



SECOM REPORT
2025

Year ended March 31, 2025

Profile

SECOM CO., LTD., a pioneer in Japan’s security services industry, was established in 1962. Since then, the Company has sought to create innovative services that benefit society as a whole, in line with its mission of helping achieve a society free from concerns.

Today, SECOM, comprising the parent company and the companies of the SECOM Group, boasts an extensive business portfolio encompassing security services, fire protection services, medical services, insurance services, geospatial information services, business process outsourcing and information and communications technology (BPO and ICT) services, and other services. By creating services and systems that deliver safety and peace of mind, as well as make life more comfortable and convenient, SECOM is striving to realize its Social System Industry vision, which describes a framework of distinctive, integrated services and systems essential to society.

Operating in an environment characterized by significant upheaval and amplified uncertainties, in 2017 SECOM formulated the SECOM Group’s Vision for 2030 with the aim of accelerating realization of the Social System Industry vision. Guided by this vision, the Company is building the *ANSHIN** Platform, a service infrastructure designed to provide peace of mind to people in their everyday lives, as well as to society as a whole. Leveraging this infrastructure, SECOM endeavors to provide seamless, meticulous services that respond to increasingly diverse needs and to address a wide variety of social imperatives, enabling it to continue growing together with society and to achieve sustainable improvements in corporate value.

SECOM has also expanded into 17 countries and territories outside Japan. Currently, Group companies extend distinctive SECOM security services, fire protection services, medical services, geospatial information services, BPO and ICT services, and other services customized to reflect local needs and sensibilities. Going forward, SECOM will continue to broaden global awareness of the SECOM brand.

* *ANSHIN* is Japanese for “peace of mind.”

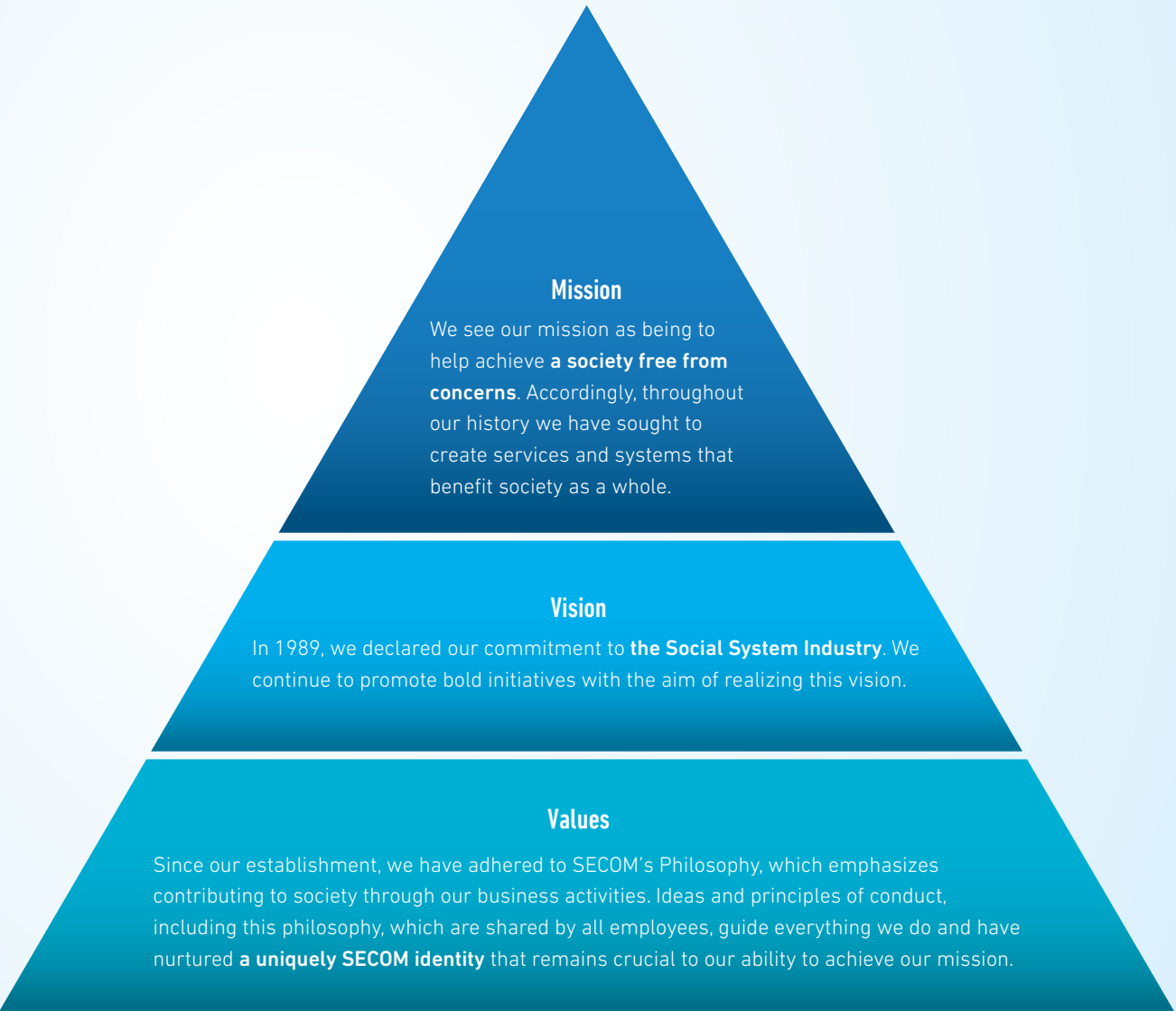
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Corporate Philosophy



SECOM’s Philosophy

SECOM’s Philosophy, the driving force behind all we do, has been passed down through generations of employees since our establishment, serving as our code of conduct. This philosophy emphasizes a refusal to be content with the status quo and a commitment to doing what is appropriate. The first element expresses our determination to provide innovative services and systems by challenging accepted norms, while the second means judging the legitimacy of our actions by examining whether they are just, fair and beneficial not only to SECOM but also to society as a whole. We have published SECOM’s Philosophy in the form of a handbook, which has been distributed to employees in Japan and overseas, and continue to capitalize on training and other opportunities to share the philosophy and advance its implementation.



U.S. GAAP SECOM CO., LTD. and Subsidiaries For the years ended/as of March 31	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Net sales and operating revenue	¥1,311,132	¥1,283,898	¥1,227,316	\$ 8,740,880
Operating income	128,330	154,966	145,552	855,533
Net income attributable to SECOM CO., LTD.	101,068	125,884	111,558	673,787
Total assets	2,439,983	2,378,097	2,277,379	16,266,553
Total SECOM CO., LTD. shareholders' equity	1,371,711	1,329,027	1,267,205	9,144,740
	In yen			In U.S. dollars
Per share of common stock:				
Net income attributable to SECOM CO., LTD.	¥ 243.03	¥ 297.60	¥ 258.34	\$ 1.62
Cash dividends	95.00	95.00	90.00	0.63
(Interim dividend)	47.50	47.50	45.00	0.32
SECOM CO., LTD. shareholders' equity	3,299.97	3,156.96	2,953.35	22.00

Notes: 1. Yen amounts have been translated into U.S. dollars, solely for the convenience of the reader, at the approximate rate of ¥150=US\$1, the rate prevailing on the Tokyo Foreign Exchange Market on March 31, 2025.
2. SECOM implemented a 2 for 1 stock split with an effective date of October 1, 2024. Per share data has been adjusted to reflect the impact of this stock split.
3. Net income attributable to SECOM CO., LTD. per share of common stock is based on the average number of shares outstanding during each period, less treasury stock.
4. SECOM CO., LTD. shareholders' equity per share of common stock is based on the number of shares outstanding at the end of each period, less treasury stock.
5. Cash dividends per share of common stock are based on dividends approved and paid in each fiscal year. At the general shareholders' meeting held on June 26, 2025, approval was granted for a proposal to pay a year-end dividend of ¥50.00 for the fiscal year ended March 31, 2025.

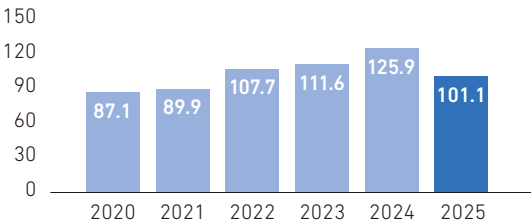
Pursuant to the applicable Japanese law, SECOM is required to publish results in line with accounting principles generally accepted in Japan (Japanese GAAP). Key financial highlights calculated using Japanese GAAP are shown below for reference.

Japanese GAAP SECOM CO., LTD. and Subsidiaries For the years ended/as of March 31	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Net sales	¥1,199,942	¥1,154,740	¥1,101,307	\$ 7,999,613
Operating profit	144,297	140,658	136,700	961,980
Ordinary profit	175,123	166,859	156,124	1,167,487
Profit attributable to owners of parent	108,109	101,951	96,085	720,727
Total assets	2,145,576	2,080,781	1,989,062	14,303,840
Total net assets	1,447,736	1,390,689	1,316,047	9,651,573
	In yen			In U.S. dollars
Per share of common stock:				
Profit	¥ 259.97	¥ 241.02	¥ 222.51	\$ 1.73
Cash dividends	97.50	95.00	92.50	0.65
(Interim dividend)	47.50	47.50	45.00	0.32
Net assets	3,056.12	2,908.37	2,713.81	20.37

Notes: 1. Cash dividends per share of common stock are based on dividends the record dates for which fall in each fiscal year. The consolidated dividend payout ratio for the fiscal year ended March 31, 2025, was 37.5%.
2. SECOM implemented a 2 for 1 stock split with an effective date of October 1, 2024. Per share data has been adjusted to reflect the impact of this stock split.
3. Effective from the fiscal year ended March 31, 2025, the English translations of certain line items in the financial statements prepared based on Japanese GAAP have been revised to conform with the EDINET Taxonomy provided by Japan's Financial Services Agency. (EDINET is an electronic disclosure system.) It should be noted that these revisions are superficial and do not change the substance of the relevant line items.

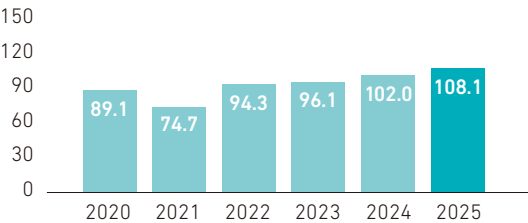
Net income attributable to SECOM CO., LTD. (U.S. GAAP)

(In billions of yen)



Profit attributable to owners of parent (Japanese GAAP)

(In billions of yen)



We are committed to maximizing corporate value over the medium to long term by tirelessly taking on new challenges with the aim of continuing to achieve sustainable growth together with society.



Yasuyuki Yoshida

President and Representative Director

Consolidated operating results

In the fiscal year ended March 31, 2025, the Japanese economy showed signs of recovery, as corporate earnings and capital investment rallied amid improvements in employment and income. Nonetheless, a number of factors continue to warrant attention, including the effect of unrelenting consumer price increases on personal spending, as well as the impact of U.S. trade and other policies and of trends in financial and capital markets.

Against this backdrop, we pressed forward with efforts to realize our Social System Industry vision, which seeks to deliver safety and peace of mind, as well as to make life more comfortable and convenient. These focused on providing services and products that respond to ever-more diverse and advanced customer needs. We also actively implemented measures in line with the SECOM Group's Vision for 2030, devised to accelerate the Social System Industry vision's realization, and the SECOM Group Road Map 2027, which further clarifies the direction of these efforts.

Consolidated net sales and operating revenue for the period under review amounted to ¥1,311.1 billion, up 2.1%,

or ¥27.2 billion, from the previous fiscal year. This was despite a decrease in the insurance services segment, owing to a downward rebound from the significant gain on other-than-temporary impairment of investment securities reported in the preceding period, and reflected, among others, increases in the security services segment, underpinned by such factors as firm sales of and upward price revisions for on-line security systems and robust sales of merchandise, as well as in the fire protection services segment, thanks to firm orders, and the medical services business. Nonetheless, operating income declined 17.2%, or ¥26.6 billion, to ¥128.3 billion, with contributing factors including higher personnel expenses, attributable to increased investments in human resources, primarily in the security services segment, and a decrease in the insurance services segment, a consequence of the aforementioned downward rebound from the preceding period's significant gain on other-than-temporary impairment of investment securities. Net income attributable to SECOM CO., LTD., was down 19.7%, or ¥24.8 billion, to ¥101.1 billion. This was due to the operating income decline, as well as to decreases in segments other than insurance services as a result of the significant downward rebound in other-than-temporary impairment of investment securities.

Assessment of current environment and key recent initiatives

Committed to fulfilling our mission of realizing a society free from concerns by assisting customers in ensuring safety and peace of mind, we have sought since SECOM's founding to provide value that exceeds the boundaries of security services through ongoing technological innovation and service reform. We believe that security should not be limited to the provision of services that protect against crime, but rather should extend to creating a business infrastructure that supports the operations of corporate customers and the extension of services and systems that deliver peace of mind in all aspects of daily life for individual customers.

Operating conditions in the security services business in Japan have evolved dramatically in recent years. Overall

crime rates, on a steady downtrend for approximately two decades, began to rise once again in 2022. This, together with reports of violent crimes in the news, has contributed to worsening perceptions of public safety. Such socioenvironmental changes are pushing up needs for safety and peace of mind among both corporations and individuals.

The security services industry has entered a period of transformation, owing to technological advances in such areas as artificial intelligence (AI), the Internet of Things (IoT), 5G communications and sensing. On-line security systems, in particular, benefit from these cutting-edge technologies, supporting our efforts to expand our service menu. The introduction of new subscription-based options for, and the addition of new performance features to on-line security systems are positioning us better to extend uniquely SECOM services that include the dispatch of emergency response personnel to the subscriber's site when needed, thereby expanding the value we provide to customers. We believe strongly that broadening our range of services will not only accelerate growth in new subscriptions, but also boost income from subscription fees by enabling us to propose new services to existing customers.

With the contraction of the working-age population expected to further exacerbate labor shortages in the security services industry, we are working to bolster the efficiency and precision of security patrols by leveraging digital transformation (DX), including by equipping static guards with wearable devices, deploying the cocobo autonomous security robot and advancing the use of AI cameras, and have established a dedicated department to spearhead DX in this area. We are confident that taking advantage of such technologies will allow for effective collaboration and integration, with AI and robots used to handle duties for which they are particularly suited, while security guards focus on more advanced tasks requiring human judgment and meticulous customer service, that will play a key role in realizing a new era of security services that deliver true value.

I am a firm believer in the idea that the prices of products and services should be commensurate with their quality. I also believe that guaranteeing excellent services and products provided by talented human resources at appropriate prices will enable us to absorb costs associated with investments to secure and foster human resources, among others, and, at the same time, to create new high-value-added services and products.

In light of surging labor costs and prices for energy and raw materials, we amended subscription fees for on-line

security systems for commercial customers in November 2024. This followed a subscription fee adjustment for on-line security systems for residential customers in August 2023. Thanks to Companywide efforts, led by a project team inaugurated to formulate an action plan for fee revisions, we were able to gain the understanding of almost all affected customers. We are grateful to all customers for their understanding and for their ongoing recognition of the value of our services.

➤ Initiatives under the SECOM Group Road Map 2027

The SECOM Group Road Map 2027 clarifies our direction through to the fiscal year ending March 31, 2028. This scheme sets forth five core strategies: Expand monitoring and security services, strengthen overseas operations, reinforce BPO and ICT services, improve productivity and reward stakeholders.

Initiatives to expand monitoring and security services were successful in developing new products and increasingly advanced services. April 2024 brought the launch of SECOM VMS, a video management system (VMS) that facilitates the centralized management of surveillance cameras of various makes with different specifications. In June 2024, we released the SECOM AI Behavior Detection System, which uses AI to detect hazardous behavior and if necessary notifies the user, and SECOM AI Camera, which boasts a built-in AI function that analyzes images and issues notifications. In March 2025, our cocobo autonomous security robot became the first security robot in Japan to earn certification for use on public roads and in open public spaces, including at night. As a result, cocobo is currently patrolling routes at subscribers' sites that include public roads and open public spaces, and we expect the robot to find expanded applications in the future.

For residential customers, we have focused on responding to the needs of family members living apart for services that allow them to remotely monitor elderly parents, and of seniors for services that reduce worries associated with living alone—both of which continue to rise as a consequence of Japan's declining birthrate and aging populations—by expanding our *Mimamori* Cloud service. With this service, daily behavioral data and information on any detected abnormalities from sensors and devices are managed and linked in the cloud, helping realize seamless monitoring. We are also developing a range of offerings that can be linked with the user's devices that deliver peace of mind and ease of operation. These include the YORiSOS and

SECOM Cantabile dedicated Apple Watch apps. In April 2024, we opened the SecuriCare Center, which capitalizes on the operational configuration and digital infrastructure we have built in our security services business to provide uniquely SECOM healthcare services. The following month, we introduced SECOM *Anshin* Glass SG, a security glass made with a tough interlayer between sheets of glass, about which we have received many inquiries spurred by growing concern about robberies. In April 2025, a new controller with a facial recognition function was added to the SECOM Home Security NEO lineup, improving both convenience and security.

We are taking various steps to strengthen overseas operations. In Thailand, which has a well-established on-line security system infrastructure, demand for security services is expected to expand further, in tandem with economic development. We continue working to expand our local security systems lineup of products and services tailored to market needs in terms of both price and performance, as well as to reinforce our advertising and publicity efforts. Cloud-based interactive security systems have been particularly well received. We look forward to extending the provision of such services to other countries in Southeast Asia.

In North America, our focus is on acquiring technologies and know-how through investment in promising businesses. In the fiscal year ended March 31, 2024, we began investing in cloud-based security systems companies Eagle Eye Networks, Inc., and Brivo, Inc.—both of which boast outstanding competitiveness in the extension of cloud-based surveillance camera and access control systems—to gain access to the cutting-edge technologies and local market-leading service models of these two companies, thereby strengthening our foundation for future global business growth. In July 2025, we reached an agreement to acquire AVTEL Holdings (Pte) Ltd., a global security systems integrator, which will become a wholly owned subsidiary. We will continue to capitalize on AVTEL's principal offerings, which are used around the world and include access control systems and surveillance camera systems, to accelerate the growth of our overseas security services business and to expand the provision of services to the Japanese offices of global companies.

