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Note: From the fiscal year ended March 31, 2025, the Company has partially revised the English labels of its financial statement accounts to conform with the EDINET Taxonomy provided by the Financial Services Agency. However, it should be noted that these revisions are superficial changes to the account labels and do not change their substance.



Consolidated Financial Results for the Year Ended March 31, 2025 [Japanese GAAP]

May 12, 2025

Company name: SECOM CO., LTD.

Listing: Tokyo Stock Exchange

Securities code: 9735

URL: <https://www.secom.co.jp/>

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Scheduled date of annual general meeting of shareholders: June 26, 2025

Scheduled date to commence dividend payments: June 27, 2025

Scheduled date to file annual securities report: June 25, 2025

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, 2025 (April 1, 2024 to March 31, 2025)

(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, 2025	1,199,942	3.9	144,297	2.6	175,123	5.0	108,109	6.0
March 31, 2024	1,154,740	4.9	140,658	2.9	166,859	6.9	101,951	6.1

(Note) Comprehensive income: Fiscal year ended March 31, 2025: ¥ 135,031 million [(12.8)%]

Fiscal year ended March 31, 2024: ¥ 154,928 million [27.5%]

	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, 2025	259.97	-	8.7	8.3	12.0
March 31, 2024	241.02	-	8.5	8.2	12.2

(Reference) Share of profit (loss) of entities accounted for using equity method: Fiscal year ended March 31, 2025: ¥ 8,625 million

Fiscal year ended March 31, 2024: ¥ 9,536 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, 2024.

(2) Consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	2,145,576	1,447,736	59.2	3,056.12
March 31, 2024	2,080,781	1,390,689	58.8	2,908.37

(Reference) Equity: As of March 31, 2025: ¥ 1,270,348 million

As of March 31, 2024: ¥ 1,224,374 million

Note 1: 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 stock, as of each period-end.

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

SECOM CO., LTD.
May 12, 2025

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	167,842	(100,798)	(85,246)	408,404
March 31, 2024	165,760	(162,269)	(95,488)	424,173

2. Dividends

	Annual dividends					Total dividends	Payout ratio (consolidated)	Dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2024	-	95.00	-	95.00	190.00	40,098	39.4	3.4
March 31, 2025	-	95.00	-	50.00	-	40,484	37.5	3.3
Fiscal year ending March 31, 2026 (Forecast)	-	50.00	-	50.00	100.00		40.2	

Note: The Company implemented a 2 for 1 common stock split on October 1, 2024. Year-end dividend for the fiscal year ending March 31, 2025 takes into account the effect of this stock split, and the total amount of annual dividends per share is displayed as“-.” Without considering the stock split, the year-end dividend per share for the fiscal year ending March 31, 2025 is 100.00 yen, resulting in an annual dividends per share of 195.00 yen, the projected interim dividend per share for the fiscal year ending March 31, 2026 is 100.00 yen, and the projected year-end dividend per share is 100.00 yen, resulting in an annual dividends per share of 200.00 yen.

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(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, 2025	586,800	4.7	62,700	6.1	77,100	(7.8)	47,700	(5.4)	114.75
Full year	1,251,000	4.3	150,000	4.0	168,700	(3.7)	103,400	(4.4)	248.75

Note: The basic earnings per share is calculated based on the number of common shares outstanding, excluding treasury stock, as of March 31, 2025.

*Notes

(1) Significant changes in the scope of consolidation during the period: None

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

- 1) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- 2) Changes in accounting policies due to other reasons: None
- 3) Changes in accounting estimates: None
- 4) Restatement: None

(3) Number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares):

March 31, 2025: 466,599,796 shares
March 31, 2024: 466,599,796 shares

2) Number of treasury shares at the end of the period:

March 31, 2025: 50,925,784 shares
March 31, 2024: 45,616,920 shares

3) Average number of shares outstanding during the period:

Fiscal Year ended March 31, 2025: 415,860,638 shares
Fiscal Year ended March 31, 2024: 423,003,096 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, 2024.

