

The SECOM Group's Vision for 2030

We are stepping up initiatives under the SECOM Group's Vision for 2030 with the aim of delivering safety and peace of mind and making life more comfortable and convenient.

Conceptual framework of the ANSHIN Platform

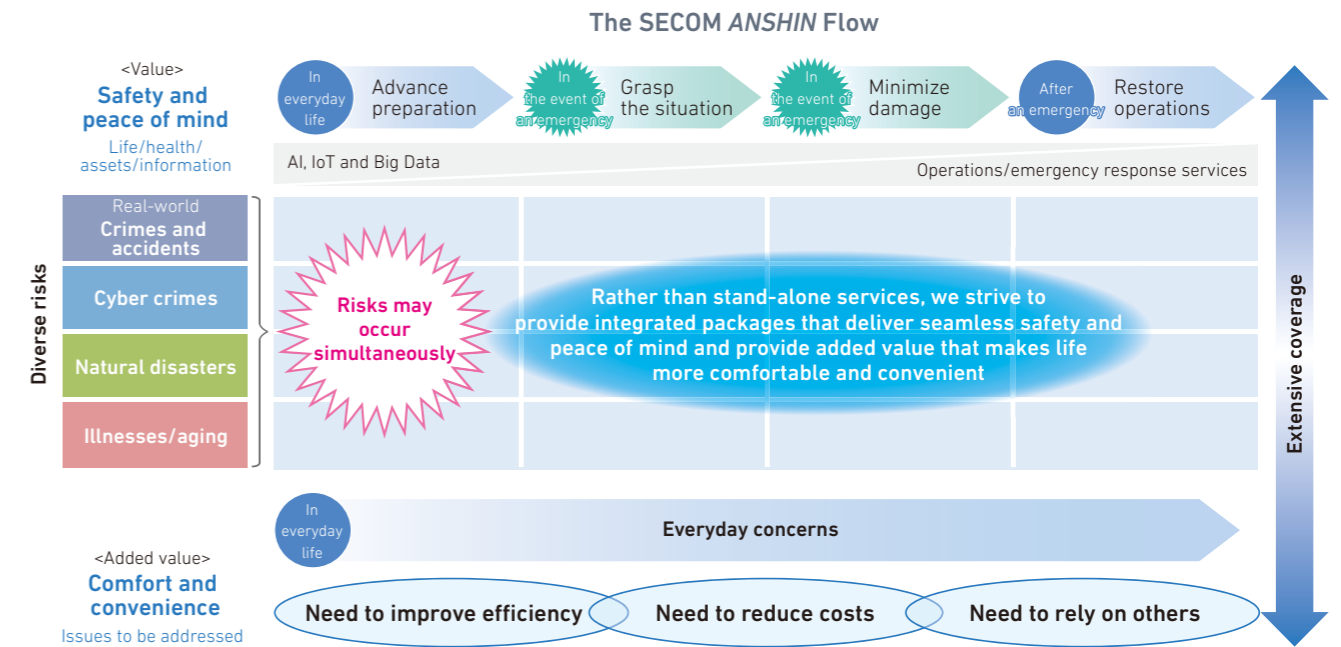
Guided by the SECOM Group's Vision for 2030, formulated in May 2017, we are working to create the ANSHIN Platform, a service infrastructure through which we strive to provide services that deliver seamless peace of mind for anyone and everyone whenever and wherever necessary.

Anchored in the relationship of trust that we have cultivated with society, the ANSHIN Platform seeks to provide peace of mind to people in their everyday lives, as well as to society as a whole through collaboration with partners in industry, government and academia who share our mission to help achieve a society free from concerns and who have diverse technologies and expertise.

For both companies and individuals, the occurrence of an unanticipated crime or disaster can interrupt daily rhythms. For companies, productivity can fall sharply. Moreover, the greater the damage is, the longer it takes to recover. Society faces significant risks associated with crimes, accidents, cyber crimes, natural disasters, illnesses and aging. In addition to recognizing the importance of routine advance preparation, we provide comprehensive services designed to address potential risks by helping customers accurately grasp conditions, minimize impact and achieve restoration. These four approaches, which comprise what we call the SECOM ANSHIN Flow, enable us to provide seamless peace of mind.