In the medical services business, Sakra World Hospital, which opened in Bengaluru, India, in 2014, continues to operate as that country's first "Japanese-style" general hospital. With expectations high for the expansion of the local healthcare infrastructure, we began construction of a second hospital, also in Bengaluru, which is scheduled to open in 2028. Through the operation of these hospitals and other

efforts, we expect to continue contributing to the provision of high-grade medical care in this rapidly growing economy.

In the area of BPO and ICT services, efforts center on reinforcing our infrastructure in response to expanding demand for data center services. These included the July 2024 opening of Chuo Center #3 (CC3) by subsidiary At Tokyo Corp., a data center operator. In October 2025, subsidiary Secom Trust Systems Co., Ltd., is scheduled to open a new data center facility adjacent to its existing Secure Data Center. In addition, subsidiary TMJ, Inc., a BPO services provider, began offering the TMJ Generative Solution, which leverages generative AI to transform traditional contact centers into hybrid contact centers that capitalize on both human expertise and digital technologies.

Initiatives to improve productivity include continuously upgrading systems and revising business processes. We are actively promoting the use of generative AI to improve business efficiency, an effort that is being led by a project established to encourage the deployment of generative AI in February 2024. Guided by our business process revision project, which commenced in May 2025, we continued with preparations in advance of the revamping of in-house office systems, aimed at ensuring individual departments are able to transition smoothly to new processes and methods.

To reward stakeholders, we continued to prioritize securing and reinforcing our human resources strategy, in line with our belief that our ability to provide high-grade services that enjoy the support of customers is attributable to the superb skills of our employees. In the fiscal year ended March 31, 2025, we implemented a base salary increase, which averaged 6.3%. For security services employees, who are dispatched to customers' premises on a daily basis to ensure peace of mind, this increase was between 8% and 11%. In the fiscal year ending March 31, 2026, we have implemented an average annual base salary increase of 4.3% and taken steps such as raising managerial allowances to enhance the attractiveness of promotion and motivate those seeking positions of responsibility. These moves reflect not only the need to ensure competitiveness amid intensifying labor shortages, but also our desire to reward individual employees appropriately for the value they create and to ensure SECOM remains a company that enables people to demonstrate their full potential and where they want to remain for the long term. Safety and peace of mind are, at the same time, both intangible and priceless, and people who help provide safety and peace of mind must be given appropriate recompense. In the fiscal year ended March 31, 2025, we granted shares of common stock as restricted stock compensation to employees for the second consecutive year

to support future asset formation and to enhance employee engagement. In April 2024, we also introduced an incentive system as part of our employee stock ownership plan.

In addition, we implemented measures to strengthen the competitiveness of our recruiting efforts. These included introducing programs that support student loan repayment and assist high-school graduates in obtaining a driver's license. In July 2024, we opened connect base akasaka, which allows new graduates thinking about applying to work at SECOM the opportunity to gain a deeper understanding of security services-related jobs. We have also revised systems that support work styles suited to the different stages of employees' lives, including extending the period of the system that allows employees with childcare responsibilities to shorten their working hours, and continue to encourage male employees to take childcare leave. We also promoted the creation of better work environments to bolster employee retention, including renovating service offices and bases, and reviewing job responsibilities to reduce workloads.

To enhance career opportunities for women, we are promoting the creation of systems and work environments that encourage female employees to approach their responsibilities with greater peace of mind. We are also expanding the implementation of measures to raise awareness of career management to encourage female employees to strive actively for career advancement. In October 2024, we announced our Health Management Declaration, which articulates our belief that the well-being of our employees is the foundation of our ability to provide safety and peace of mind to our customers.

These and other initiatives continue to underscore a steady improvement in employee engagement. In our most recent employee job satisfaction survey, conducted in the fiscal year ended March 31, 2025, scores were up for the first time in three years. Cognizant that improving retention of security services employees, who frequently work nights, is particularly critical to our ability to ensure stable service quality and consistent customer satisfaction, we will continue taking steps to address this challenge, taking into account both the findings of our employee job satisfaction surveys and feedback from the front lines.

In July 2024, we inaugurated our new Human Resources Strategy Promotion Project, of which I serve as leader. This project is working with the Human Resources Department to reconfigure SECOM's systems, evaluation formats, placement procedures and training methods. As part of this undertaking, we introduced an in-house staff recruitment scheme, primarily for positions requiring specialized skills,

with the objective of better leveraging the diverse abilities and aspirations of our employees. The first round of recruitment under this new scheme, for positions in the area of research in cutting-edge security technology, attracted a considerable number of applications from across Japan, underscoring a high level of employee motivation, as well as an eagerness to take advantage of opportunities for professional improvement. I also built my career at SECOM in both security services and other businesses. Looking ahead, we will explore the feasibility of expanding this in-house recruitment scheme to include transfers within the SECOM Group and reassignment to a different type of work, to create a framework that assists employees in planning fulfilling careers with the SECOM Group.

We recognize that realizing a stronger organization necessitates ensuring that everyone shares SECOM's Philosophy and fostering a sense of unity. To this end, late in 2024, we launched the *Futanowa* initiative. The first character in the initiative's name, "*futa*," features in a calligraphy work given to our founders and is used to describe someone who is positive and open-minded, and who doesn't sweat the little things. Since then, SECOM has cherished the spirit of *futa* and has consistently sought to work in a flexible, unrestricted manner to achieve its goals, overcoming the friction and conflict that can arise as an organization grows. The *Futanowa* initiative aims to foster a sense of unity and belonging by encouraging discussion and the exchange of ideas among employees across departments and positions. In the fiscal year ended March 31, 2025, 1,260 executives and employees of various ages and with diverse careers from 23 sites across Japan took part in *Futanowa* initiative-related dialogs that addressed a variety of topics. Dialog participants appeared to feel that discourse had narrowed the psychological distance between the front lines and SECOM headquarters. We look forward to continuing to organize such activities that will help foster an exceptional corporate culture.

➤ **Contributing to sustainability through our business activities and promoting ESG initiatives**

Since its founding, SECOM has sought to address social imperatives by providing services that contribute to safety and peace of mind. This is echoed in the SECOM Group Basic Sustainability Policy, which states, "We continue to provide innovative services and systems that address potential risks, thereby ensuring seamless, enduring peace of mind now and in the future." Today, we seek to contribute

to the resolution of global social imperatives through our business activities and to continue to grow together with society. Guided by the SECOM Group Road Map 2027, we will accelerate efforts to integrate management strategies and sustainability, positioning us to further strengthen related initiatives.

Environmental efforts center on our pledge to achieve carbon neutrality, that is, net zero emissions of Scope 1 and 2 greenhouse gases, by 2045. In March 2024, we became the first security services company in Japan to use electricity procured under a virtual corporate power purchase agreement (PPA). Subsidiary At Tokyo Corp. is implementing measures that are helping to curb greenhouse gas emissions across the SECOM Group, notably by using electricity generated from renewable sources almost exclusively at its data centers. We are also working to minimize the use of plastics used in both products and packaging, and of packaging materials used in logistics, to lower both environmental impact and costs. In 2024, we were awarded the highest "A List" rating in the climate change and water security programs administered by the CDP, a global nonprofit that operates an international environmental disclosure system. This was the third consecutive year we earned this rating for climate change and the first time we were so honored for water security. We were also selected for the CDP's supplier engagement leaderboard, which recognizes companies for particularly outstanding efforts, for the fifth consecutive year.

Regarding efforts to improve governance, as a company with an audit & supervisory board, we have adopted a Board of Directors configuration that emphasizes a balance between execution and oversight. Candidates for the position of director are nominated based on skills deemed necessary given our operations and corporate vision. Based on the resolutions of the Ordinary General Meeting of Shareholders held in June 2025, we currently have six inside and four outside directors. We will continue working to ensure that our directors have the expertise and skills appropriate to ensure achievement of the targets of the SECOM Group's Vision for 2030 and the SECOM Group Road Map 2027.

Effective from the fiscal year ended March 31, 2025, the relative proportion of fixed monthly salary, bonuses, and share-based remuneration for inside directors has been revised from approximately 80:15:5 to 65:15:20, lifting the proportion of total remuneration accounted for by stock compensation. In addition, the performance-linked component of bonuses for these directors is made with comprehensive consideration given to the degree of achievement of targets for consolidated operating profit,

earnings per share and employee engagement (employee satisfaction). We will continue to review compensation paid to directors, and the indicators used in the calculation thereof, to ensure the appropriate evaluation of performances that contribute to the improvement of corporate value.

➤ **Capital policy and returns to shareholders**

We continue to pursue a capital policy that focuses on a balance between investing in growth with the goal of increasing corporate value and providing returns to shareholders. Investments in growth with the potential to bolster corporate value are diverse and include those in human resources, which is a priority, and in the security services business, currently in a period of transformation, as well as investments in the improvement of productivity and in areas crucial to future growth. We estimate our cost of shareholders' equity at approximately 5%–7% and promote capital-efficient management, maintaining an awareness of this level, while also promoting investments in growth.

We continue working to optimize our business portfolio and review the composition of the SECOM Group as appropriate. This includes comprehensively evaluating each Group business, giving consideration not only to profitability and capital efficiency, but also to growth potential and synergies with other businesses, in making any decisions regarding the appropriate allocation of management resources. In the fiscal year ended March 31, 2025, we partnered with a subsidiary of a major general trading company to acquire all of the remaining issued shares of subsidiary Pasco Corporation, a provider of geospatial information services, through a joint tender offer, as a result of which, Pasco was delisted in January 2025. This was a strategic decision that will position the Group to make more flexible use of Pasco's advanced technological capabilities and market potential. The company's satellite data analysis and 3D mapping technologies for urban infrastructure, in particular, will be essential to disaster prevention, infrastructure management and smart city development in the future. Leveraging our partnership with the general trading company will enable us to better offer these Pasco services to the private sector, aiming to transform them into new revenue drivers. Going forward, we will continue to focus on ensuring an optimized business portfolio.

The SECOM Group Road Map 2027 sets a target for consolidated operating profit in the fiscal year ending March 31, 2028, of between ¥160.0 billion and ¥180.0 billion, to be attained through higher gains attributable to organic growth facilitated by the optimization of our business portfolio, as

well as through returns on investments in growth. Our policy for returns to shareholders, based on the fundamental objective of ensuring stable dividends, seeks to achieve a dividend payout ratio of around 45% while also facilitating flexibility and agility in conducting share buybacks, taking into account factors such as investments in growth, cash position and market conditions. We have conducted three share buybacks for approximately ¥85 billion with buyback periods between February 2022 and December 2023, ¥30 billion with a buyback period of May to July 2024, and ¥60 billion with a buyback period of May to December 2025. We will also continue to aim for an ROE of 10%, which we will achieve by maximizing profits and optimizing our equity capital.

We also continue to maintain a high credit rating and will remain open to other financing options, including bank borrowing and bond issues, as necessary to optimize our capital structure and improve capital efficiency. To reduce the cost of capital, we will take steps to, among others, enhance information disclosure and make use of outside capital.

To encourage a broad range of investors to acquire and hold shares in SECOM over the long term, we implemented a 2 for 1 stock split with an effective date of October 1, 2024. Annual cash dividends—the record dates for which fell in the fiscal year ended March 31, 2025—were ¥97.50 per share, an increase of ¥2.50 from the previous fiscal year after adjustment to reflect the impact of the aforementioned stock split.

Recognizing our share price as a report card from the market to SECOM's management, we pledge to continue working to improve total returns to shareholders while also maintaining a positive approach to dialog with investors.

➤ Maximizing corporate value

In the just over one year since I was entrusted with the position of president and representative director, I have sought to be consistently mindful of the twin forces of reform and tradition propelling SECOM forward in the course of fulfilling my daily responsibilities. As ever, we are resolute in our determination to fulfill our mission, unchanged since our founding more than 60 years ago, of realizing a society free from concerns. This history and the relationships of trust we have built with customers are truly intangible assets and remain the unshakeable underpinnings of everything we do.

To reward the efforts of our employees, who will be responsible for building new relationships in the years

ahead, we will continue to invest in our human resources, as well as in efforts to reinforce our operating foundation and enhance our competitiveness. Securing and fostering outstanding employees is critical to our ability to enhance service quality and productivity and distinguishing us from our competitors. Accordingly, it is important that earnest individuals who feel they have a mission to be of use to society are enthusiastic about their work, able to achieve self-actualization and feel sufficiently compensated economically through consistent salary increases that are commensurate with their performance. Creating environments that ensure each and every employee feels fulfilled professionally is and will continue to be the driving force behind SECOM's growth.

At the same time, I am also dedicated to improving profit margins. I am particularly intent on raising the operating margin in the security services business. To boost profit margins and at the same time ensure the resources needed to invest in the human resources necessary for future growth, we must provide services and products that are fairly priced, deliver high value-added and bolster productivity. We will press ahead with various steps to enhance our operating efficiency. When necessary, we will also explore subscription fee revisions that appropriately reflect social circumstances and our own investments in human resources. We will also actively introduce advanced technologies, including through open innovation, to expedite the introduction of new value-added services that will boost subscription volumes and individual subscription fees. We will also upgrade work procedures and efficiency through the deployment of IT systems and the use of AI and other cutting-edge technologies. Combining such technologies together with our competitive advantages, including our around-the-clock emergency response capabilities, will enable us to create uniquely SECOM value that contributes to society.

We are committed to maximizing SECOM's corporate value over the medium to long term and to fulfilling our responsibilities to our shareholders, investors and other stakeholders. We are confident that by tirelessly taking on new challenges, we will continue achieving sustainable growth together with society. I hope you will continue to expect great things from SECOM, and I look forward to your ongoing support and guidance of our endeavors.

September 1, 2025

Yasuyuki Yoshida
President and Representative Director

Brand Ambassadors and Social Contribution Initiatives

Shohei Ohtani is appointed brand ambassador

In March 2025, we welcomed pro baseball player Shohei Ohtani, who currently plays in the United States, as our new brand ambassador. In conjunction with this appointment, we produced and began airing a new nationwide television advertisement featuring the dream collaboration of Ohtani and Japanese baseball hero Shigeo Nagashima, who at that point had served as SECOM brand ambassador for 35 years, to great public acclaim.

The advertisement used computer graphics to recreate a young Nagashima during his playing days. Ohtani stands on the pitcher's mound opposite Nagashima, who faces him in the batter's box. Ohtani and Nagashima also teamed up for the voiceover for the iconic phrase, "Do you have a SECOM?" The advertisement's catchphrase—"Creating peace of mind. Supporting challenges."—encapsulates our commitment to providing peace of mind to people who continue to take on new challenges every day.

Responding to social imperatives: The Going All Out to Protect Homes Project

In August 2025, we launched a new initiative aimed at improving individual crime prevention capabilities in Japan dubbed the "Going All Out to Protect Homes Project." In recent years, concerns have grown against a backdrop of increasing criminal activity committed by anonymous and transient criminal groups. We currently conduct a variety of awareness-raising

activities, including safety classes for children and self-defense seminars for women. Under this project, we will introduce crime prevention awareness activities aimed at protecting homes that leverage digital technologies, further reinforcing our efforts to ensure safety and peace of mind in all aspects of daily life.

In memoriam: Shigeo Nagashima

Baseball legend Shigeo Nagashima, who served for many years as SECOM's brand ambassador, passed away in June 2025. We are forever grateful for his contribution in this role and will remember him with

fondness and immeasurable respect. With the consent of his family and production company, we will continue to use his image in our advertisements.