(Reference) Overview of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Non-consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Net income	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	416,862	2.8	76,049	1.6	113,860	1.5	91,924	5.7
March 31, 2024	405,671	3.6	74,863	0.3	112,225	20.3	86,936	26.6

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	221.05	-
March 31, 2024	205.52	-

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, 2024.

(2) Non-consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	1,046,756	901,041	86.1	2,167.66
March 31, 2024	1,014,130	873,263	86.1	2,074.34

(Reference) Equity: As of March 31, 2025: ¥ 901,041 million

As of March 31, 2024: ¥ 873,263 million

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

* 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, 2026” on page 6 in the appendices.

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1. Operating Results

(1) Analysis on Operating Results

During the fiscal year ended March 31, 2025 (“the current fiscal year”), the Japanese economy showed movements of recovery in some areas such as corporate earnings and business investment, amid the improvements in the employment and income environment. On the other hand, continual attention has been required to the effects of the continuing rise in prices on private consumption, the effects of the U.S. policy trends such as trade policies, the trends of the financial and capital markets 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 are actively promoting various initiatives.

In May 2024, in response to the growing demand for security resulting from the increase in violent burglaries, we began sales of SECOM *Anshin* Glass SG, a security laminated glass with excellent penetration resistance. In June, we also began offering SECOM AI Behavior Detection System, which uses AI to enable detection of dangerous actions in surveillance camera images and notifies the monitoring desk. While the workload of monitors is an issue in monitoring operations where multiple surveillance cameras are constantly checked, this system assists in reducing the workload and improves quality of operations. Furthermore, in February 2025, we launched AED CR2 Auto-Online, an auto-shock AED which features functions to improve the survival rate and online functions that support daily inspections by SECOM. Through these and other various initiatives, we continued to provide meticulous and seamless services to satisfy the increasingly diversified and sophisticated needs of our customers for their safety and peace of mind.

In September 2024, we announced a stock split and the establishment of a shareholder special benefit program with the aim of facilitating broader investment participation and encouraging long-term shareholding, and implemented the stock split on October 1. Additionally, in February 2025, SECOM was selected to the A List, the highest rating, based on the 2024 surveys on climate change and water security initiatives conducted by CDP, an international environmental NGO.

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 (*1), 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 released Interactive Security Service, which adds an emergency alert service for attended situations to System Security AZ and AZ-Air in order to support safety management at retail facilities by remotely monitoring surveillance camera images, and worked to expand its sales.

For our residential security services, we provide SECOM Home Security NEO, a flexible system suited to modern lifestyles that can expand its services beyond crime prevention and fire protection by linking with various devices. During the current fiscal year, we launched a new model of controller used for SECOM Home Security with enhanced functions for convenience and improved design to actively expand 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.

As a result, net sales increased by 3.1% to 633.3 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 strong sales of merchandise. Operating profit increased by 2.0% to 114.9 billion yen.

(*1) System Security: On-line security system for commercial subscribers.

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 10.3% to 177.0 billion yen, attributable to the increase in revenue from fire extinguishing systems and fire alarm systems. Operating profit increased by 30.8% to 20.1 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 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 7.6% to 86.2 billion yen, mainly due to the brisk sales of pharmaceuticals and medical equipment. Operating profit increased by 4.2% to 5.3 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 2.1% to 59.3 billion yen, mainly due to the increase in underwriting income, despite the decrease in investment income. Operating profit increased by 65.6% to 4.2 billion yen, largely attributable to the decrease in provision of policy reserve.

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 decreased by 3.5% to 58.3 billion yen, chiefly owing to the decrease in revenue from the domestic public sector division. Operating profit decreased by 35.0% to 3.4 billion yen, mainly attributable to the decrease in net sales and the rise in the cost ratio.

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 1.0% to 128.4 billion yen, chiefly owing to the increase in revenue from the data center services and the brisk sales of servers and other equipment, despite the decrease in revenue in TMJ, Inc., a provider of BPO services including contact centers and back office services. Operating profit was down 22.6% to 9.1 billion yen, attributable to the rise in cost largely owing to the commencement of operations of the new data center and the increase in selling, general and administrative expenses mainly due to the rise in personnel expenses.