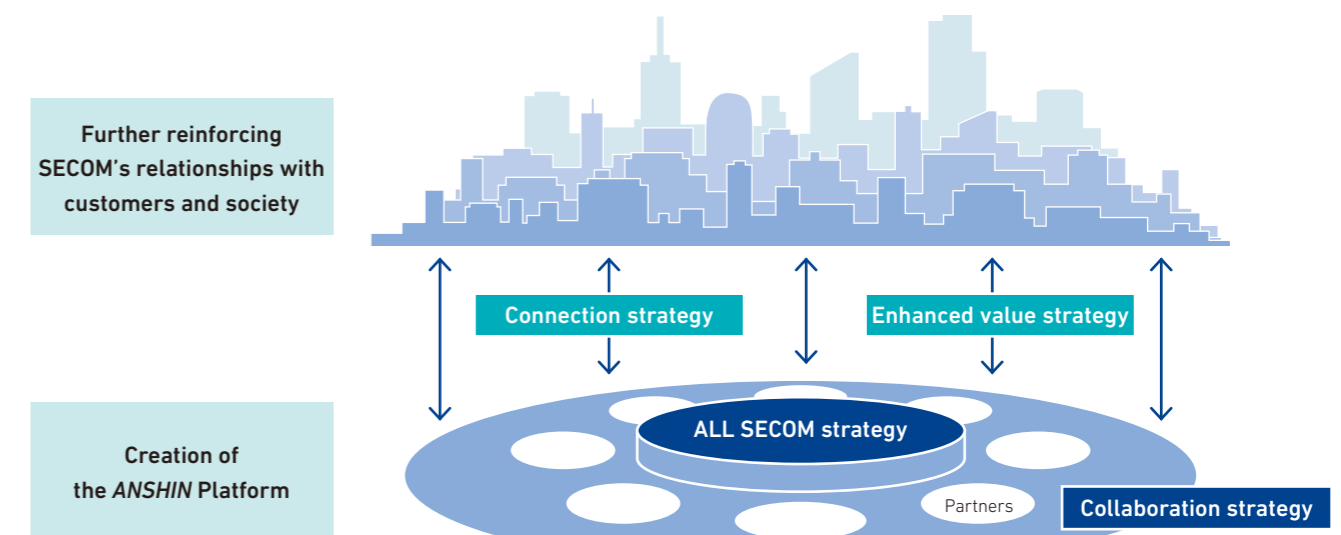
The ANSHIN Platform Service Infrastructure



Strategies for creating the ANSHIN Platform

To create the ANSHIN Platform, we are currently promoting initiatives in line with four core strategies. The "ALL SECOM" strategy focuses on rallying SECOM Group strengths to maximize synergies. Through our "Collaboration" strategy we are endeavoring to promote open innovation and create new value by integrating the business ideas and technologies of various partners who share our mission. 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, while our "Enhanced value" strategy revolves around addressing everyday concerns by adding greater value to services that make life more comfortable and convenient.



A key milestone: A road map concluding in the fiscal year ending March 31, 2023

In May 2018, we introduced the SECOM Group Road Map 2022, which concludes in the fiscal year ending March 31, 2023, with the goal of clarifying initiatives to be implemented to realize the SECOM Group's Vision for 2030. In today's rapidly changing society, we have positioned responding to technological advances and a declining labor force as priority challenges. We will work actively to keep abreast of

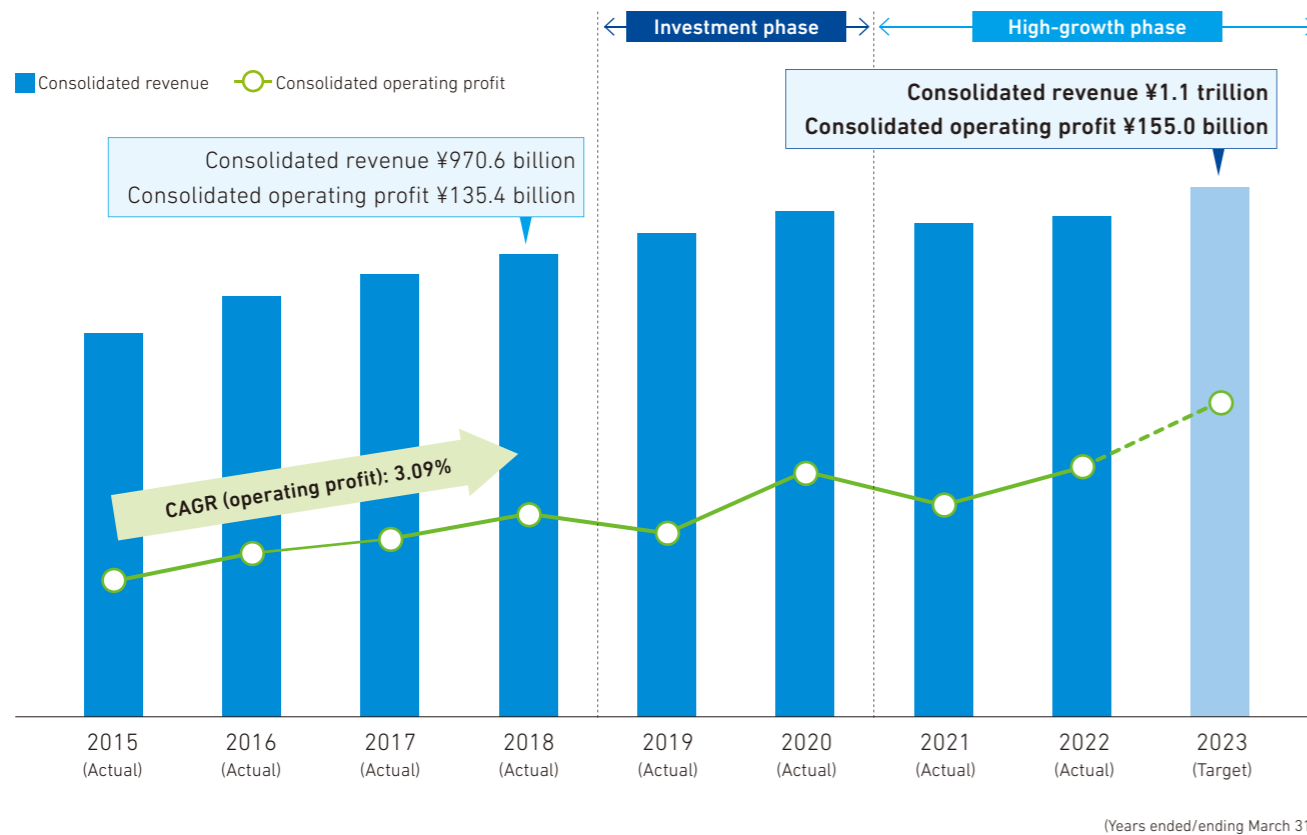
rising needs related to these issues, which we believe will yield major business opportunities.