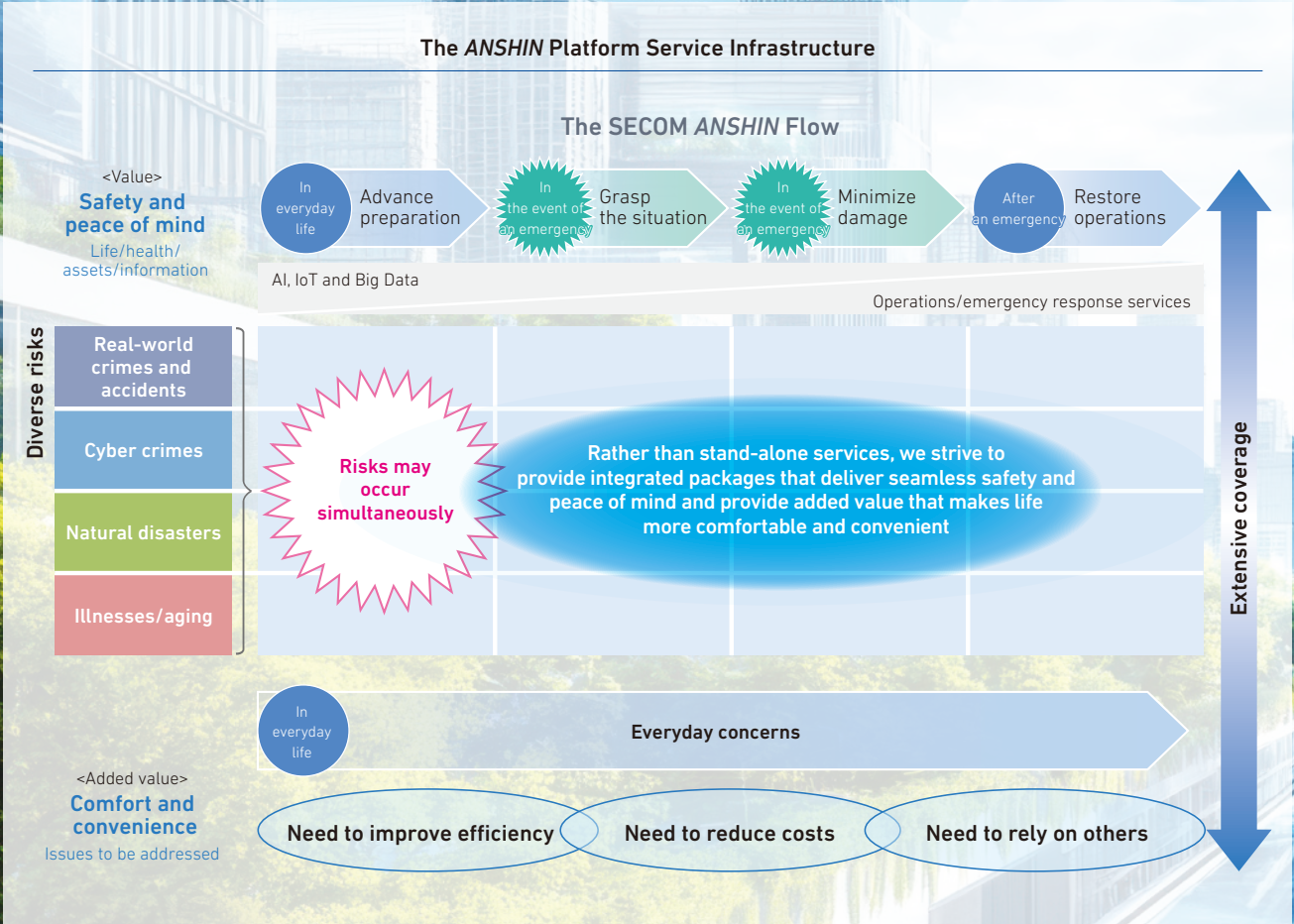


Delivering enduring peace of mind in an ever-changing society

The ANSHIN Platform

With the aim of realizing our Social System Industry vision, in fiscal year 2017 we formulated the SECOM Group's Vision for 2030 to clarify our direction, as well as to encourage employee pride, earn customer trust and foster appreciation of our potential among all stakeholders. Guided by this vision, we developed the ANSHIN Platform, which envisions a service infrastructure through which we strive to provide tailored services that deliver seamless peace of mind to anyone and everyone, whenever and wherever necessary. Anchored in the relationship of trust we have cultivated with society, the ANSHIN Platform seeks to help achieve a society free from concerns by encouraging collaboration with partners in industry, government and academia who share our mission and who bring together a broad range of technologies and expertise.

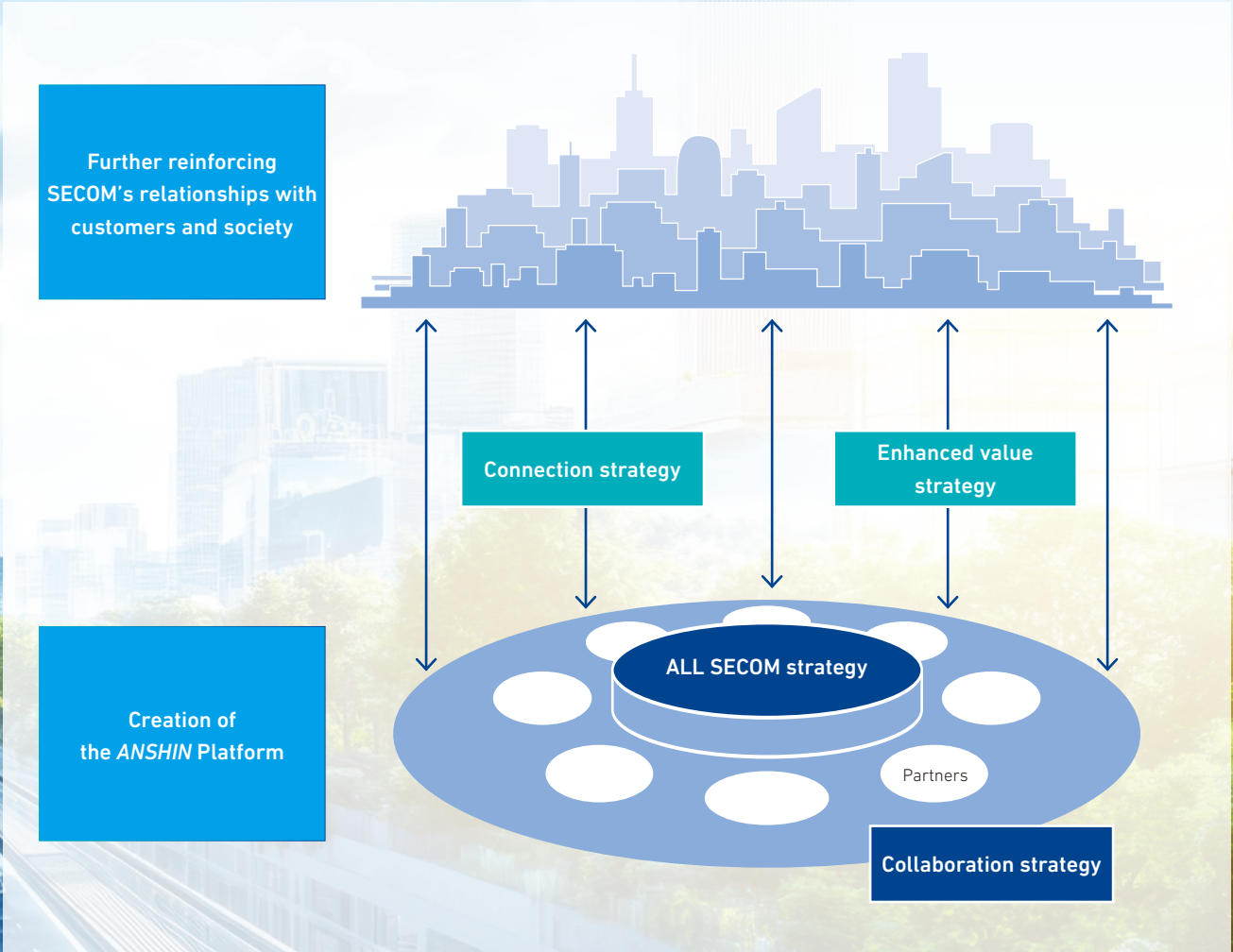
As social imperatives become increasingly complex and interconnected, the need for safety and peace of mind has grown more urgent, with individual needs becoming more varied as a result. Society faces significant risks associated with crimes, accidents, cyber crimes, natural disasters, illnesses and aging. While routine advance preparation is important, in the event of an incident it is crucial to accurately grasp the situation and minimize damage, as well as to ensure the swift restoration of operations after the incident is resolved. In line with this four-pronged concept, which we call the SECOM ANSHIN Flow, we continue to expand and enhance our services and systems that address potential risks, thereby ensuring seamless peace of mind. At the same time, the deepening of our relationships with customers and society supports the continued growth of the ANSHIN Platform, which in turn further reinforce those relationships.



Strategies for creating the ANSHIN Platform

To create the ANSHIN Platform, we are currently promoting initiatives in line with four strategies. The "ALL SECOM" strategy, which focuses on rallying SECOM Group strengths to maximize synergies. Through our "Collaboration" strategy, we are promoting open innovation with the objective of creating new value. Our "Connection" strategy emphasizes leveraging Big Data analysis, which makes use of advanced information technologies, to respond to latent needs and strengthen our relationships with customers. Our "Enhanced value" strategy revolves around adding greater value to services that make life more comfortable and convenient.

Overseas, we are taking advantage of expertise cultivated in Japan to develop services tailored to local market needs. Through these efforts, we will continue working to further strengthen our customer relationships, while also enhancing recognition of the SECOM brand and advancing understanding ANSHIN as a universally recognized concept.



A Roadmap for the fiscal year ending March 31, 2028

In recent years, social imperatives such as increasingly sophisticated criminal activity, a shrinking labor force, an aging population, worsening perceptions of public safety, increasingly frequent and severe natural disasters, and rising global inflation have taken on increasing urgency. At the same time, the security services industry is undergoing a significant transformation thanks to advances in AI, IoT, image analysis, cloud computing and 5G technologies.

In May 2023, we announced the SECOM Group Road Map 2027, which aims to ensuring achievement of the SECOM Group's Vision for 2030. We are committed to accurately identifying needs arising from social imperatives, and will continue to promote open innovation, collaborating with a broad range of partners to offer innovative services that deliver safety and peace of mind to customers whatever the situation. We will also work to address social imperatives, positioning us to continue achieving sustainable growth together with society.

SECOM Group Road Map 2027: Five core strategies

We will capitalize on our advanced technologies and extensive know-how to further promote five core strategies aimed at ensuring our ability to deliver safety and peace of mind in all situations.

Road Map 2027—Capitalize on advanced technologies and extensive know-how to deliver safety and peace of mind in all situations

Core strategies	Key initiatives
Expand monitoring and security services	Provide innovative security-focused services and solutions <ul style="list-style-type: none">Realize seamless protection by linking diverse information in the <i>Mimamori</i> ("Monitoring") CloudCreate a business infrastructure that combines robust security and an open cloud
Strengthen overseas operations	Realize further growth in promising overseas markets <ul style="list-style-type: none">Add depth to existing security services and medical services businessesCultivate new business portfolios in new overseas markets and new business areas
Reinforce BPO and ICT services	Create an infrastructure that supports customers' operations <ul style="list-style-type: none">Enhance service infrastructure by establishing new data centers and expanding networkExpand solutions to assist customers in ensuring smooth operations and provide effective BPO services
Improve productivity	Enhance productivity by maximizing service value and improving operational efficiency <ul style="list-style-type: none">Implement initiatives that facilitate the provision of a steady stream of new services and maximize service valueLeverage the latest technologies to help employees reach their full potential and improve operational efficiency
Reward stakeholders	Ensure SECOM remains the company of choice for all stakeholders <ul style="list-style-type: none">Securing and fostering human resources by improving working environment including measures designed to bolster employee engagementPress ahead with sustainability initiatives to earn the trust of all stakeholders

Progress in line with the SECOM Group Road Map 2027

Expand monitoring and security services	Key initiatives to date
Develop more advanced monitoring services <p>For residential customers, we will seek to provide peace of mind in all aspects of daily life by leveraging advances in AI, cloud computing and other technologies, combining home security and the <i>Mimamori</i> Cloud to create a variety of services and solutions for seniors, their families and nursing care providers, among others.</p>	<ul style="list-style-type: none">Released YORiSOS, an app for Apple Watch that assists with everyday health management and can also be linked to the Apple Watch's fall detection feature (April 2023) → See page 33Established a dedicated department for the provision of SECOM-style healthcare services that utilize the operational structure and digital infrastructure we have cultivated in the security services business (February 2024) → See page 33Launched SECOM <i>Anshin</i> Glass SG, a safety glass that reinforces window against crimes and disasters (May 2024) → See page 33
Integrate robust security with open cloud services <p>For commercial subscribers, we will enhance our linkable open cloud services, centered on the System Security AZ series, to evolve from a provider of security services to a creator of service infrastructure that supports our subscribers' business operations.</p>	<ul style="list-style-type: none">Introduced Interactive Security Service, an image-based surveillance service that combines System Security AZ and AZ-Air (July 2024) → See page 32Established SECOM AZ Certified—a standard for the integration of security systems with robots—and commenced deployment in partnership with another firm that manufactures cleaning robots, enabling this firm to integrate these robots with SECOM systems (June 2024) → See page 32
Create software as a service (SaaS models for the provision of merchandise) <p>We will transform the provision of merchandise for on-line security systems into a sophisticated yet simple and safe service-based business suited to the cloud era.</p>	<ul style="list-style-type: none">Began providing the SECOM AI Behavior Detection System, which uses AI to identify violent behavior or signs of sudden illness and alerts the monitoring desk (June 2024) → See page 32Launched the SECOM AI Camera, featuring built-in AI, which detects irregularities within a predetermined area and sends alerts (June 2024) → See page 32
Promote DX in the security services market <p>We will promote DX with the objective of extending SECOM systems and know-how to partners who share our philosophy, driving improvements in the quality of safety and peace of mind for communities and society as a whole.</p>	<ul style="list-style-type: none">Secured the right to use the cocobo autonomous security robot on public roads and in open public spaces (April 2025) → See page 32Established a dedicated department to spearhead DX promotion (April 2025) → See page 32
Strengthen overseas operations	Key initiatives to date
<p>With the aim of realizing further growth in promising overseas markets, we will add depth to existing security services and medical services businesses while also cultivating business portfolios into new overseas markets and new business areas. In addition to advancing recognition of the SECOM brand worldwide, we will strive to boost revenue generated overseas to 10% of the consolidated total by strengthening operations through organic growth, as well as through M&As and collaboration with partners around the world.</p>	<ul style="list-style-type: none">Made investments in security services providers Eagle Eye Networks and Brivo, which extend cloud-based SaaS solutions primarily in North America (May 2023) → See page 35Began selling monitoring services in Thailand and Malaysia, where declining birthrates and aging populations are becoming key social imperatives (March 2024: Thailand; July 2024: Malaysia) → See page 35Reached an agreement to acquire AVTEL Holdings, a global security systems integrator (July 2025) → See page 35Began building a second general hospital in Bengaluru, India, with a focus on providing advanced medical care (scheduled to open in 2028) → See page 39

Reinforce BPO and ICT services

In addition to enhancing our service infrastructure by establishing new data centers and expanding our network, we will enhance existing and develop SaaS solutions that assist customers in ensuring smooth operations and provide effective BPO services that help improve operational efficiency. We will also build business infrastructures centered on information security technologies and around-the-clock services that provide digital support for customers' operations.

Key initiatives to date

- At Tokyo's Chuo Center #3 (CC3) began providing data center services (July 2024) → See page 43
- At Tokyo began providing one-stop closed communication service ATBeX Closed Access Type-A in collaboration with ARTERIA Networks Corporation (October 2024) → See page 43
- Secom Trust Systems announces plans to open a new data center facility in October 2025 → See page 42
- Secom Trust Systems began offering the Managed Endpoint Detection and Response (EDR) Service, which helps reduce customers' security risks and operational burden, and Attack Surface Assessment Service, which facilitates prompt responses to security risks (September 2024: Managed EDR Service), December 2024: Attack Surface Assessment Service) → See page 43
- TMJ began providing the TMJ Generative Solution, which transforms traditional contact centers into hybrid human-digital contact centers (July 2024) → See page 43

Improve productivity

By leveraging the latest technologies and empowering employees to reach their full potential, we will work to enhance operational efficiency and improve productivity. Additionally, we capitalize on these technologies to continuously introduce new services to fully maximize service value.

Key initiatives to date

- Optimized front-line work loads
- Revamped corporate structure
- Revised business processes, including those for using generative AI
- Updated in-house IT system

Reward stakeholders

We will continue investing in efforts to secure and foster human resources that support our evolution as a company that continues to provide novel services that deliver safety and peace of mind, as well as work to maintain workplace environments conducive to greater diversity, enhanced well-being, and improved and expanded capabilities. We will also accelerate the integration of management and sustainability strategies to ensure our ability to evolve as a company that consistently earns the trust of all stakeholders.

Key initiatives to date

- Improved employee compensation by implementing annual regular salary increases and four consecutive base salary increases, and by enhancing expense allowances
- Implemented a restricted stock compensation plan for the second consecutive year
- Expanded range of jobs available to female employees and fostered female leaders
- Increased the provision of internal and external training and educational opportunities
- Began using renewable energy generated by proprietary solar power generating facility (March 2024)

Financial strategies and quantitative targets

With the aim of achieving an ROE of 10%, we will strive to grow profits and optimize our equity capital while maintaining a sound financial position. We will also promote investments in growth, while remaining aware of the cost of shareholders' equity (approximately 5%–7%), and will increase dividends in line with our target dividend payout

ratio of 45%, as well as conduct share buybacks in a timely manner and at the appropriate scale

Going forward, we will continue to enhance opportunities for constructive dialog with investors as we work to achieve our quantitative targets for the fiscal year ending March 31, 2028, set forth in the SECOM Group Road Map 2027, and to bolster corporate value.

Targets for the Fiscal Year Ending March 31, 2028 (Japanese GAAP) (Reference)

	Results in the fiscal year ended March 31, 2025	Targets for the fiscal year ending March 31, 2028
Consolidated net sales	¥1,199.9 billion	At least ¥1,250.0 billion
Consolidated operating profit	¥144.3 billion	¥160.0–¥180.0 billion
Dividend payout ratio	37.5%	Around 45%
ROE	8.7%	10%

SECOM's Core Competitive Advantages

We continue to leverage three key competitive advantages—a powerful brand, a recurring revenue-based business model, and Group strengths—to deliver safety and peace of mind to both individual and corporate customers, as well as to ensure sustainable growth.