Other services segment comprises real estate leasing and construction and installation services. Net sales increased by 5.5% to 57.0 billion yen. Operating profit increased by 17.3% to 8.6 billion yen.

As a result, consolidated net sales for the current fiscal year increased by 3.9% to 1,199.9 billion yen compared with the previous fiscal year, chiefly owing to the increases in revenue in security services, fire protection services and medical services. Consolidated operating profit increased by 2.6% to 144.2 billion yen, attributable to the effect of the increase in operating profit mainly in security services, fire protection services and insurance services, despite the decrease in operating profit in geospatial information services and BPO and ICT services. Consolidated ordinary profit increased by 5.0% to 175.1 billion yen, mainly due to the increase in gain on investments in investment partnerships in the U.S. etc. of 6.1 billion yen. Profit attributable to owners of parent increased by 6.0% to 108.1 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, 2025 amounted to 2,145.5 billion yen, 3.1% or 64.7 billion yen higher than those at the end of the previous fiscal year.

Total current assets, at 968.8 billion yen, were up 3.3% or 31.2 billion yen. This was largely attributable to the recognition of call loan of 28.0 billion yen and the increases in securities by 77.4% or 15.2 billion yen to 34.8 billion yen and other by 28.4% or 10.1 billion yen to 46.1 billion yen, despite the decrease in cash and deposits by 7.3% or 32.1 billion yen to 408.7 billion yen.

Total non-current assets, at 1,176.7 billion yen, were up 2.9% or 33.5 billion yen. This was mainly attributable to the increases in property, plant and equipment by 3.9% or 16.9 billion yen to 449.2 billion yen and investment securities by 2.3% or 9.9 billion yen to 435.6 billion yen.

Total liabilities amounted to 697.8 billion yen, 1.1% or 7.7 billion yen higher than those at the end of the previous fiscal year.

Total current liabilities amounted to 379.3 billion yen, up 0.3% or 0.9 billion yen, owing to the increase in short-term borrowings by 17.3% or 4.6 billion yen to 31.5 billion yen, despite the decrease in accounts payable – other by 6.0% or 3.0 billion yen to 47.9 billion yen.

Total non-current liabilities increased by 2.2% or 6.7 billion yen to 318.5 billion yen, compared to those at the end of the previous fiscal year, mainly attributable to the increase in deferred tax liabilities by 27.6% or 5.4 billion yen to 25.2 billion yen.

Total net assets amounted to 1,447.7 billion yen, 4.1% or 57.0 billion yen higher than those at the end of the previous fiscal year, mainly due to the increases in retained earnings by 5.9% or 68.4 billion yen and foreign currency translation adjustment by 57.1% or 12.7 billion yen, despite the decrease in treasury shares by 17.8% of 26.7 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, 2024	Year ended March 31, 2025	Increase (decrease)
Cash flows from operating activities	165,760	167,842	2,081
Cash flows from investing activities	(162,269)	(100,798)	61,471
Cash flows from financing activities	(95,488)	(85,246)	10,242
Effect of exchange rate change on cash and cash equivalents	2,579	2,432	(146)
Net increase (decrease) in cash and cash equivalents	(89,418)	(15,769)	73,649
Cash and cash equivalents at beginning of period	513,592	424,173	(89,418)
Cash and cash equivalents at end of period	424,173	408,404	(15,769)

(Cash flows from operating activities)

Net cash provided by operating activities for the current fiscal year amounted to 167.8 billion yen; 165.7 billion yen in the previous fiscal year. Major factors of cash increase were profit before income taxes of 174.8 billion yen and depreciation of 70.6 billion yen. Major factors of cash decrease were income taxes paid of 48.3 billion yen and gain on investments in investment partnerships of 21.2 billion yen.

(Cash flows from investing activities)

Net cash used in investing activities was 100.7 billion yen; 162.2 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 77.5 billion yen, purchase of intangible assets of 17.7 billion yen, purchase of investment securities of 16.4 billion yen and increase in time deposits of 12.7 billion yen. Major factor of cash increase was proceeds from sale and redemption of investment securities of 21.6 billion yen.

