51,789	47,690	44,815	323,682
	Intersegment	1,304	1,692	1,355	8,150
		53,093	49,382	46,170	331,832
Total		1,423,392	1,334,809	1,308,132	8,896,202
Eliminations		(21,357)	(23,664)	(24,171)	(133,483)
Total net sales and operating revenue		¥1,402,035	¥1,311,145	¥1,283,961	$8,762,719

Segment Information

	In millions of yen			In thousands of U.S. dollars
		Years ended March 31		Year ended March 31
	2026	2025	2024	2026
Segment expenses:				
Security services—				
Cost of sales	¥439,245	¥430,068	¥407,147	$2,745,281
Selling, general and administrative expenses	114,974	112,559	108,207	718,588
Impairment loss on long-lived assets	—	1,008	918	—
Other	1,623	1,805	2,474	10,143
Total	555,842	545,440	518,746	3,474,012
Fire protection services—				
Cost of sales	119,207	118,748	109,729	745,044
Selling, general and administrative expenses	46,259	42,447	38,855	289,119
Impairment loss on long-lived assets	—	456	—	—
Other	34	5	21	212
Total	165,500	161,656	148,605	1,034,375
Medical services—				
Cost of sales	178,654	176,264	166,957	1,116,588
Selling, general and administrative expenses	22,950	22,152	21,199	143,438
Impairment loss on long-lived assets	256	810	2,466	1,600
Other	25	(397)	1,447	155
Total	201,885	198,829	192,069	1,261,781
Insurance services—				
Cost of sales	43,636	41,215	39,186	272,725
Selling, general and administrative expenses	12,629	12,567	11,968	78,931
Impairment loss on long-lived assets	—	—	—	—
Other	2	33	1	13
Total	56,267	53,815	51,155	351,669
Geospatial information services—				
Cost of sales	43,670	43,612	43,719	272,938
Selling, general and administrative expenses	11,963	12,310	12,091	74,769
Impairment loss on long-lived assets	494	19	302	3,088
Other	4	68	(487)	24
Total	56,131	56,009	55,625	350,819
BPO and ICT services—				
Cost of sales	115,771	116,052	114,436	723,569
Selling, general and administrative expenses	12,539	12,940	12,143	78,369
Impairment loss on long-lived assets	975	1,346	742	6,093
Other	271	432	246	1,694
Total	129,556	130,770	127,567	809,725
Other services—				
Cost of sales	37,082	33,802	32,020	231,763
Selling, general and administrative expenses	6,105	6,618	6,571	38,156
Impairment loss on long-lived assets	—	27	—	—
Other	4	(68)	1,198	27
Total	43,191	40,379	39,789	269,946

	In millions of yen			In thousands of U.S. dollars
		Years ended March 31		Year ended March 31
	2026	2025	2024	2026
Operating income (loss):				
Security services	¥122,794	¥102,641	¥107,525	$ 767,463
Fire protection services	24,406	19,179	15,278	152,538
Medical services	8,307	1,200	782	51,919
Insurance services	34,740	4,967	26,782	217,125
Geospatial information services	4,736	2,542	5,080	29,600
BPO and ICT services	10,135	8,379	12,748	63,344
Other services	9,902	9,003	6,381	61,886
Total	215,020	147,911	174,576	1,343,875
Corporate expenses and eliminations	(23,696)	(19,055)	(19,399)	(148,100)
Operating income	¥191,324	¥128,856	¥155,177	$1,195,775
Other income	30,560	28,467	39,110	191,001
Other expenses	(2,888)	(3,200)	(3,364)	(18,050)
Income from continuing operations before income taxes	¥218,996	¥154,123	¥190,923	$1,368,726

	In millions of yen		In thousands of U.S. dollars
	March 31		March 31
	2026	2025	2026
Assets:			
Security services	¥ 923,739	¥ 884,150	$ 5,773,369
Fire protection services	232,588	214,593	1,453,675
Medical services	207,485	202,102	1,296,781
Insurance services	294,702	268,358	1,841,888
Geospatial information services	77,031	74,844	481,444
BPO and ICT services	291,523	290,813	1,822,019
Other services	146,266	140,751	914,161
Total	2,173,334	2,075,611	13,583,337
Corporate items	203,974	214,958	1,274,838
Investments in affiliated companies	169,645	155,811	1,060,281
Total assets	¥2,546,953	¥2,446,380	$15,918,456

	In millions of yen			In thousands of U.S. dollars
		Years ended March 31		Year ended March 31
	2026	2025	2024	2026
Depreciation and amortization:				
Security services	¥ 57,969	¥ 54,848	¥ 53,611	$362,306
Fire protection services	2,984	3,004	2,958	18,650
Medical services	7,077	7,373	7,728	44,231
Insurance services	2,808	3,349	2,658	17,550
Geospatial information services	1,808	1,927	1,825	11,300
BPO and ICT services	13,455	12,587	10,114	84,094
Other services	1,435	1,379	1,325	8,969
Total	87,536	84,467	80,219	547,100
Corporate items	745	797	795	4,656
Total depreciation and amortization	¥ 88,281	¥ 85,264	¥ 81,014	$551,756
Capital expenditure:				
Security services	¥ 61,397	¥ 60,088	¥ 54,352	$383,731
Fire protection services	13,803	4,166	3,377	86,269
Medical services	6,096	5,555	11,167	38,100
Insurance services	2,114	2,396	3,354	13,213
Geospatial information services	2,237	1,861	2,362	13,981
BPO and ICT services	17,153	27,552	26,255	107,206
Other services	3,450	1,442	2,423	21,563
Total	106,250	103,060	103,290	664,063
Corporate items	827	1,329	1,023	5,169
Total capital expenditures	¥107,077	¥104,389	¥104,313	$669,232

The capital expenditures in the above table represent the additions to property, plant and equipment and intangible assets of each segment.

The Company has no single customer that accounts for more than 10 percent of total revenues.

The following table is a breakdown of security services revenue to external customers by service category. The security services business is managed as a single operating segment by the Company's management.

	In millions of yen			In thousands of U.S. dollars
		Years ended March 31		Year ended March 31
	2026	2025	2024	2026
Electronic security services	¥388,371	¥375,290	¥365,980	$2,427,319
Other security services:				
Static guard services	114,162	104,606	100,063	713,513
Armored car services	68,536	66,896	65,367	428,350
Merchandise and other	103,979	97,150	91,692	649,868
Total security services	¥675,048	¥643,942	¥623,102	$4,219,050

Segment Information

(2) Geographic Segment Information

Net sales and operating revenue attributed to countries based on the geographical location of customers for the years ended March 31, 2026, 2025 and 2024 and long-lived assets as of March 31, 2026 and 2025 were as follows:

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2026	2025	2024	**2026**
Net sales and operating revenue:				
Japan	**¥1,333,798**	¥1,241,316	¥1,220,773	**$8,336,238**
Other	**68,237**	69,829	63,188	**426,481**
Total	**¥1,402,035**	¥1,311,145	¥1,283,961	**$8,762,719**

	In millions of yen		In thousands of U.S. dollars
	March 31		March 31
	2026	2025	**2026**
Long-lived assets:			
Japan	**¥869,851**	¥842,426	**$5,436,569**
Other	**21,405**	20,446	**133,781**
Total	**¥891,256**	¥862,872	**$5,570,350**

There are no individually material countries other than Japan with respect to net sales and operating revenue and long-lived assets.