A powerful brand

- Domestic market-leading 2.6 million-plus contracts for on-line commercial and home security systems
- Robust local network and sales channels firmly rooted in the community and our reputation as a pioneer in the security services industry
- Ability to resolve customers' apprehensions underpinned by experience and know-how accumulated over our history—the industry's longest—and by the provision of services to a broad range of customers
- Brand name synonymous with safety and peace of mind nurtured through the extension of services that exceed customer expectations
- Continuous efforts to promote the improvement and evolution of systems by communicating the opinions and requests of customers to our R&D team
- Open innovation in collaboration with partners who share our mission and are attracted by our strong brand and domestic market-leading customer base
- Recognition as an industry leader, helping attract talented human resources

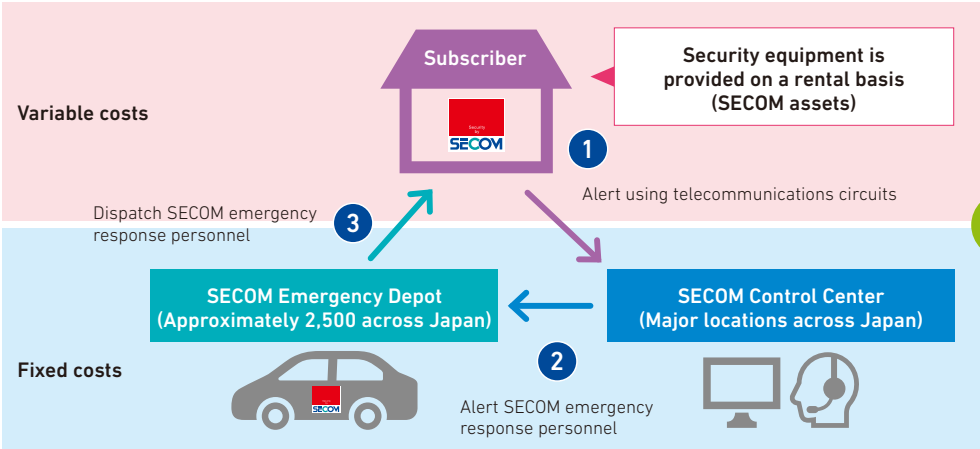
A recurring revenue-based business model

- Businesses that are primarily recurring revenue based, including on-line security systems, and boast a stable earnings base whereby expanded contract volume leads to increased income
- Business model that works well with economies of scale, particularly in on-line security systems, which boast a high marginal profit
- Commitment to ensuring long-term relationships with customers by developing and providing services and products that surpass their expectations and respond to latent needs
- Stable generation of cash thanks to recurring revenue-based businesses, facilitating continuous investments to improve quality and functionality, accommodate new contracts and drive future growth

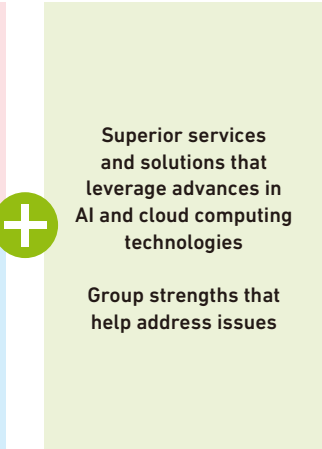
Group strengths

- Efforts to boost per-customer income by addressing concerns through a business portfolio encompassing security services, fire protection services, medical services, insurance services, geospatial information services, BPO and ICT services, and other services
- Determination to strengthen relations with customers and extend contract periods by encouraging use of multiple Group services
- Focus on fortifying cooperation within the Group, yielding distinctively SECOM services and cross-selling opportunities, thereby streamlining sales activities
- Steady investment in M&As with the aim of further reinforcing Group strengths

Variable and Fixed Costs for On-Line Security Systems



An Evolving Recurring Revenue-Based Business Model



Basic philosophy

Since our establishment, we have pursued a basic policy of striving to contribute to society through our business activities, acknowledging the importance of achieving sustainability both for ourselves and for society. We continue to promote a variety of initiatives aimed at realizing sustainability guided by the SECOM Group Basic Sustainability Policy, which was formulated following deliberations by the Board of Directors.

Framework for promotion

We have established the Sustainability Promotion Office, under the jurisdiction of the executive officer in charge of sustainability, with the objective of integrating sustainability efforts into business strategies. The Sustainability Promotion Office is charged with formulating sustainability initiatives, disseminating information across the SECOM Group, working to achieve medium- to long-term greenhouse gas reduction targets, addressing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and providing information to stakeholders. The status of sustainability initiatives is reported to the President and Representative Director and to the Board of Directors as appropriate.

The Sustainability Promotion Office also stages the SECOM Group Sustainability Meeting, which is attended by representatives of key Group companies. Participants exchange information and hold discussions to advance initiatives related to domestic and global social imperatives, the SDGs, and our response to TCFD recommendations, among others.

Support for the UNGC

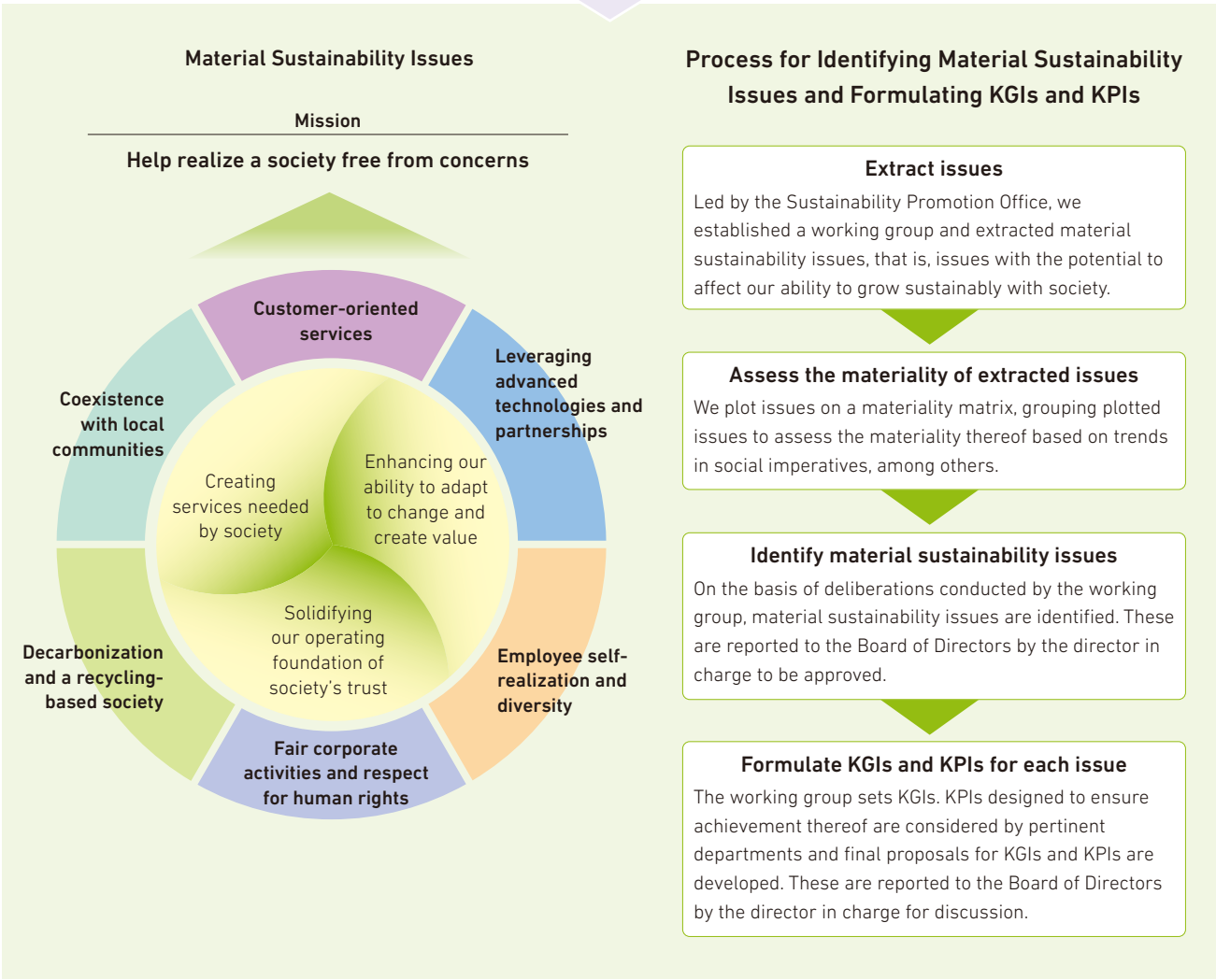
In May 2018, we became a signatory to the United Nations Global Compact (UNGC) and pledged our support for the Ten Principles of the UNGC, which are classified into four categories: “Human rights,” “Labour,” “Environment” and “Anti-corruption.”



Material sustainability issues, and KGIs and KPIs

SECOM’s Philosophy calls for offering services that are beneficial for society as a whole. “The Constitutions of the SECOM Group in Business and Management” sets forth our commitment to provide services and systems that deliver peace of mind and contribute to the betterment of society. In keeping with this fundamental commitment, we continue striving to offer forward-looking services that anticipate what is needed to ensure sustainable growth for society and tirelessly pursuing service innovation. With the aim of ensuring we remain an organization that is useful and indispensable to society, we have identified six material sustainability issues, that is, issues of primary importance to sustainable growth, based on a self-assessment conducted in accordance with ISO 26000, the International Organization for Standardization’s benchmark for social responsibility, and the Global Reporting Initiative (GRI)’s GRI Standards (global standards for sustainability reporting), and with consideration given to feedback from stakeholders. We have formulated key goal indicators (KGIs) and key performance indicators (KPIs) for each of these material issues to encourage deeper understanding and promote their incorporation into individual business strategies Groupwide and use the plan-do-check-act (PDCA) cycle to continuously improve our initiatives.

The SECOM Group Basic Sustainability Policy			
1. Provide enduring peace of mind now and in the future	2. Together with business partners	3. Earn the trust of society	4. Our key players are our employees
We continue to provide innovative services and systems that address potential risks, thereby ensuring seamless, enduring peace of mind now and in the future.	We promote environmental conservation initiatives across the entire supply chain with the aim of helping realize decarbonization and a recycling-oriented society. We also respect human rights, recognizing the inherent dignity of all people.	We strive to ensure legal compliance and manage our operations in line with a stringent code of conduct, and to maintain sound relationships with all stakeholders by conducting our corporate activities in a manner that is transparent, just, and fair.	Responsibility for sustainability lies with each individual SECOM Group employee. In addition to recognizing the importance of job satisfaction and pride in one’s work, we continue to provide training and encourage awareness to ensure the achievement of our goals.
(As of December 1, 2021)			



Earning selection for inclusion in ESG investment indices

Our efforts to address ESG-related issues and disclose related information continue to earn high marks from third-party assessment organizations around the world. Of note, we have been selected as a constituent of a number of key global ESG investment indices. These include all six indices for Japanese equities used by Japan’s Government Pension Investment Fund (GPIF).*

*The six indexes used by the GPIF are the FTSE Blossom Japan Index, the FTSE Blossom Japan Sector Relative Index, the MSCI Nihonkabu ESG Select Leaders Index, the MSCI Japan Empowering Women Index (WIN), the S&P/JPX Carbon Efficient Index and the Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J).

FTSE4Good

FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index






























2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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KGIs and KPIs for Material Sustainability Issues

In the fiscal year ended March 31, 2025, we introduced two new KPIs: Health and productivity management survey score and internal audit implementation rate. We regularly evaluate progress toward the achievement of KPIs and disclose our findings while encouraging improvements.

Material sustainability issues		KGIs	KPIs	Targets and target years	Results in the fiscal year ended March 31, 2024	Scope of targets
1	  	Aim for zero loss of life or property	Crime prevention rate* ¹ for intrusions and thefts	100% (2030)	Undisclosed	(1)
			Response rate* ² to telephone calls from customers	96% (2026)	89.8%	(1)
		Aim for zero customer concerns	“Peace of mind” score in surveys of SECOM Home Security subscribers	100% (2030)	96.4%	(1)
2	   	Continue to create “Japan-first” services that deliver safety and peace of mind	News reports on research achievements that contribute to peace of mind for society	30/year (2030)	20	(1)
			Development/announcement of new systems and services that are firsts in Japan* ³	Cumulative total: 10 (2030)	3 (Cumulative total: 5)	(1)
			Number of verification tests conducted together with other companies, local governments, educational institutions and others* ³	Cumulative total: 100 (10/year) (2030)	7 (Cumulative total: 19)	(1)
			Percentage of security equipment and systems requiring no installation* ⁴	10% (2030)	8.2%	(1)
3	    	Realize job satisfaction for employees and create employee-friendly workplaces	Training hours/person	50 hours/year (2030)	28.1 hours	(1)
			Paid leave usage rate	80% (2030)	66.4%	(1)
		Achieve active participation for human resources by capitalizing on diversity	(New) Health and productivity management survey score* ⁵	Inclusion in METI's Health and Productivity Stock Selection (2027)	—* ⁵	(1)
			Female managers as a percentage of total management team	30% (2030)	11.7%	(1)
			Gender pay gap* ⁶	85% (2030)	74.5%	(1)
			Percentage of male employees taking childcare leave	50% (2025)	45.8%	(1)
4	    	Earn recognition in society as a company that protects human rights	Percentage of employees completing human rights and harassment prevention e-learning programs	100% (Annual)	99.7%	(1)
		Create a corporate culture that is positive and open-minded and emphasizes a commitment to doing what is appropriate	Contributions to lifesaving, fraud prevention and other initiatives (Commendations received from the president or a division head)	— (Annual)	375	(1)
			(New) Internal audit implementation rate* ⁵ (scope: security services offices)	100% (Annual)	100%	(1)
5	      	Achieve carbon neutrality by 2045	Decrease in greenhouse gas emissions from the fiscal year ended March 31, 2019	45% (2030)	28.3%	(3)
			Renewable energy as a percentage of total energy used	100% (2045)	28.8%	(3)
			EVs* ⁷ (excluding special vehicles) as a percentage of total business vehicles	100% (2030)	39.9%	(2)
			BEVs and FCVs (including motorcycles) as a percentage of total business vehicles	100% (2045)	39	(2)
		Realize a circular economy	Virgin plastics derived from fossil resources as a percentage of total materials used in containers and packaging* ⁴	0% (2030)	75.6%	(1)
			Plastics derived from fossil resources as a percentage of total materials used in containers and packaging* ⁴	0% (2045)	75.7%	(1)
6	    	Earn society's trust as a company that contributes to the safety of local communities	Participants in child safety workshops (DVD teaching materials)	100,000/year (2027)	16,771	(1)
			Annual visits to SECOM's safety awareness websites	3,000,000 page visits (2027)* ⁸	2,520,000 page visits	(1)
			Partnerships with local enterprises (business collaboration, joint participation, cooperation)	10/year (Annual)	10	(1)
			Participants in AED training sessions	40,000/year (2030)	27,825	(1)

Scope of targets: (1) SECOM CO., LTD., (2) SECOM and its consolidated subsidiaries in Japan, (3) SECOM and its consolidated subsidiaries worldwide

*1 Crime prevention rate: Indicator SECOM uses to measure progress toward achieving zero intrusions or thefts for subscribers

*2 Response rate: Percentage of calls answered, excluding calls disconnected by the customer within five seconds

*3 Cumulative total from 2021 through 2030

*4 Limited to security equipment developed by SECOM

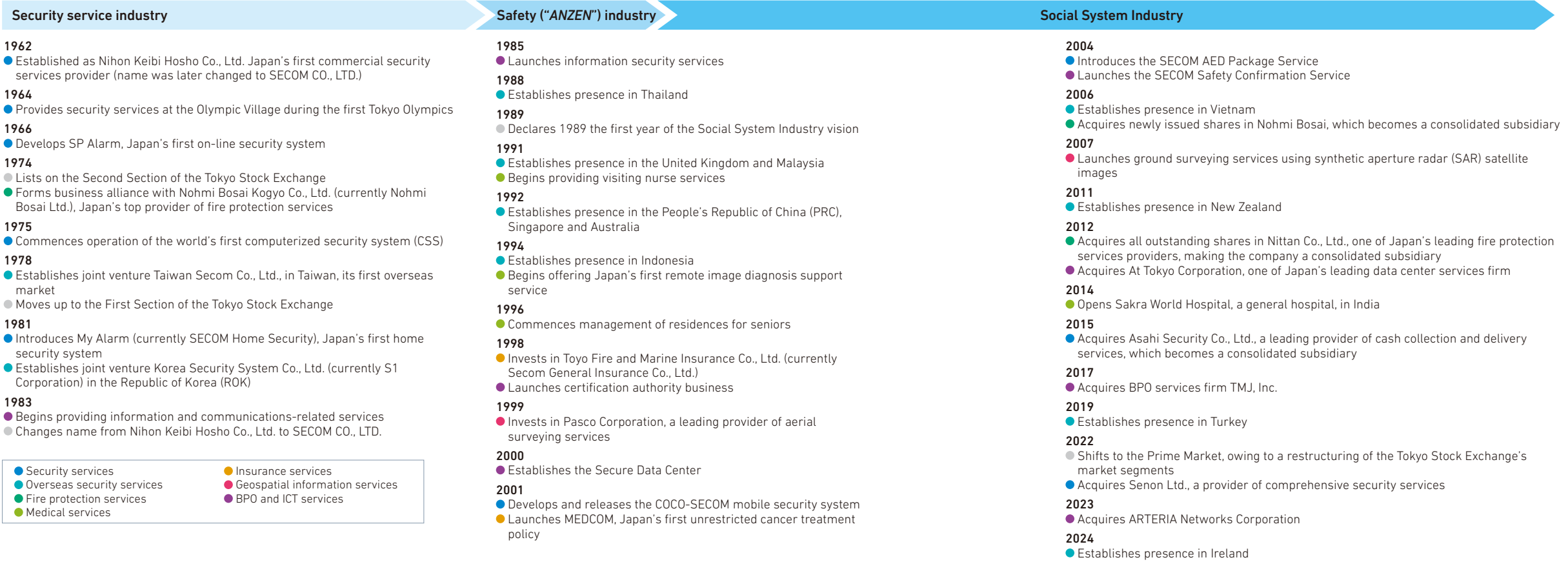
*5 KPI added newly in the fiscal year ended March 31, 2025; Disclosure of SECOM's METI health and productivity management survey score will begin with that for the fiscal year ended March 31, 2025

*6 Average wages for female employees as a percentage of average wages for male employees; while there is no gender-based gap in wages paid, differences arise because of disparities in the composition of the labor force for individual jobs and qualification levels

*7 Electric vehicles: Hybrid vehicles (HVs), plug-in hybrid electric vehicles (PHEVs), battery electric vehicles (BEVs) and fuel-cell vehicles (FCVs)

*8 Target has been amended owing to a change in the method of calculation used

Note: For information on progress toward the achievement of KPIs, please see the sustainability section of the SECOM website.
<https://www.secom.co.jp/english/sustainability/>



Core competitive advantages

A powerful brand

- ✓ The largest customer base in Japan's security services industry
- ✓ Know-how and experience
- ✓ Name recognition and customer trust
- ✓ Ability to create business opportunities
- ✓ Top-class talent