(Cash flows from financing activities)

Net cash used in financing activities amounted to 85.2 billion yen; 95.4 billion yen in the previous fiscal year. Major factors of cash decrease were dividends paid of 39.6 billion yen, increase in treasury shares of 30.0 billion yen, purchase of shares of subsidiaries not resulting in change in scope of consolidation of 10.2 billion yen and repayments of lease liabilities of 5.4 billion yen.

As a result, cash and cash equivalents as of March 31, 2025 were 408.4 billion yen, 15.7 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, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Equity ratio (%)	58.1	58.8	58.5	58.8	59.2
Equity ratio (market price base) (%)	109.0	101.4	88.1	110.9	98.6
Interest-bearing liabilities / Cash flows from operating activities (in years)	0.4	0.4	0.4	0.4	0.4
Interest coverage ratio	237.0	195.9	165.6	152.4	126.8

Note: Equity ratio = Equity / Total assets

Equity 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, 2026

In regard to the outlook in the Japanese economy, it is expected to recover moderately supported by the effects of various policies. However, conditions will remain uncertain, with attention required to the effects of the continuing rise in prices on private consumption, the risks that the effects of the U.S. policy trends going forward could put downward pressure on the Japanese economy, and the trends of the financial and foreign exchange markets.

We have been promoting various initiatives to achieve the SECOM Group's Vision for 2030. The social environment is constantly changing, making it difficult to predict the future, and yet we will continue to make investments for our future growth as well as securing and fostering our human resources. Going forward, we will promote various measures to respond to changes in the society, thereby steadily creating and nurturing new businesses through new value creation and expanding existing businesses to further accelerate our growth.

For the projections for the fiscal year ending March 31, 2026, we expect an increase in revenue in all business segments, and total net sales are expected to rise by 51.0 billion yen to 1,251.0 billion yen. By ensuring the appropriate passing on of prices, while continuing to proactively invest in human resources, the driving force behind growth, we expect consolidated operating profit to increase by 5.7 billion yen to 150.0 billion yen. As the gain on investments in investment partnerships in the U.S., etc. was strong during the current fiscal year, consolidated ordinary profit is expected to decrease by 6.4 billion yen to 168.7 billion yen, and consolidated profit attributable to owners of parent is expected to decrease by 4.7 billion yen to 103.4 billion yen.

(Notes for projections)

Projections for the consolidated financial results for the fiscal year ending March 31, 2026, 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, 2024	Year ended March 31, 2025	Year ending March 31, 2026 (Projections)
Net sales	1,154.7	1,199.9	1,251.0
Change from the previous year	+4.9%	+3.9%	+4.3%
Operating profit	140.6	144.2	150.0
Change from the previous year	+2.9%	+2.6%	+4.0%
Ordinary profit	166.8	175.1	168.7
Change from the previous year	+6.9%	+5.0%	(3.7)%
Profit attributable to owners of parent	101.9	108.1	103.4
Change from the previous year	+6.1%	+6.0%	(4.4)%
Basic earnings per share (in yen)	241.02	259.97	248.75

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, 2024.

(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, 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 (100 yen per share on a pre-stock split basis) to respond to shareholders' continuous support. The dividends for the current fiscal year will be 195 yen per share on a pre-stock split basis, including the interim dividends, 5 yen higher than those for the previous fiscal year, and the consolidated dividend payout ratio will be 37.5%.

Based on the resolution adopted by its Board of Directors at the meeting held on May 10, 2024, the Company repurchased 3,114,100 shares of its own shares at the repurchase price of 29,999,435,967 yen by the market purchase on the Tokyo Stock Exchange during the period from May 13 to July 11, 2024.

The dividends for the next fiscal year are planned to be 100 yen per share, the sum of the interim dividends of 50 yen per share and the year-end dividends of 50 yen per share.

Note: The Company, by a resolution at the meeting of the Board of Directors held on September 5, 2024, implemented a two-for-one stock split of the Company's common shares, effective October 1, 2024.