Our fundamental commitment is to promote service innovation that helps create new value. To this end, rather than simply providing services that will sell, we continue working to provide services that anticipate what is needed to ensure sustainability for society.

SECOM Group Road Map 2022

Targets for the fiscal year ending March 31, 2023 (Japanese GAAP) (Provided for reference only)

Consolidated revenue: **¥ 1.1 trillion** Consolidated operating profit: **¥ 155.0 billion** ROE: **8% plus** Dividend payment ratio: **40%—45%**



Technological advances have brought the expansion of IoT services, driving greater use of drones and robots, the increasing prevalence of unattended retail facilities and cashless transactions, and the rising popularity of smart homes. Such changes are pushing up demand related to the need for security in a connected society, that is, fuses physical and cyber security. Owing to a declining labor force, we have also seen growing demand related to the need to rely on others—including from companies' needing to

outsource noncore functions and two-income families requiring assistance with care for children and seniors.

The spread of COVID-19 has also brought fundamental changes related to, among others, the progress of digitalization and the use of ICT. Going forward, we will continue to promote efforts to respond to such changes by extending distinctive services that deliver safety and peace of mind, as well as make life more comfortable and convenient, and that help address evolving social imperatives.

Strategic investments targeting sustainable growth

Recognizing that responding to demand related to an increasingly connected society and to the need to rely on others will require us to change ourselves significantly—a process we have dubbed "SECOM-Transformation"—we are making bold investments in the areas of systems and human resources.

Investments in systems center on those aimed at upgrading our administrative IT systems to expedite the provision of services and significantly improve the efficiency of administrative procedures. Having set a clear policy, we intend to gradually introduce new systems over multiple years. We are also investing in areas that help increase the

precision and efficiency of our operations, including AI, the IoT, and robotic process automation (RPA),* with the goal of boosting productivity. In addition, we are responding to needs engendered by technological advances and a declining labor force by investing in the development of services and products that incorporate new technologies and in the replacement of subscribers' existing security equipment with models that are compatible with new services.

Our investments to enhance human resources emphasize hiring and fostering people with expert capabilities and experience, including IT specialists and individuals with global business skills.

*RPA is a form of business process automation technology whereby software robots (bots) perform tasks previously performed by humans, including operating computers.

The final year of the SECOM Group Road Map 2022

In the final year of the SECOM Group Road Map 2022, we will continue to focus on four priority strategies: expand monitoring services, strengthen overseas operations, reinforce the BPO and ICT services business, and improve productivity.

We have begun to offer cloud-based and interactive services that accumulate, analyze, and visualize information detected by sensors installed at the premises of security service subscribers. With the rapid evolution of sensing technologies, we will step up the expansion of open innovation to accelerate the development of new services that capitalize on the latest technologies.

Despite the uncertain economic outlook, we will press ahead with the steady implementation of these and other key

forward-looking investments. We are confident that these efforts will yield significant competitive advantages over the medium to long term. We will also continue to seek beneficial M&As and capital alliances, both of which we see as effective options for growing our businesses. Of particular note, we will focus on investing in companies in the fields of physical security, cyber security, BPO and ICT services, and healthcare, as well as in start-ups with outstanding technological capabilities, both in Japan and overseas.

Through these and other investments, in the final year of the SECOM Group Road Map 2022 we will continue to increase corporate value by expanding earnings and improving productivity, to ensure the realization of the SECOM Group's Vision for 2030.