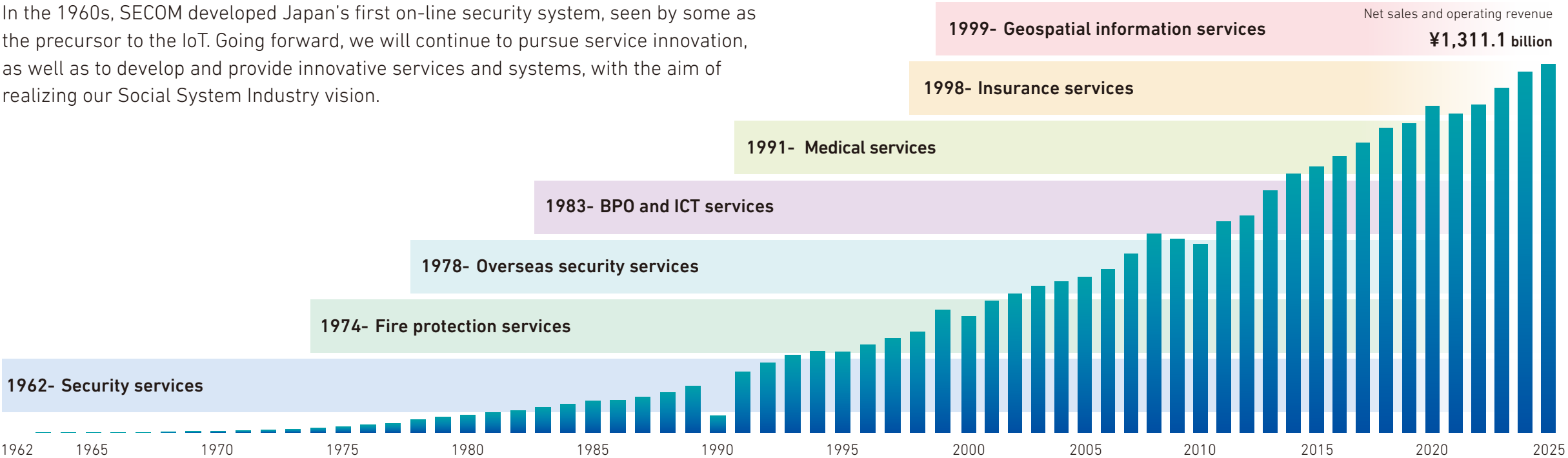
A recurring revenue-based business model

- ✓ Stable, expanding earnings
- ✓ High marginal rate of return
- ✓ Resources to facilitate active investment in growth

Group strengths

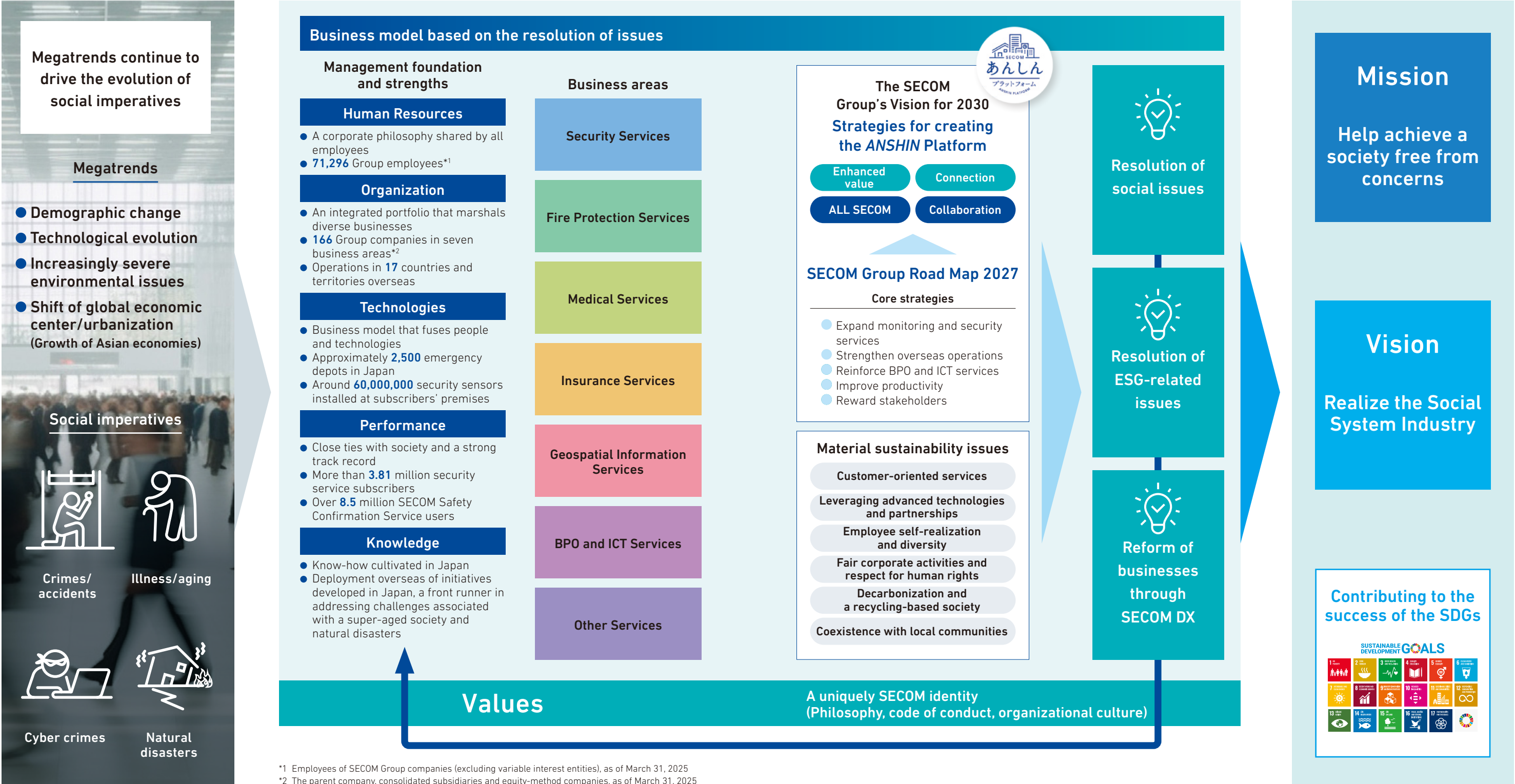
- ✓ Ability to leverage comprehensive strengths of diverse businesses to resolve issues
- ✓ Multiple per-customer contracts and a high rate of contract renewal
- ✓ Efficient sales activities that capitalize on collaboration across the Group

In the 1960s, SECOM developed Japan's first on-line security system, seen by some as the precursor to the IoT. Going forward, we will continue to pursue service innovation, as well as to develop and provide innovative services and systems, with the aim of realizing our Social System Industry vision.



Note: The bar graph shows net sales and operating revenue for each fiscal year at the time of announcement. Figures have not been restated. Data for periods up to and including the fiscal year ended November 30, 1977, is nonconsolidated revenue for SECOM CO., LTD., calculated using Japanese GAAP, while from the fiscal year ended November 30, 1978 through the fiscal year ended March 31, 2004, the Company reported "revenue and other income." Owing to a change in the Company's settlement date, the fiscal period ended March 31, 1990, was a transitional four-month period.

In addition to promoting business reforms through SECOM DX, we remain committed to maximizing corporate value by reinforcing our relationship with society and addressing increasingly diverse social imperatives and ESG-related issues. Through such efforts, we will strive to continue growing together with society, as well as to fulfill our mission of helping realize a society free from concerns.



We place great importance on our human resources. This is because we understand that our ability to deliver services depends on the people responsible for their provision and their ability to earn the trust of our customers.

A Message from the Head of the Human Resources Division



Noriyuki Uematsu

Executive Officer; Head, Human Resources Division
(as of June 19, 2025)

Human capital: The source of SECOM's competitiveness

Our employees are the driving force behind our ability to provide high-grade services worthy of customer satisfaction. Human capital is thus the true source of our competitiveness. The SECOM Group Road Map 2027, which sets forth five core strategies, including "Reward stakeholders," also positions our human resources strategy as one of our critical management strategies. Reflecting the fundamental belief underpinning our management of human resources, namely, that the growth of our employees is inextricably linked to our prosperity, the Human Resources Division formulates and implements policies designed to secure human resources with wide-ranging ideas and diverse professional backgrounds and to nurture the next generation of talented individuals to whom we will pass down SECOM's Philosophy. We believe that encouraging employees' professional growth by creating positive work environments and enhancing well-being, as well as by raising awareness and maximizing capabilities, will in turn contribute to the improvement of service quality and the realization of new services, ultimately further differentiating us from our competitors.

Progressive approaches to fostering human resources and advancing career opportunities

Owing to labor shortages, a consequence of Japan's declining birthrate and aging population, the hiring situation in the security services business today is extremely challenging. Thanks to, among others, significant improvements to working conditions and the opening of a work experience facility that helps dispel concerns individuals may have before joining SECOM, the number of new graduates joining us in the fiscal year ending March 31, 2026, is up sharply from the number who came

on board in the period under review. This also reflects the emphasis of SECOM's Philosophy on creating a positive cycle, that is, on addressing challenges in a forward-looking manner that enables us to transform them into opportunities, which is the driving force behind all we do.

SECOM employees have high ethical standards and genuinely believe it is their mission to be of use to society. I believe that one of our greatest assets is our organizational cohesiveness, which enables us to work as one to ensure safety and peace of mind for our customers. At the same time, given the growing diversity of security needs and the increasing frequency of natural disasters, we recognize the importance of each employee having a broad perspective and self-awareness, as well as the flexibility to take prompt action. Accordingly, in addition to conventional training focused on ensuring a proper grasp of SECOM's Philosophy and the acquisition of necessary skills, we actively introduce outstanding third-party training programs to expand horizons, instill a more refined service-oriented mindset and heighten motivation.

Enabling employees to demonstrate their full potential

The president and the rest of the executive team attach great importance to the results of our annual employee job satisfaction survey and monthly meetings with the SECOM Employee Union Federation* and are committed to improving working conditions and creating positive work environments. In light of the relentless rise of consumer prices in recent years, we have implemented four consecutive annual base salary increases. In the fiscal year ended March 31, 2025, we significantly upgraded compensation for security services employees, while in the fiscal year ending March 31, 2026, our priority has been on measures aimed at revitalizing the organization as a whole, including enhancing compensation for management-level employees, easing the burden of job transfers and extending the period for which employees with childcare responsibilities can shorten their working hours.

We also actively promote diversity and inclusion in our labor force. We have taken significant steps to advance career opportunities for women, such as appointing women to the position of site manager since April 2023. In the period under review, we inaugurated a leadership development training program. Going forward, we will continue to promote initiatives aimed at welcoming a broad spectrum of human resources with wide-ranging ideas and at leveraging their capabilities to create new value.

* The SECOM Employee Union Federation was established in 1964 by a group of employee volunteers.

Initiatives to enhance employee engagement

Promoting continuous improvement through dialog with employees

We recognize that our ability to provide high-grade services to customers is underpinned by the quality and ethical standards of our employees, the people responsible for their provision. Accordingly, we believe that enhancing employee engagement is one of our most critical duties. We prioritize proactive dialog with employees and promote initiatives aimed at building a vibrant and healthy corporate culture and at enhancing employee engagement with the objective of ensuring SECOM remains a company where people are enthusiastic about their work, feel professionally fulfilled and want to remain for the long term.

One such initiative is our annual employee job satisfaction survey, which we have conducted since 2016. The survey seeks to assess job satisfaction from various perspectives, including working conditions and work environment, pride in one's work, workload and mindset regarding work responsibilities. Using insights gained from analyzing employee feedback, we formulate a variety of measures to improve and enhance employee engagement.

The 2024 survey included more than 50 questions developed to gauge overall job satisfaction in six categories: Sense of professional fulfillment, ability to work efficiently and with ease, ability to maintain a positive attitude, mutual trust, workload, and compensation and benefits. As always, the survey was conducted for employees of the parent company and certain consolidated subsidiaries.

Improvements based on insights gained from recent employee job satisfaction surveys

Survey results for all questions are disclosed to employees. Based on these results, various measures are given consideration before actual improvements are implemented.

Amendments to working conditions

- Implementation of stable annual salary increases (base salary increases have been implemented for four consecutive years)
- Significant improvements in working conditions for security services employees, who help keep society safe day in and day out, including on weekends and at night
- Increases in managerial allowances to enhance the attractiveness of positions of responsibility
- Granting of shares of common stock to employees as restricted stock compensation (for two consecutive years to date) as a mechanism for supporting future asset formation while also remaining focused on growth, and introduction of an incentive system for the employee stock ownership plan
- Implementation of major increases in starting salaries

Systemic upgrades

- Creation of the position of senior beat engineer (emergency response personnel) in response to the career advancement aspirations of mid-tier beat engineers and bolster individual awareness and sense of responsibility they bring to their jobs
- Removal of restrictions on employees choosing the option of unaccompanied temporary assignment and provision of relocation allowance to all employees to ease the burden of job transfers
- Reduction of maximum commute time to 1.5 hours and extension of the period for which employees with childcare responsibilities can shorten their working hours up until the child's entry into the fifth grade of elementary school
- Introduction of student loan repayment support system
- Introduction of assistance for high-school graduates in obtaining a driver's license

Measures to reduce workloads and improve work efficiency

- Improvement of working environments, including through the renovation of emergency depots and SECOM control centers
- Reassessment of operational procedures to reduce the burden on security services employees and active deployment of generative AI to bolster operational efficiency
- Review of recruitment methods and improvement of employee care and related systems to enhance the attractiveness of SECOM to potential employees, thereby increasing the number of new recruits

The Human Resources Department and our Human Resources Strategy Promotion Project will spearhead efforts going forward to make further improvements that foster an even more vibrant and healthy corporate culture and further enhance employee job satisfaction.

Launching the *Futanowa* initiative, which emphasizes working together to create a positive and open-minded corporate culture that embraces challenges

A Message from a Senior Executive Director

We will work with our employees and leverage their boundless potential to expand the *Futanowa* initiative and pass on the vision of our founders to the next generation of SECOM employees.

Tatsuro Fuse

Senior Executive Director
Assistant to the President;
Head, Corporate Communication & Marketing Division



Passing on the compassion of SECOM's founders to the next generation of employees

Following on naturally from SECOM's Philosophy, established by founders Makoto Iida and Juichi Toda, the *Futanowa* initiative seeks to continuously foster an exceptional corporate culture through discourse aimed at increasing empathy, and encouraging the practical application of the philosophy. As someone who actually worked alongside Mr. Iida and Mr. Toda, I believe I have a responsibility to communicate the importance they placed on care for employees and workplaces even when times were tough, as well as their tireless commitment to addressing challenges and contributing to a better society, to the next generation of employees. I also believe this is one way I can repay the kindness they showed me.

"*Futa*," the first part of the initiative's name, which is also commonly pronounced "*kattatsu*," means "positive and open-minded" and has become firmly established as representative of our corporate culture and our approach to working toward the achievement of our goals. Generally, when labor shortages make it necessary to pursue further efficiencies, interest in what other departments are doing tends to wane and vertical silos become entrenched. With *Futanowa*, we have intentionally created a forum for bringing together employees who have little chance to interact with one another on a day-to-day basis, enabling them to gain new insights and ideas that will contribute to

their own personal development and to improvements in their own everyday work.

As part of the *Futanowa* initiative in the period under review, we held dialogs at sites across Japan that were attended by regional office managers, as well as by junior employees. I was also joined by selected staff from various departments at SECOM headquarters. These dialogs served to deepen relations within regional offices, as well as between headquarters and the front lines and among various headquarters departments. I think that they also helped participants gain a better understanding of the values treasured by SECOM's founders and of the Company's ideal future direction. Moreover, I believe that these dialogs fully capitalize on our diversity, which in turn has helped foster a greater sense of unity across the entire organization.

This particular undertaking was a good reminder of the part of The Constitutions of the SECOM Group that tells us that unless employees are enthusiastic about their work and satisfied with their jobs, any growth SECOM might achieve is meaningless and unearned. In line with our belief that investing in the unlimited potential of our employees is the key to further growth both for them and for the Company overall, we will continue to expand the *Futanowa* initiative and convey the wisdom of our founders to a new generation.

Creating a virtuous cycle of prosperity to generate value

SECOM's Philosophy, which has been handed down since our establishment, provides a spiritual anchor for SECOM Group employees and is the driving force behind our growth and evolution. In 2018, we launched an initiative that seeks to ensure SECOM's Philosophy fully penetrates every aspect of our operations and to arouse employees' passion, encourage them to share their enthusiasm and bolster motivation throughout the organization. In 2024, we took this undertaking to the next level by launching the *Futanowa* initiative, which focuses on fostering a unique corporate culture and strengthening bonds among employees.

The *Futanowa* initiative aims to create a virtuous cycle of prosperity. This begins with promoting efforts to enhance the spiritual prosperity of employees, which helps ensure prosperity for society by improving safety around the world, earning us the trust and confidence of customers and enabling us to enjoy economic prosperity, which positions

us to again invest in the spiritual prosperity of employees. This continuous process brings stakeholders positive results by leading to the generation of both direct economic value, including salaries and dividends, and indirect value in the form of a greater level of safety for society as a whole.

Providing enduring peace of mind in an ever-changing society necessitates the use of advanced technologies, but it also requires the ability to improve organizational competence even amid persistent labor shortages. We believe that organization competence is determined by a combination of individual capabilities, avid enthusiasm, clear strategic direction and strong bonds among employees. Through the *Futanowa* initiative, we will work to transform each employee into a driver of change and to build a positive and open-minded corporate culture that embraces challenges, enabling us to fulfill our mission of helping realize a society free from concerns.

Holding *Futanowa* Heart-to-Heart Dialogs at 23 sites across Japan

With the goal of putting our commitment to increasing employee job satisfaction into practice, we hold *Futanowa* Heart-to-Heart Dialogs, through which we seek to foster a sense of solidarity that is rooted in a shared philosophy and at the same time to expose participants to a wide range of views and principles through cross-departmental exchanges and to inspire each employee to strive for self-actualization. In the fiscal year ended March 31, 2025, these dialogs were held at 23 sites across Japan, led by Senior Executive Director Tatsuro Fuse, with a total of 1,260 executives and employees participating.