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 Principal Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	440,936	408,773
Cash deposits for cash collection and deposit services	138,562	141,000
Call loan	-	28,000
Notes and accounts receivable - trade, and contract assets	162,325	169,918
Due from subscribers	48,367	47,642
Securities	19,652	34,862
Lease receivables and investments in leases	40,007	41,344
Merchandise and finished goods	21,545	19,035
Real estate for sale	3,501	4,237
Work in process	6,368	6,923
Raw materials and supplies	20,088	19,363
Short-term loans receivable	2,448	3,979
Other	35,919	46,106
Allowance for doubtful accounts	(2,143)	(2,372)
Total current assets	937,580	968,815
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	154,626	180,338
Machinery, equipment and vehicles, net	10,201	11,425
Security equipment and control stations, net	82,354	87,780
Tools, furniture and fixtures, net	26,460	29,408
Land	126,235	123,998
Construction in progress	32,443	16,288
Total property, plant and equipment	432,321	449,240
Intangible assets		
Software	21,625	27,119
Goodwill	63,505	58,782
Other	39,739	36,657
Total intangible assets	124,871	122,560
Investments and other assets		
Investment securities	425,696	435,635
Long-term loans receivable	23,334	20,117
Leasehold and guarantee deposits	20,095	21,076
Long-term prepaid expenses	20,457	23,908
Retirement benefit asset	69,583	73,300
Deferred tax assets	23,276	26,583
Other	13,849	14,279
Allowance for doubtful accounts	(10,284)	(9,939)
Total investments and other assets	586,008	604,961
Total non-current assets	1,143,201	1,176,761
Total assets	2,080,781	2,145,576

(1) Consolidated Balance Sheets (Continued)

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	41,003	41,130
Short-term borrowings	26,910	31,577
Current portion of bonds payable	398	271
Lease liabilities	5,186	5,227
Accounts payable - other	51,043	47,964
Income taxes payable	26,895	25,854
Accrued consumption taxes	11,620	9,573
Accrued expenses	11,177	11,357
Deposits received for cash collection and deposit services	123,521	121,062
Deferred revenue	37,565	38,601
Provision for bonuses	19,794	20,648
Provision for bonuses for directors (and other officers)	71	85
Provision for loss on construction contracts	2,352	1,687
Other	20,802	24,280
Total current liabilities	378,343	379,324
Non-current liabilities		
Bonds payable	2,683	2,411
Long-term borrowings	10,924	10,138
Lease liabilities	22,863	22,720
Long-term guarantee deposits	23,701	24,099
Deferred tax liabilities	19,824	25,289
Provision for retirement benefits for directors (and other officers)	792	814
Retirement benefit liability	22,308	21,572
Long-term deferred revenue	15,868	16,891
Reserve for contract of insurance	188,103	190,373
Other	4,678	4,204
Total non-current liabilities	311,749	318,515
Total liabilities	690,092	697,840
Net assets		
Shareholders' equity		
Share capital	66,427	66,427
Capital surplus	71,775	68,864
Retained earnings	1,162,259	1,230,672
Treasury shares	(149,978)	(176,716)
Total shareholders' equity	1,150,483	1,189,247
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	40,637	38,661
Deferred gains or losses on hedges	(1)	(0)
Foreign currency translation adjustment	22,259	34,960
Remeasurements of defined benefit plans	10,995	7,478
Total accumulated other comprehensive income	73,890	81,100
Non-controlling interests	166,314	177,388
Total net assets	1,390,689	1,447,736
Total liabilities and net assets	2,080,781	2,145,576