At each dialog, stories about SECOM's founding—the backdrop against which SECOM's Philosophy was formulated—were shared with participants. Small group discussions were also organized with the objective of encouraging behavioral change, providing an opportunity for individuals to reconsider the significance of working for SECOM, as well as bolstering their motivation. These events were well received, with participants expressing

positive views, including that they felt greater resolve and drive and a renewed sense of responsibility and mission, as well as a desire to participate in future dialogues on themes such as the future of SECOM and what constitutes an appealing company.

Looking ahead, we will continue to hold *Futanowa* Heart-to-Heart Dialogs to enhance employees' job satisfaction while at the same time realizing sustainable growth in corporate value.

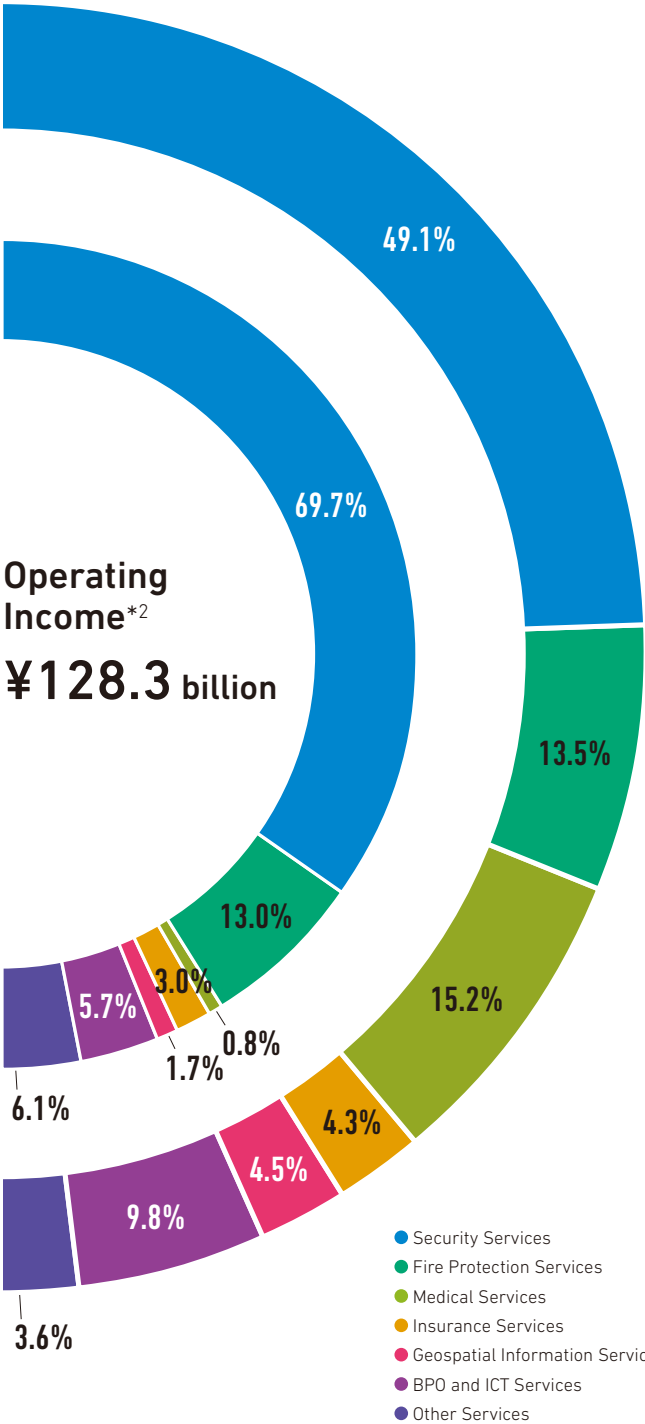


Futanowa Heart-to-Heart Dialogs

SECOM at a Glance

Net Sales and Operating Revenue*1

¥1,311.1 billion



*1 Breakdown is based on consolidated net sales and operating revenue (excluding intersegment transactions) for the fiscal year ended March 31, 2025.

*2 Breakdown is based on total operating income for seven segments (¥147.4 billion), prior to adjustment for corporate expenses and eliminations, for the fiscal year ended March 31, 2025.

Segment	Principal operations	Competitive advantages	Principal consolidated Group companies*3
 Security Services	<ul style="list-style-type: none">On-line security systemsStatic guard servicesArmored car servicesMerchandise and other	<ul style="list-style-type: none">Integrated approach that involves taking responsibility for all aspects of the provision of on-line security systemsRobust and adaptive operating foundation comprising three components: technological prowess, human resources and an effective operational and control structureRental format that minimizes initial costs for subscribers and enables SECOM to take responsibility for equipment maintenance and upkeepSolid income foundation (attributable to stable recurring revenue-based businesses) and robust customer baseExtensive lineup of security merchandise, including surveillance cameras and access control systemsOverseas operations centered on the provision of on-line security systems that reflect local market needs	SECOM CO., LTD.*4 Secom Joshinetsu Co., Ltd. Asahi Security Co., Ltd. Secom plc
 Fire Protection Services	<ul style="list-style-type: none">Fire alarm systemsFire extinguishing systemsMaintenance services	<ul style="list-style-type: none">Two Group companies with leading shares of the Japanese fire protection services marketComprehensive lineup of services that respond to a broad range of customer needsIntegrated service configuration encompassing R&D and planning, equipment design and production, installation and maintenanceStable demand for equipment that complies with Japan's Fire Service ActAbility to extend renovation proposals that draw on a wealth of experienceExpertise in fire extinguishing systems for tunnels and other large-scale structures	Nohmi Bosai Ltd.*4 Nittan Co., Ltd.
 Medical Services	<ul style="list-style-type: none">Home medical servicesOperation of residences for seniorsICT-based servicesSales of medical equipment and pharmaceuticalsSupport for affiliated medical institutionsOperation of hospitals in India	<ul style="list-style-type: none">Conviction that protecting health and life is the ultimate expression of the SECOM commitment to delivering safety and peace of mindExperience and extensive know-how in the provision of diverse medical servicesStrong collaboration with local communities aimed at realizing effective comprehensive community healthcare systemsICT-based services that leverage expertise accumulated in the provision of medical services and SECOM's management resources	Secom Medical System Co., Ltd. Takshasila Hospitals Operating Pvt. Ltd.
 Insurance Services	<ul style="list-style-type: none">Fire insurance policiesAutomobile insurance policiesCancer treatment policies	<ul style="list-style-type: none">Belief in the need for both security services, which are preventative by nature, and non-life insurance, which looks after people in the event of misfortuneDevelopment and provision of unique fire insurance policies that take into account the risk mitigating factors of on-line security systemsDevelopment and provision of an automotive insurance policy that includes access to emergency response servicesDevelopment and provision of a cancer treatment policy that features full coverage for all treatment costs	Secom General Insurance Co., Ltd.
 Geospatial Information Services	<ul style="list-style-type: none">Services for public sector entitiesServices for private sector entitiesServices for overseas customers	<ul style="list-style-type: none">Service configuration overseen by the leading company in Japan's aerial surveying and geographic information system (GIS) marketsAbility to provide geospatial information based on geographic data collected by commercial satellites, aircraft, drones, vehicles and shipsTechnological capabilities and expertise in the integration, processing and analysis of geographic and related data to provide geospatial informationActive efforts to cultivate new geospatial information services	Pasco Corporation
 BPO and ICT Services	<ul style="list-style-type: none">Data center servicesLarge-scale disaster preparedness servicesInformation security servicesCloud-based servicesBPO services	<ul style="list-style-type: none">Highly secure facilities and equipment and tailored support, as well as data center facilities boasting excellent connectivity that are among Japan's largestOne of Japan's leading disaster management support servicesSeamless information security services encompassing the formulation of strategies, monitoring, implementation of countermeasures and restorationICT services that reflect technological prowess, operational capabilities and know-how that facilitates the construction and operation of network systems that leverage extensive experience in the provision of security servicesProvision of high-grade contact center and other BPO services that deliver safety and peace of mind	Secom Trust Systems Co., Ltd. At Tokyo Corporation TMJ, Inc.
 Other Services	<ul style="list-style-type: none">Construction and installation servicesReal estate leasingHome services	<ul style="list-style-type: none">Provision of integrated services, from the design and installation of air conditioning, plumbing and electrical systems to building maintenanceExtensive maintenance and management services for leased buildings, primarily in TokyoProvision of lifestyle support services that deliver safety and peace of mind and make life more comfortable and convenient	

*3 For more information on major consolidated subsidiaries, please see pages 83–86.

*4 Listed on the Tokyo Stock Exchange Prime Market

Security Services



Business Summary

For more than a half-century, we have offered optimal security services that respond to the evolving needs of each of our customers to provide safety and peace of mind. Our mainstay on-line security systems include monitoring for intruders, fires and other irregularities by SECOM control center staff via telecommunications circuits linking a control center with security equipment installed at the subscriber's premises. In the event an irregularity is detected, control center staff swiftly appraise the situation and issue instructions to emergency response personnel at the nearest SECOM emergency depot, who rush to the subscriber's premises. If necessary, control center staff also notify the police and/or fire department.

The initial contract period for on-line security systems is five years, after which the contract is automatically renewed annually. In principle, we take care of upkeep for security equipment and provide it to

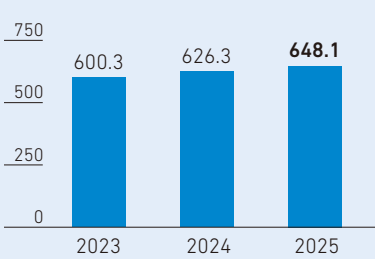
subscribers on a rental basis, enabling us to deliver seamless peace of mind. We maintain responsibility for all critical aspects of our on-line security systems, from R&D through to equipment manufacturing, security planning, installation, around-the-clock monitoring, emergency response services and equipment maintenance, which guarantees exceptional quality and reliability.

Owing to remarkable technological advances in recent years, on-line security systems can now be equipped with a variety of features that go beyond monitoring for irregularities such as intruders and fires to support

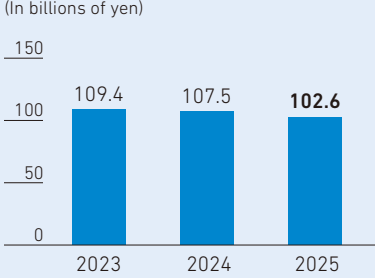


SECOM control center

Net sales and operating revenue



Operating income

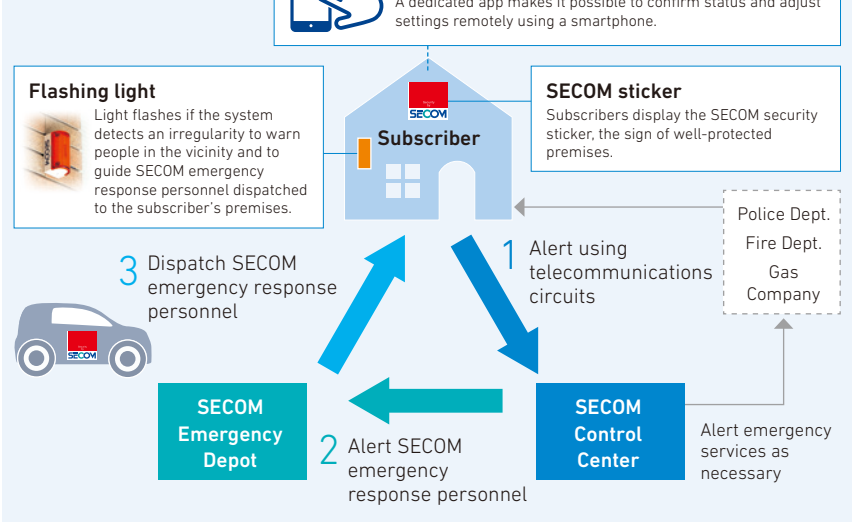


the business endeavors of commercial subscribers and the daily lives of residential subscribers. As well as new and highly convenient subscription-based services, we are promoting the development and provision of a variety of distinctively SECOM services and systems that also include around-the-clock emergency response services in the event of an incident. By thus broadening our menu of services, we are working to attract new customers, increase contract volume and encourage existing customers to take advantage of additional services. Encouraging the use of multiple services helps us strengthen relations with customers and extend contract periods. This is all possible thanks to the three components of our operating foundation, namely, our technological prowess, human resources, and operational and control structure.

Technological prowess

SECOM Intelligent Systems Laboratory conducts research into new

On-line Security Systems

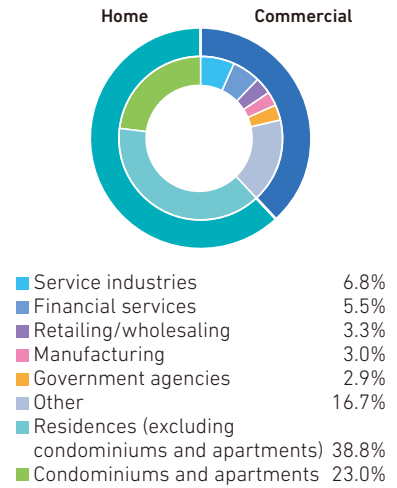


technological trends and core technologies, while the Technology Development Division capitalizes on research achievements and other optimized technologies to develop highly reliable security services. In addition to analyzing socioenvironmental changes and trends in criminal activity, our R&D team ensures that the opinions and needs of subscribers communicated to our salespeople and

emergency response personnel are reflected in prompt and precise adjustments that further bolster the quality of our on-line security systems. Given the remarkable pace of technological evolution, we are actively promoting open innovation with various partners, from major corporations to start-ups, to facilitate the swift development of essential systems that deploy state-of-the-art technologies.

Contracts for On-line Security Systems in Japan

(As of March 31, 2025)



Note: Breakdown is of total contract volume.

Human resources

We recognize that our people are essential to offering high-grade services and building a robust organization. In Japan, training for new recruits, emergency response personnel, salespeople, administrative staff and other employees is provided at three training centers. This reinforces our overall responsiveness to customers by guaranteeing that employees fully understand SECOM's Philosophy and observe a code of conduct befitting security professionals, and by allowing them to acquire new and hone existing specialized knowledge and technical skills.

Operational and control structure

As well as a network that enables the effective operation of our on-line security systems across Japan, we have created a proprietary operational and control structure. This structure focuses on control centers, staffed by experienced individuals who make meticulous assessments and issue instructions, promptly dispatching emergency response personnel from one of our emergency depots—part of an industry-leading nationwide network of approximately 2,500 such depots—to ensure our ability to extend swift, precise services.

Operational highlights
Commercial security services

We offer an extensive lineup of security services, centered on on-line security systems, tailored to the needs of commercial premises. We are also working to broaden our menu of high-value-added services that link on-line security systems with various open cloud services to create a business infrastructure that supports the operations of commercial security subscribers.

Supporting the operations of subscribers with System Security AZ and AZ-Air

System Security AZ, for medium- to large-scale sites, and System Security AZ-Air, for small- to medium-scale stores and offices, are all-in-one security solutions that help manage risks by preventing crime and monitoring for fires, as well as facilitate employee attendance and facility management. These systems earn high marks for convenience and ease of operation, enabling users to confirm security status and to remotely arm or disarm the system using a dedicated smartphone app. They can also be integrated with surveillance cameras,

allowing users to remotely monitor conditions on the ground.

AZ series' systems boast outstanding flexibility and scalability. Combining an AZ series' system with the SECOM *Anshin* Employee Attendance Management Service KING OF TIME Edition enables subscribers to make use of a service that automatically enters employees' start and end times and calculates hours worked to ease the burden of such procedures. At stores with on-site staff, linking an AZ series system with the Interactive Security Service allows staff to press a dedicated button in the event of an emergency to notify SECOM, which assesses the situation in real time from monitoring of surveillance camera video and audio feeds, issues a verbal warning via loudspeaker, dispatches emergency response personnel and, if warranted, notifies the police, thereby helping ensure staff safety.

In addition, we have established SECOM AZ Certified, a standard for the integration of AZ series systems and robots, which makes it possible for other firms that manufacture cleaning robots to integrate these robots with an AZ series system, facilitating operation while security is in place, even at night. This and other features can assist subscribers in coping with cleaning staff shortages.

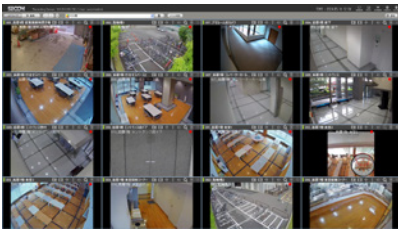


AZ series' security systems can also be linked to an attendance management system

Systems that leverage AI-based image analysis technology

The use of AI-based image analysis technology to recognize specified human behaviors reduces the burden on individuals responsible for monitoring facilities. The SECOM AI Camera boasts a built-in AI function that analyzes images and detects the movement of people and objects—including intrusions, obstructions and congestion—within a predetermined area, and notifies the subscriber in the event of an irregularity by displaying an alert on the surveillance monitor and sending an email. This system thus supports the operations of subscribers by facilitating the early detection of damage or accidents and expediting initial responses.

The SECOM AI Behavior Detection System simultaneously analyzes images from up to 30 surveillance cameras simply by linking a dedicated server to existing surveillance cameras. This system uses AI to detect violent behavior such as physical altercations and destructive acts, or behavior indicative of sudden illness, including falling or doubling over, and notifies the monitoring desk. This helps prevent accidents and reduces the onus on individuals in charge of monitoring. This system can also be linked with SECOM VMS, which enables the integrated management of more than 600 models of surveillance camera from 25 manufacturers worldwide, making it



SECOM VMS enables the management of surveillance footage from cameras from multiple manufacturers

particularly effective for monitoring large-scale facilities. Going forward, we will continue to combine our accumulated expertise and state-of-the-art technologies to extend safe and highly convenient services that contribute to increased social productivity.

Expanding patrol areas with the cocobo autonomous security robot

Labor shortages are becoming an increasing issue in the security services industry as the working-age population contracts. With the aim of advancing DX in the area of static guard services, in July 2024 we conducted a successful field test of our cocobo autonomous security robot linked with the SECOM AI Behavior Detection System, which confirmed the effectiveness of combining these technologies to increase static guard service efficiency. In March 2025, cocobo passed an inspection mandated under Japan's Road Traffic Act whereby it met the standards for remote-controlled small vehicles. As a result, cocobo can now be used on public roads and in open public spaces around sites during the day and at night. We will continue to broaden the scope of deployment for cocobo and provide advanced security services that bring together the capabilities of humans and robots.

Amid rapid technological advances and increasing labor shortages, DX is playing an increasing role in the security services industry, with security systems using advanced technologies in areas such as robotics and AI finding increased use in static guard services, thereby helping bolster the precision of such services while significantly reducing the need for human resources. In April 2025 we established a new position to spearhead the promotion of DX across SECOM. Under the slogan "security DX



The cocobo autonomous security robot patrols on public roads

supported by SECOM," we will aim to extend these systems beyond SECOM Group companies, with the goal of advancing DX across the security services industry.

Home security services

SECOM Home Security has expanded beyond essential security functions such as crime and fire prevention, and the sending of alerts when irregularities are detected, to include optional services that improve safety and peace of mind. These include monitoring for gas leaks, medical emergency calls, and monitoring and confirming the safety of individuals.

In addition to an easy-to-use home controller, the increasingly popular SECOM Home Security NEO can be armed or disarmed remotely from a smartphone and features an automatic notification function that allows subscribers to receive alerts on their smartphone when someone leaves or returns home. The system can further be connected



High-performance LCD controller for SECOM Home Security NEO

with devices on the IoT. As well as a model featuring a touchscreen LCD screen, we offer controllers with buttons, recommended for seniors, and with a high-performance LCD screen equipped with face recognition capabilities, enhancing ease of operation.

SECOM Monitoring Service for Seniors is available as an option to SECOM Home Security subscribers. This service uses sensors installed in frequently used areas in the home such as bathrooms. If sensors do not detect any movement for a set period of time, an alert is sent to SECOM. Family members living apart from their parents can also use a dedicated smartphone app to confirm elderly parents' daily routines and activity levels and to request that SECOM conduct an in-person wellness check if there is concern about a parent's well-being.

Another SECOM Home Security option we extend is YORISOS, a dedicated Apple Watch and iPhone app. Whether at home or on the go, a subscriber can send an emergency alert and request emergency assistance if they sense danger or feel unwell simply by pressing a button. YORISOS also uses Apple Watch and iPhone health data to help users with everyday health management, issuing a SECOM Assist Report in the event of an issue such as an irregular heartbeat or a decline in walking stability, and advising as to the need to seek medical attention or take other appropriate steps.

To provide subscribers with distinctively SECOM healthcare services that capitalize on the operational configuration we have built in the security services business and digital platforms such as the *Mimamori* ("Monitoring") Cloud, in February 2024 we established a



The YORISOS app

dedicated department and shortly thereafter, in April, launched the SecuriCare* Center, which will lead our efforts to realize seamless services tailored to subscribers lifestyles under the SecuriCare label. We will continue to work with partners who share our mission to advance the business we have dubbed "securicare"* by realizing a broad range of services for customers ranging from the elderly and their families, medical institutions and care providers.

* "Securicare" is a term coined by combining "security" and "healthcare."

Delivering outstanding penetration resistance with SECOM *Anshin* Glass SG

Building on our wealth of expertise in providing protection against crimes, we collaborated with a leading glass manufacturer to market a new safety glass, SECOM *Anshin* Glass SG. In March 2025, SECOM *Anshin* Glass SG earned compliance with EN356 P6B, the European standard for security glass. This positions us to recommend this product for use in global luxury brand stores, which require robust security glass. When used in combination with SECOM Home Security, installed sensors instantly detect attempts at vandalism, triggering the dispatch of SECOM emergency response personnel if necessary,

ensuring a prompt response before a crime progresses. Through offerings like this, we will continue striving to help realize a society where anyone and everyone enjoys peace of mind.

Other security services

Helping ensure the safe and secure staging of Expo 2025 Osaka, Kansai, Japan

We are extending support for the staging of Expo 2025 Osaka, Kansai, Japan (©Expo 2025), being held on Yumeshima Island in Osaka, which opened in April 2025. This includes supplying cocobo autonomous security robots to patrol the site, security services through the SECOM Staff Operation System, and the AZ-Access control system, and automated external defibrillators (AEDs). We also created security camera systems for the entire site and provided System Security AZ, surveillance cameras and access control systems for multiple pavilions and other structures. In addition, a joint venture formed by equity method affiliate Toyo Tech Co., Ltd., the parent company and another security services company is conducting baggage inspections, crowd control and site patrols by static guards. Our involvement here builds on experience and know-how gained in the provision of security services for the Olympic Games and Paralympic Games Tokyo 2020, as well as other large-scale events, which we used to rally our diverse resources to



Security guard equipped with a wearable camera

support the staging of this important national project.

Overseas security services

Extension of services in 13 countries and territories

Our overseas debut was in 1978, when we established a presence in Taiwan. Today, our overseas security services business encompasses operations in 13 countries and territories, through which we extend diverse services and products, notably on-line security systems with emergency response services, customized to reflect local market needs.

In Taiwan, publicly listed Taiwan Secom, the leading company in the local security services market, offers a broad lineup of services, ranging from safety management systems for large-scale facilities to home security. Taiwan Secom is also actively introducing cloud, AI, IoT and other advanced technologies to further enhance service quality.

Operations in the ROK are spearheaded by S1, which is also publicly listed and the local market leader, and include offering a wide variety of high-value-added security services that respond to market needs, centered on on-line security systems. S1 continues to garner praise from customers for its swift emergency response services, which it provides through a nationwide network, underscoring growth in subscriber numbers.

We have created an extensive security services network in the PRC, which encompasses bases from coastal to inland cities. We are currently reviewing our local operating configuration in response to recent changes in the operating environment as we work to rapidly grasp customer needs and respond by developing appropriate new products.

In Southeast Asia, a key regional market offering tremendous growth potential, SECOM Group companies are working to boost sales and increase the use of on-line security systems in Thailand, Malaysia, Singapore, Indonesia and Vietnam. (More details are provided below.)

In Australia, results remain firm as we build on our proven track record of offering high-grade services to the public sector to expand services to private-sector enterprises—including prominent financial institutions and large-scale commercial facilities—while continuing to secure contracts from federal government agencies. In New Zealand, where we provide security services, as well as maintenance and inspection support services, our high-performance surveillance camera systems enjoy particularly solid support from customers across the spectrum, from major supermarkets to financial institutions.

In Turkey, we extend security services, including safety management systems, to a diverse array of customers. We also continue to expand our presence across the country.

Subsidiary Secom plc delivers high-grade on-line security systems and other security services across the United Kingdom. The company has established a strong reputation, earning the trust of security-conscious clients such as government agencies, leading financial institutions and railway companies. In July 2024, we



Emergency response personnel (PRC)

further expanded its operations by entering the Irish market.

Establishing ANSHIN as a universally recognized term synonymous with peace of mind

With the goal of ensuring sustainable growth going forward, a core strategy of the SECOM Group Road Map 2027 is to strengthen our operations in promising overseas markets. Aiming to increase the share of consolidated net sales and operating revenue accounted for by overseas security services to 10%, we are working to add depth to existing businesses while also expanding into new businesses and markets where we currently lack a presence. Particularly in Southeast Asia, where affluent and middle-class populations are growing rapidly, we are stepping up efforts to raise awareness of the SECOM brand.

In Thailand, we are conducting an ambitious advertising and publicity campaign to bolster awareness of the SECOM brand. In Thailand and Indonesia, we are leveraging digital marketing and customer data analysis to recommend the most appropriate security systems, an approach that is contributing to both increased sales and higher customer satisfaction.

We are also broadening our lineup of systems tailored to local market needs. This includes expanding the provision of cloud-based interactive security systems, which are currently available in Thailand, Singapore,

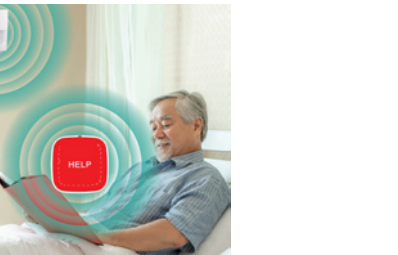


Monitoring service for senior citizens (Malaysia)

Malaysia, Indonesia, Vietnam and the United Kingdom, to other countries and territories. In response to declining birth rates and an aging population, increasingly urgent social imperatives in Thailand, we launched SECOM Smart Security Care, a monitoring service for senior citizens, in March 2024. We launched a similar service in Malaysia in July 2024. We are also promoting the deployment of monitoring services that use AI cameras.

Additionally, we are enhancing our systems integration capabilities to offer advanced security services for large-scale facilities. In recent years, we have secured new contracts for large-scale data centers in Singapore and Malaysia. In Australia, we are capitalizing on our experience in the provision of large-scale systems integration services to secure recurring orders.

In another initiative, we are investing in promising new business areas to build fresh foundations for growth and realize synergies over the medium to long term. We recently invested in Eagle Eye Networks and Brivo—leaders in video surveillance as a service (VSaaS)*¹ and access control as a service (ACaaS),*² respectively—in North America. We are currently leveraging the cloud-based security systems of these two companies in other countries and territories where we currently operate, as well as exploring further opportunities to



cultivate new businesses in the U.S. and other markets.

In July 2025, we reached an agreement to acquire AVTEL Holdings, a global security systems integrator*³ serving primarily the Asia-Pacific region (East Asia, Southeast Asia and Oceania) and Europe, the Middle East and Africa (EMEA), which will become a wholly owned subsidiary. We look forward to capitalizing on AVTEL's lineup of security systems, which are used around the world, to accelerate the growth of our overseas security services business and to expand our provision of services to the Japanese offices of global companies.

To help realize a society free from concerns and to drive further growth in promising overseas markets, we are working to fortify our operating foundation, including by enhancing next-generation control center services and IT security capabilities. At the same time, we are bolstering our management foundation by improving legal and regulatory compliance, performance monitoring, and the securing and fostering of human resources. Through these efforts, as well as by promoting global awareness of the SECOM brand and accelerating autonomous growth, and expanding into new geographic and business areas, we will seek to establish ANSHIN as a universally recognized term synonymous with peace of mind.

*¹ VSaaS enables users to access, manage and analyze video surveillance information in the cloud.

*² ACaaS enables users to control and manage on-premises access control devices in the cloud.

*³ A global security systems integrator provides consulting, sales and installation services in the area of integrated security systems—including access control and video surveillance, across countries and regions—to global companies.



Operating highlights

This segment centers on the operations of Nohmi Bosai and Nittan, two leaders in Japan’s fire protection services market, which offer a comprehensive range of automatic fire alarm, fire extinguishing and other fire safety systems that respond to needs for solutions for diverse applications, including office buildings, production facilities, tunnels, cultural properties, ships and residences. Both companies have established a fully integrated service framework that spans R&D, system planning, design, manufacturing, installation and maintenance. Nohmi Bosai and Nittan have built a firm reputation by not only extending the most appropriate proposals for new builds, but also recommending systems to customers in the renovations market.

A new model of Protecview

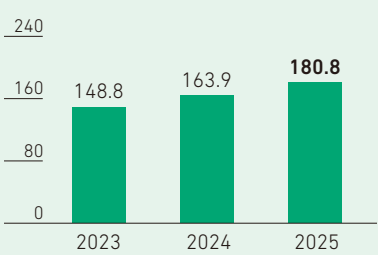
Nohmi Bosai’s Protecview is an ultra-sensitive smoke detection system that facilitates early fire

detection, helping to prevent incidents and minimize damage. This system enjoys a solid track record as the first choice for use in critical environments such as data centers, semiconductor fabrication facilities and electrical rooms. In April 2025, the company launched a new model of this flagship system that features a maximum sensitivity 100,000 times greater than that of standard smoke detectors,* a significant improvement over the previous model, which was 10,000 times more sensitive than conventional systems. The updated version can also be used

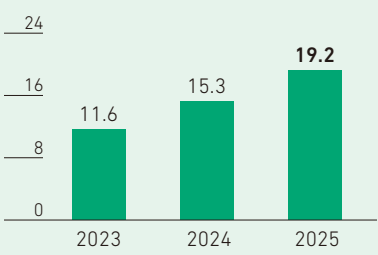


The new model of the Protecview smoke detection system, boasting a high-precision sensor (Nohmi Bosai)

Net sales and operating revenue



Operating income



as part of LAN-based fire prevention configurations. Nohmi Bosai continues to position Protecview as an effective solution to the fire protection needs of diverse customers, including operating critical infrastructure facilities and as a tool for supporting the formulation of robust business continuity plans (BCPs), thereby delivering safety and peace of mind.

* Measured using a proprietary Nohmi Bosai smoke concentration measuring device and dilution model

Drone technology deployed in the development of a new smoke detector testing device

Nohmi Bosai has made use of drone technology to develop a smoke detector testing device capable of safely and effectively testing the performance of smoke detectors installed in hard-to-reach locations. Traditionally, smoke detectors installed at high elevations were tested using long testing poles; however, for detectors beyond pole reach, scaffolding was required. The



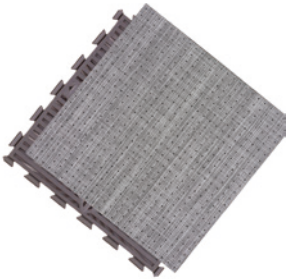
Drone-mounted smoke detector testing device (Nohmi Bosai)

company’s new drone-mounted testing device addresses this challenge, improving worker safety, reducing inspection time and cost, and helping ensure the stable performance of fire alarm systems installed in buildings. The first drone-mounted testing device approved for statutory inspections in Japan, this unit has been deployed since spring 2025 in inspections conducted for customers with subscriptions that include maintenance.

The Artiedge brand:

A new perspective on fire prevention

In December 2024, Nittan launched Artiedge, a new brand of fire prevention products developed from a fresh perspective. This brand includes Artiedge II, a fire-suppressing flooring



Artiedge II fire-suppressing flooring material (Nittan)

material featuring a perforated surface and a base material that traps spilled or spread gasoline beneath the floor. Only the gasoline remaining on the surface burns, significantly reducing fire intensity. Requiring no electrical, plumbing or other structural work, it is ideal as a defense against arson for any building, whether a new build or an existing structure.

Artiedge III is a detector designed specifically for hydrogen fires, which are difficult to detect because hydrogen burns with a colorless, invisible flame. Designed for use at hydrogen fueling stations—which are expected to grow in number amid global decarbonization efforts—this detector offers a wide range of monitoring functions, in addition to being highly water and dust resistance. It is also equipped with a self-diagnostic function that identifies equipment irregularities and dirt on the sensing window, allowing its use in outdoor environments. Going forward, Nittan will take steps to further strengthen its product development capabilities—one of its key competitive advantages—while expanding its lineup of groundbreaking Artiedge fire prevention solutions that



Artiedge III hydrogen fire detector (Nittan)

challenge preconceived notions of fire prevention products.

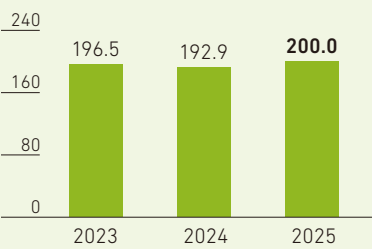
B Catch Now indoor location information system

Nittan’s B Catch Now is an indoor location information system that uses signals from sensor beacons installed inside fire alarms to pinpoint the location of people and objects indoors in real time using a computer or smartphone. Principal applications for this system include the provision of support for first responders in the event of a fire by displaying the positions of fire extinguishers, hydrants and emergency exits, and confirming the status of evacuation efforts. B Catch Now beacons can be attached to individual pieces of equipment, making it a popular choice among healthcare and social welfare organizations. It is also increasingly being adopted for other applications, including in production facilities, where it helps optimize personnel deployment and ensure the efficient use of machinery and devices, and in offices that have introduced hot desking, where it supports workspace management and equipment tracking.

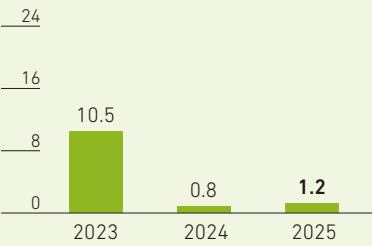
Medical Services



Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)



Operating highlights

In the belief that protecting health and life is the ultimate expression of our commitment to delivering safety and peace of mind, we provide medical services with an emphasis on four categories: medical care, personal care, healthcare and preventative care, and ICT-based services. Since launching services designed to assist home medical care in 1991, we have expanded our focus. This includes leveraging ICT to help create comprehensive community-based healthcare models that bring together a variety of services.

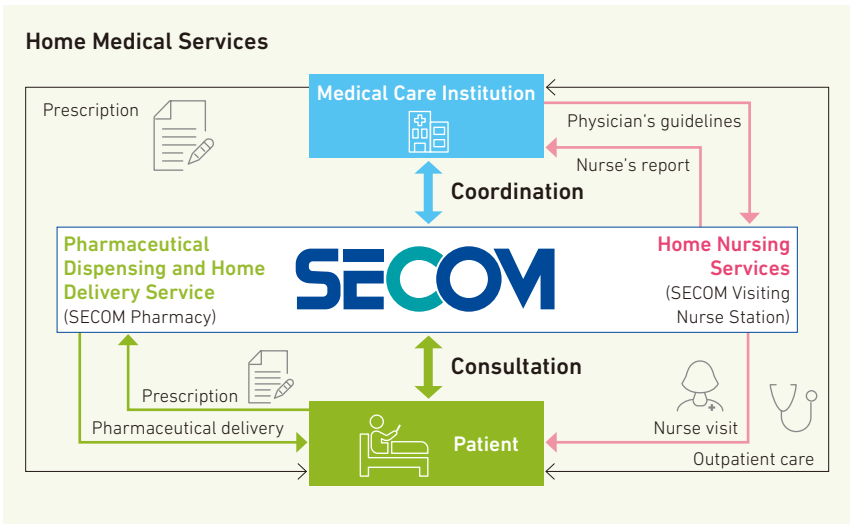
Medical care services

In addition to home medical care in collaboration with medical institutions, our medical care services business includes the provision of operational support for hospitals and clinics. Overseas, we capitalize on the know-how cultivated in Japan to operate hospitals that extend high-grade medical care.