(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, 2024	For the fiscal year ended March 31, 2025
Net sales	1,154,740	1,199,942
Cost of sales	797,456	828,789
Gross profit	357,284	371,153
Selling, general and administrative expenses		
Advertising expenses	5,700	5,218
Salaries and allowances	78,440	81,731
Bonuses	11,663	11,982
Provision for bonuses	7,887	8,770
Retirement benefit expenses	2,252	1,815
Provision for retirement benefits for directors (and other officers)	86	93
Other personnel expenses	19,242	20,165
Depreciation	11,237	12,538
Rent expenses	12,699	13,269
Communication expenses	4,493	4,558
Enterprise tax	4,514	4,570
Provision of allowance for doubtful accounts	491	148
Amortization of goodwill	6,571	6,641
Other	51,342	55,349
Total selling, general and administrative expenses	216,626	226,855
Operating profit	140,658	144,297
Non-operating income		
Interest income	2,749	3,701
Dividend income	889	1,012
Gain on sale of investment securities	377	32
Share of profit of entities accounted for using equity method	9,536	8,625
Gain on investments in investment partnerships	15,050	21,202
Other	3,011	1,885
Total non-operating income	31,615	36,460
Non-operating expenses		
Interest expenses	1,066	1,311
Loss on sale of investment securities	1,379	108
Loss on disposal of fixed assets	1,586	2,117
Provision of allowance for doubtful accounts	3	5
Other	1,378	2,092
Total non-operating expenses	5,414	5,634
Ordinary profit	166,859	175,123

Consolidated Statements of Income (Continued)

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Extraordinary income		
Gain on sale of non-current assets	657	3,298
Gain on sale of businesses	-	642
Gain on sale of investment securities	287	311
Damage insurance claim gain	1,625	-
Gain on liquidation of subsidiaries and associates	292	-
Other	59	298
Total extraordinary income	2,922	4,550
Extraordinary losses		
Impairment losses	2,973	2,879
Loss on abandonment of non-current assets	766	514
Loss on valuation of investment securities	451	399
Dismantlement expenses	980	378
Other	844	634
Total extraordinary losses	6,015	4,805
Profit before income taxes	163,765	174,868
Income taxes - current	47,787	47,521
Income taxes - deferred	1,773	2,039
Total income taxes	49,560	49,561
Profit	114,204	125,306
Profit attributable to non-controlling interests	12,253	17,197
Profit attributable to owners of parent	101,951	108,109

Consolidated Statements of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Profit	114,204	125,306
Other comprehensive income		
Valuation difference on available-for-sale securities	22,782	(1,852)
Foreign currency translation adjustment	9,833	14,991
Remeasurements of defined benefit plans, net of tax	5,988	(1,971)
Share of other comprehensive income of entities accounted for using equity method	2,118	(1,443)
Total other comprehensive income	40,723	9,724
Comprehensive income	154,928	135,031
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	139,760	115,319
Comprehensive income attributable to non- controlling interests	15,167	19,711

(3) Consolidated Statements of Changes in Net Assets

For the fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	66,427	70,349	1,100,791	(109,224)	1,128,343
Changes during period					
Dividends of surplus			(40,482)		(40,482)
Profit attributable to owners of parent			101,951		101,951
Purchase of treasury shares				(44,002)	(44,002)
Disposal of treasury shares		1,550		3,248	4,798
Change in ownership interest of parent due to transactions with non-controlling interests		(124)			(124)
Net changes in items other than shareholders' equity					
Total changes during period	-	1,425	61,468	(40,754)	22,140
Balance at end of period	66,427	71,775	1,162,259	(149,978)	1,150,483

	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	18,771	(3)	10,497	6,815	36,081	151,621	1,316,047
Changes during period							
Dividends of surplus							(40,482)
Profit attributable to owners of parent							101,951
Purchase of treasury shares							(44,002)
Disposal of treasury shares							4,798
Change in ownership interest of parent due to transactions with non-controlling interests							(124)
Net changes in items other than shareholders' equity	21,865	2	11,761	4,179	37,809	14,692	52,501
Total changes during period	21,865	2	11,761	4,179	37,809	14,692	74,641
Balance at end of period	40,637	(1)	22,259	10,995	73,890	166,314	1,390,689