Our home medical care centers on home nursing services, which involve the dispatch of visiting nurses to patients' homes from a nationwide network of 34 visiting nurse stations to provide expert medical treatment and nursing care under the direction of the patient's primary physician. We also offer pharmaceutical dispensing services for individuals receiving medical care at home, which encompass filling prescriptions at pharmacies and

delivering needed medications, transporting medical supplies such as infusion lines and syringes for home parenteral nutrition (HPN) administered via central venous catheter and medical hygiene products, and providing patient compliance instruction.

We support the operations of 20 affiliated hospitals extending diverse services, including high-level acute care, rehabilitation, convalescent care and long-term care. In addition,



we offer services that contribute to reduced costs and greater efficiency for these institutions through, among others, the sale and rental of medical equipment and the management of pharmaceuticals Group Purchasing Organizations (GPOs). We also make use of our accumulated expertise in home medical care to support the opening and operation of community clinics.

In emerging economies, where demand for an improved medical care system and higher-level services continues to grow, our efforts emphasize hospital management. In India, Sakra World Hospital, which opened in Bengaluru in 2014, endeavors to provide patient-first, meticulous medical services and to bolster the overall quality of medical care available. Operating as a 320-bed "Japanese-style" general hospital, this institution continues to see stable growth. A second hospital with approximately 450 beds, also in Bengaluru, is scheduled to open in 2028. This new facility will focus on the provision of advanced medical care, including comprehensive cancer treatment and regenerative medicine.

Personal care services

This category includes the operation of residences for seniors, bringing together our expertise in the provision of security, medical care and personal care services. We also extend visiting

personal care services and outpatient care services (adult day care) from our comprehensive home personal care services centers.

Health and preventative care services

We operate the membership-based SECOM Health Care Club KENKO and offer telephone-based health consultation services. These services are designed to assist customers' efforts to maintain or improve their health and protect themselves against illness and the need for medical or personal care.

ICT-based services

We are developing unique ICT-based services by capitalizing on the information network technologies we have cultivated in the security services field, together with the expertise we have amassed in the provision of operational support for medical institutions and of home medical care services.

The SECOM Vitalook remote medical care support platform makes it



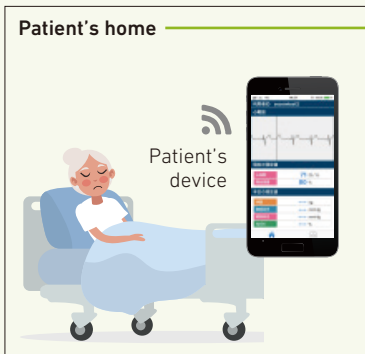
Medical MaaS vehicle in the city of Toba, Mie Prefecture

possible for physicians and nursing staff at contracted medical institutions to review home medical care patients' vital sign data (i.e., pulse, blood pressure, body temperature and electrocardiogram results) collected and stored at a SECOM data center, enabling them to use such data in video calls and remote auscultation. With efforts to deploy medical mobility as a service (MaaS) solutions expanding across Japan to help maintain or strengthen medical services in more remote areas facing rapid depopulation and an aging citizenry, use of SECOM Vitalook is expanding. We also extend ICT services that seamlessly support medical care and nursing care, including: SECOM LINKus, a cloud-based electronic medical records system that allows the sharing of information in electronic medical records among medical professionals; Hospi-net, a remote image diagnostic support service whereby diagnostic radiologists support primary physicians' diagnosis examining medical images and providing consultation; and SECOM SMASH, a hospital management information analysis system that helps elucidate the management status of hospitals.

Going forward, we will continue to offer services tailored to the needs of medical institutions and patients, with a view toward helping address the shortage of medical professionals and the global expansion of ICT services.

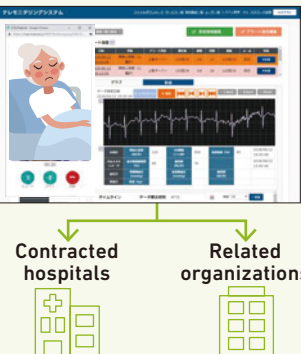
SECOM Vitalook

Collection and storage of home medical care patient's vital sign data



- Collection and storage of vital sign data
- Automatic alerts
- Video calls
- Display of pertinent data
- Sharing of information with related organizations

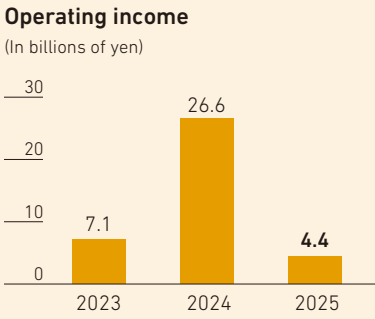
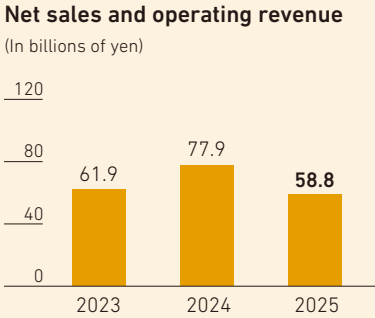
Remote monitoring of patient's condition by healthcare professionals



- Contracted hospitals
- Related organizations



Insurance Services



Operating highlights

We continue to expand our distinctive insurance services business, in line with our belief that delivering true safety and peace of mind depends on the provision of both security services, which are preventative by nature, and nonlife insurance services, which look after people when misfortune strikes.

MEDCOM unrestricted cancer treatment policy

We developed MEDCOM, a pioneering indemnity-based unrestricted cancer treatment policy, to enable subscribers to concentrate on treatment without extraneous concerns. In addition to unlimited coverage for all inpatient hospital treatment, including private care, advanced care and care covered by public health insurance, MEDCOM covers outpatient treatment and home medical care provided under public health insurance up to ¥20 million per five-year period. In 2024, the number of medical institutions offering private care eligible for coverage increased, further



The recently revised MEDCOM unrestricted cancer treatment policy

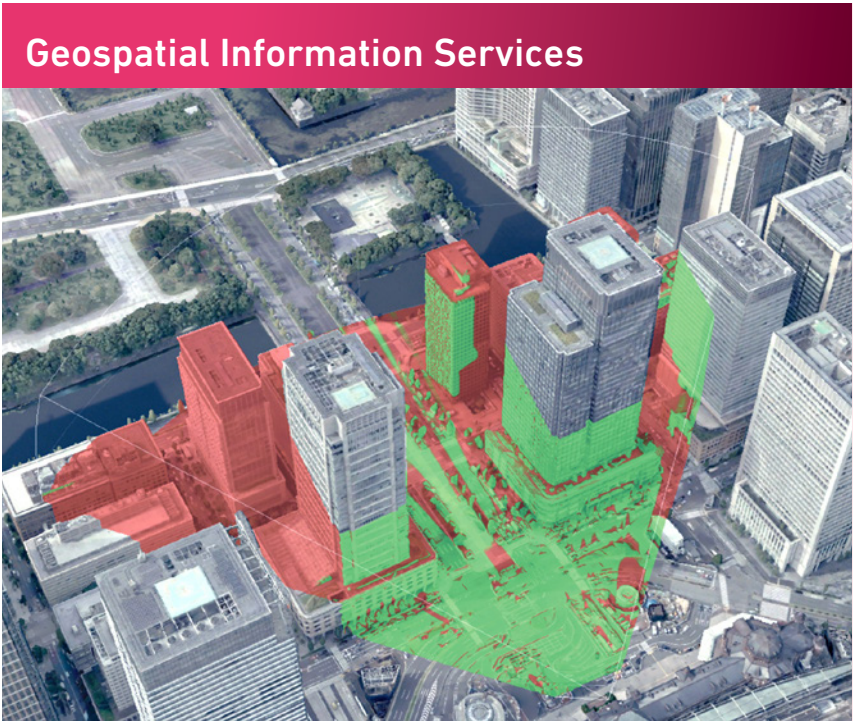
enhancing the appeal of this policy and boosting subscriptions.

SECOM Anshin My Car

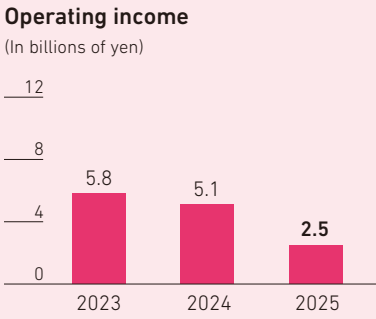
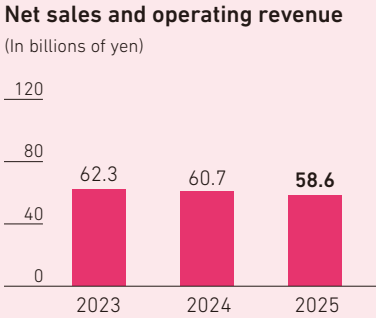
SECOM Anshin My Car is an automotive insurance policy that provides around-the-clock access to on-site assistance from SECOM emergency response personnel if requested in the event of an accident. This policy's customer-focused support services, which also include emergency response personnel contacting the police and emergency services, confirming the seriousness of the accident and photographing the site, continues to earn high marks from customers.

Fire insurance policies featuring premium discounts for subscribers with security systems

Residential fire insurance policy SECOM Anshin My Home features a discount on premiums for subscribers who have installed an on-line home security system, recognizing that such systems reduce the risk of theft and fire. The Security Discount Fire Policy, for commercial premises, gives premium discounts to subscribers who have installed a commercial on-line security system, reflecting the risk-mitigating benefits thereof, and has earned praise for its comprehensive coverage. In addition to current on-line security services subscribers, as well as individuals who are planning to install on-line security systems to also purchase fire insurance, thereby capitalizing on business opportunities presented by both the increased deployment of security systems and expanding sales of insurance policies.



Geospatial Information Services



Operating highlights

Subsidiary Pasco collects geospatial data from sensors mounted on commercial satellites, aircraft, drones, proprietary vehicles and ships, among others, which it integrates, processes and analyzes to provide a wide range of geospatial information services that help address key social imperatives. The company primarily serves Japan's public sector, which accounts for approximately 90% of segment net sales and operating revenue, while also supporting its customers in the private sector in Japan and in overseas markets.

In the fiscal year ended March 31, 2025, we acquired 75% of Pasco's voting rights through a joint tender offer with a subsidiary of a major general trading company, which acquired the remaining 25%. Capitalizing on the general trading company's expertise, Pasco is further enhancing its services for domestic private-sector and overseas customers, while also fostering and expanding new business by leveraging DX to deliver solutions tailored to specific business challenges.

Enhancing satellite-based services

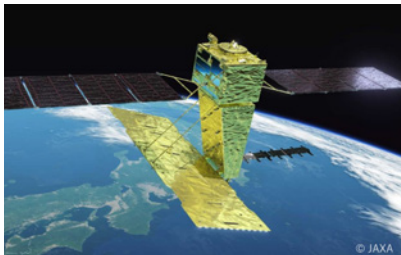
In January 2025, Pasco was selected by the Japan Aerospace Exploration Agency (JAXA) as the data service provider for the Advanced Land Observing Satellite-4 "DAICHI-4" (ALOS-4). The company will supply satellite image data and manage distribution services to support its use. The following month, Pasco entered into a capital and business alliance with Marble Visions Inc., a company established by a major systems integration firm, with the aims of developing a high-resolution, high-frequency earth observation (EO) optical satellite system. Marble Visions will drive the vertical integration of the EO satellite data supply chain, ensuring seamless operations from satellite development through to data utilization, to build a system with broad applicability.

Supporting public-sector DX efforts

Pasco's geospatial surveying technologies are being used in Project PLATEAU, an initiative led by Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) to develop 3D urban

models for use in urban planning, as well as in protection against crimes and disasters. Since 2020, these models have been adopted by more than 50 local governments.

In acknowledgment of its contributions to bolstering understanding of flood disasters, including disaster image acquisition and the publication of critical disaster information on its website, in May 2025 Pasco was recognized as an "Official Supporter of River Basin Flood Control" by the MLIT. Looking ahead, the company will continue to promote efforts to deploy its geospatial information technologies in efforts to improve disaster awareness across society.

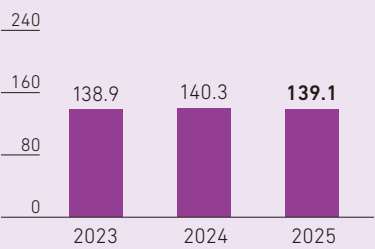


Advanced Land Observing Satellite-4 "DAICHI-4" (ALOS-4)

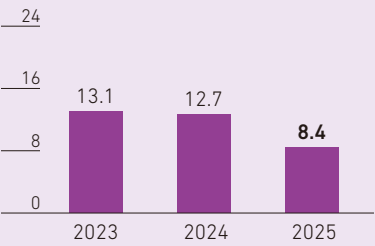
BPO and ICT Services



Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)



Operating highlights

To meet the diverse needs of customers, Secom Trust Systems builds and operates ICT services that deliver safety and peace of mind, as well as make life more comfortable and convenient. At Tokyo operates data centers that combine outstanding reliability and connectivity. TMJ extends high-grade contact center, back-office support and a wide range of other BPO services.

Large-scale disaster preparedness, information security and cloud-based services

In addition to developing and operating IT systems for the SECOM Group, Secom Trust Systems leverages its highly secure, robust Secure Data Center® to provide large-scale disaster prevention, information security and cloud-based services, among others.

For large-scale disaster preparedness Secom Trust Systems extends services that assist customers in the formulation of BCPs encompassing

everything from advance preparation to initial responses and recovery. Information security services offer comprehensive support for customers in protecting their information from cyberattacks and range from advance diagnostics and countermeasures to around-the-clock monitoring and assistance with responses in the event an incident occurs. The company also provides cloud-based services, including human resources technology, document digitization and other services that contribute to improved business efficiency. In October 2025, a new data center facility boasting even more sophisticated security, as well as an excellent environmental performance, is scheduled to open on a site adjacent to the Secure Data Center®.

The Secom Safety Confirmation Service enables subscribers to swiftly confirm the safety of employees and their families, and to ascertain damage to sites, in the event of a major disaster. This is the leading corporate safety confirmation service in the Japanese

market in terms of the number of subscribing companies and individual users.* This service continues to evolve. Recently, a new feature was added that makes it possible, using the service's Safety Report Application for smartphones, to determine the location of employees and confirm their safety when an earthquake occurs, even if they are not at their registered workplace or residence.

In the area of information security services, Secom Trust Systems is working to realize a new all-inclusive cybersecurity monitoring service that provides comprehensive monitoring of



Exterior of the TC4 Secure Data Center®

customer environments, including endpoint, network and cloud security. In September 2024, the company began offering the Managed EDR Service, which helps reduce customers' security risks and operational burden, while in December 2024 it launched the Attack Surface Assessment Service, which facilitates prompt responses to security risks.

* As of November 2024; based on desk research and interviews with 15 companies that provide safety confirmation services by excrie Inc.

Data center services

At Tokyo operates data centers boasting connectivity that facilitates access to network services extended by megacloud service companies and telecommunications carriers, as well as to overseas service providers, and no-downtime services. With the shift toward cloud-based corporate systems and increasing content capacity requirements, demand for data center services is expanding. In addition to operating Chuo Center (CC1) and Chuo Center #2 (CC2), the largest network connection hubs in the Tokyo metropolitan area, in July 2024 At Tokyo opened Chuo Center #3 (CC3), a socially and environmentally responsible data center that offers superior connectivity and is equipped to support next-generation technologies such as AI.

At Tokyo is also working to provide more robust connectivity on a nationwide scale. The ATBeX ("AT TOKYO

Business eXchange") delivers flexible connectivity among multiple different clouds, IT services and data centers. The company also opened access points in Fukuoka in 2022; Hiroshima, Okinawa and Sapporo in 2023; and Takamatsu in 2024.

In October 2024, At Tokyo partnered with fellow SECOM Group company ARTERIA Networks, which offers extensive access line services, to introduce one-stop closed connection service ATBeX Closed Access Type-A. Launched in response to rising demand for closed connections to cloud-based services against a backdrop of the accelerating migration of government and enterprise core systems to the cloud, this service facilitates secure one-stop closed connections to cloud platforms from customer locations.

BPO services

The need for safe, secure and high-grade BPO services continues to expand amid declines in Japan's labor force. As one of only a few outsourcing companies in the country that extends a full menu of BPO services, from design through to operation, TMJ has earned high marks for its high-grade contact center, back-office support and training services from a broad range of companies, including financial institutions.

In July 2024, TMJ began providing the TMJ Generative Solution, which

transforms traditional contact centers into hybrid contact centers that capitalize on both human expertise and digital technologies. By making full use of generative AI to realize a hybrid human-digital contact center, this product aims to achieve an inquiry reduction of up to 50%, reducing costs and dramatically improving productivity.

A form of abuse known as customer harassment—unreasonable demands and inappropriate behaviors by customers toward staff—has become a significant problem in Japan and awareness of the need for solutions has increased on the part of companies and other groups. In August 2024, TMJ began offering a Customer Harassment Countermeasures Training program, leveraging know-how cultivated in the provision of contact center services. Unique because it deploys a curriculum based on interpersonal skills and response strategies, this program emphasizes learning how to discern between customer harassment and genuine complaints, as well as about appropriate corporate and organizational responses, mindsets and specific measures. As a result, it has attracted widespread interest from companies and other groups across the country.



CC3's server room



A TMJ contact center