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

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	163,765	174,868
Depreciation	65,210	70,601
Amortization of goodwill	6,571	6,641
Share of loss (profit) of entities accounted for using equity method	(9,536)	(8,625)
Increase (decrease) in allowance for doubtful accounts	(341)	(244)
Decrease (increase) in net defined benefit asset and liability	(7,094)	(7,228)
Damage insurance claim gain	(1,625)	-
Interest and dividend income	(6,131)	(7,920)
Interest expenses	1,066	1,311
Foreign exchange losses (gains)	(609)	89
Net loss (gain) on sales and disposal of assets	1,533	(702)
Impairment losses	2,973	2,879
Loss (gain) on sale of investment securities	716	(235)
Loss (gain) on valuation of investment securities	451	399
Loss (gain) on sale of shares of subsidiaries and associates	-	24
Loss (gain) on liquidation of subsidiaries and associates	(292)	6
Loss (gain) on investments in investment partnerships	(15,050)	(21,202)
Decrease (increase) in accounts receivable - trade, and contract assets	(9,093)	(5,682)
Net decrease (increase) in lease receivables and investments in leases	1,273	(1,336)
Decrease (increase) in inventories	(7,153)	758
Increase (decrease) in trade payables	33	(3,679)
Increase (decrease) in accrued consumption taxes	3,060	(2,059)
Increase (decrease) in deferred revenue	(731)	1,590
Decrease (increase) in investment deposits by policyholders, unearned premiums and other insurance liabilities	2,069	2,270
Increase/decrease in cash deposits for cash collection and deposit services and deposits received	1,475	(4,897)
Other, net	4,094	1,772
Subtotal	196,637	199,396
Interest and dividends received	12,721	18,084
Interest paid	(1,087)	(1,323)
Income taxes paid	(44,136)	(48,315)
Proceeds from damage insurance income	1,625	-
Net cash provided by (used in) operating activities	165,760	167,842

(4) Consolidated Statements of Cash Flows (Continued)

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from investing activities		
Decrease (increase) in time deposits	(14,777)	(12,782)
Decrease (increase) in short-term investment securities	2,730	(4,000)
Purchase of property, plant and equipment	(81,289)	(77,542)
Proceeds from sale of property, plant and equipment	3,743	6,318
Purchase of intangible assets	(13,132)	(17,719)
Purchase of investment securities	(60,182)	(16,466)
Proceeds from sale and redemption of investment securities	34,074	21,638
Purchase of stocks of affiliates	(33,760)	(308)
Decrease (increase) in short-term loans receivable	198	0
Loan advances	(1,635)	(2,538)
Proceeds from collection of loans receivable	3,492	3,573
Acquisitions of subsidiaries accompanied with change in scope of consolidation	-	(637)
Proceeds from (payments for) sales of investments in subsidiaries resulting in change in scope of consolidation	-	(14)
Other, net	(1,731)	(319)
Net cash provided by (used in) investing activities	(162,269)	(100,798)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(1,814)	4,117
Proceeds from long-term borrowings	300	1,316
Repayments of long-term borrowings	(2,107)	(1,777)
Repayments of lease liabilities	(6,429)	(5,427)
Redemption of bonds	(407)	(398)
Proceeds from share issuance to non-controlling shareholders	2,931	32
Dividends paid	(40,482)	(39,697)
Dividends paid to non-controlling interests	(2,864)	(3,115)
Decrease (increase) in treasury shares	(44,002)	(30,012)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(611)	(10,284)
Net cash provided by (used in) financing activities	(95,488)	(85,246)
Effect of exchange rate change on cash and cash equivalents	2,579	2,432
Net increase (decrease) in cash and cash equivalents	(89,418)	(15,769)
Cash and cash equivalents at beginning of period	513,592	424,173
Cash and cash equivalents at end of period	424,173	408,404

(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, plants, 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 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, 2024

(In millions of yen)

	Reportable segments				
	Security services	Fire protection services	Medical services	Insurance services	Geospatial information services
Net sales:					
Revenue from security contracts	517,015	—	—	—	—
Other	88,234	160,602	72,969	714	60,500
Revenue from contracts with customers	605,249	160,602	72,969	714	60,500
Other revenue	8,834	—	7,155	57,432	—
Customers	614,083	160,602	80,124	58,146	60,500
Intersegment	12,740	3,282	250	2,684	204
Subtotal	626,824	163,884	80,375	60,831	60,704
Segment profit	112,736	15,372	5,178	2,552	5,321
Segment assets	971,561	196,101	142,617	256,981	73,123
Other items:					
Depreciation	42,795	2,882	3,395	2,838	1,827
Amortization of goodwill	4,152	16	—	—	—
Impairment losses	1,607	—	322	—	301
Increase in property, plant and equipment and intangible assets	54,945	3,376	6,194	3,495	2,362

	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	—	517,015	—	517,015	—	517,015
Other	127,228	510,249	37,454	547,704	—	547,704
Revenue from contracts with customers	127,228	1,027,265	37,454	1,064,720	—	1,064,720
Other revenue	—	73,421	16,599	90,020	—	90,020
Customers	127,228	1,100,686	54,053	1,154,740	—	1,154,740
Intersegment	13,085	32,248	1,355	33,603	(33,603)	—
Subtotal	140,314	1,132,935	55,409	1,188,344	(33,603)	1,154,740
Segment profit	11,848	153,009	7,362	160,371	(19,713)	140,658
Segment assets	180,957	1,821,341	145,316	1,966,657	114,124	2,080,781
Other items:						
Depreciation	10,127	63,867	1,269	65,136	74	65,210
Amortization of goodwill	2,077	6,246	325	6,571	—	6,571
Impairment losses	742	2,973	—	2,973	—	2,973
Increase in property, plant and equipment and intangible assets	26,255	96,629	2,422	99,052	288	99,340

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 442 million yen and corporate expenses not allocated to each reportable segment of 19,270 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 (177,601) million yen and corporate assets not belonging to each reportable segment of 291,725 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 (721) million yen and depreciation of corporate assets not belonging to each reportable segment of 795 million yen.

Adjustment of increase in property, plant and equipment and intangible assets includes intersegment elimination of (734) million yen and capital investments in software, etc. not belonging to each reportable segment of 1,023 million yen.

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

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.

[Related Information]

Year Ended March 31, 2024

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
1,091,552	63,188	1,154,740

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
415,850	16,470	432,321

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, 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.

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

Year Ended March 31, 2024

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

Year Ended March 31, 2025

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, 2024

(In millions of yen)

	Reportable segments				
	Security services	Fire protection services	Medical services	Insurance services	Geospatial information services
Amortized amount	4,152	16	—	—	—
Unamortized balance	46,935	58	—	—	—

	Reportable segments		Other services	Total	Adjustment	Amount on consolidated financial statements
	BPO and ICT services	Subtotal				
Amortized amount	2,077	6,246	325	6,571	—	6,571
Unamortized balance	13,038	60,032	3,473	63,505	—	63,505

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

[Information Regarding Gain on Bargain Purchase by Reportable Segment]

Year Ended March 31, 2024

Not applicable.

Year Ended March 31, 2025

Not applicable.

(Per Share Information)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net assets per share	2,908.37 yen	3,056.12 yen
Basic earnings per share	241.02 yen	259.97 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, 2024.

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

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Basic earnings per share		
Profit attributable to owners of parent (Millions of yen)	101,951	108,109
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent relating to common shares (Millions of yen)	101,951	108,109
Average number of common shares outstanding during the period (Shares)	423,003,096	415,860,638

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

	As of March 31, 2024	As of March 31, 2025
Total net assets (Millions of yen)	1,390,689	1,447,736
Amount to be deducted from total net assets (Millions of yen)	166,314	177,388
[of which non-controlling interests (Millions of yen)]	[166,314]	[177,388]
Net assets at the end of the period relating to common shares (Millions of yen)	1,224,374	1,270,348
Number of common shares at the end of the period used to calculate net assets per share (shares)	420,982,876	415,674,012

(Significant Subsequent Events)

The Board of Directors of the Company, at its meeting held on May 12, 2025, resolved matters regarding the repurchase of its own shares pursuant to Article 156 of the Companies Act as applied pursuant to Article 165, Paragraph 3 of such Act.

For further information, please refer to "Notice Regarding Determination of Repurchase of the Company's Own Shares" announced on May 12, 2025.