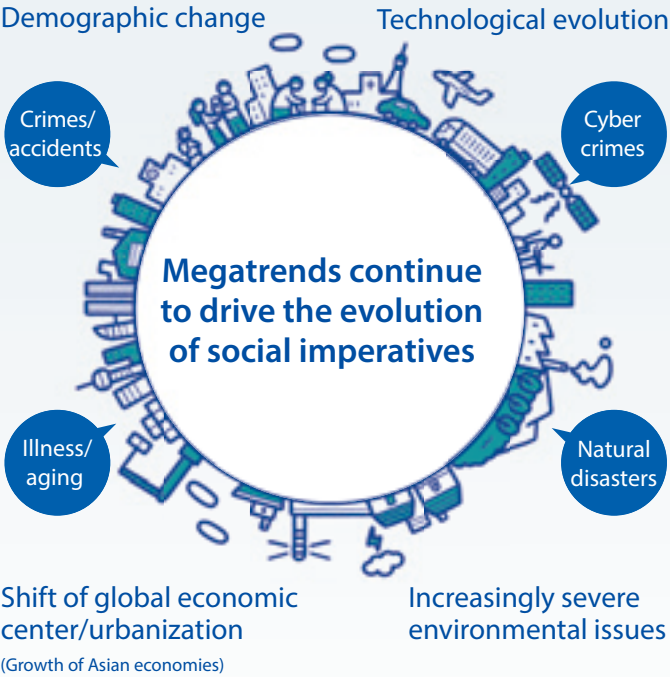
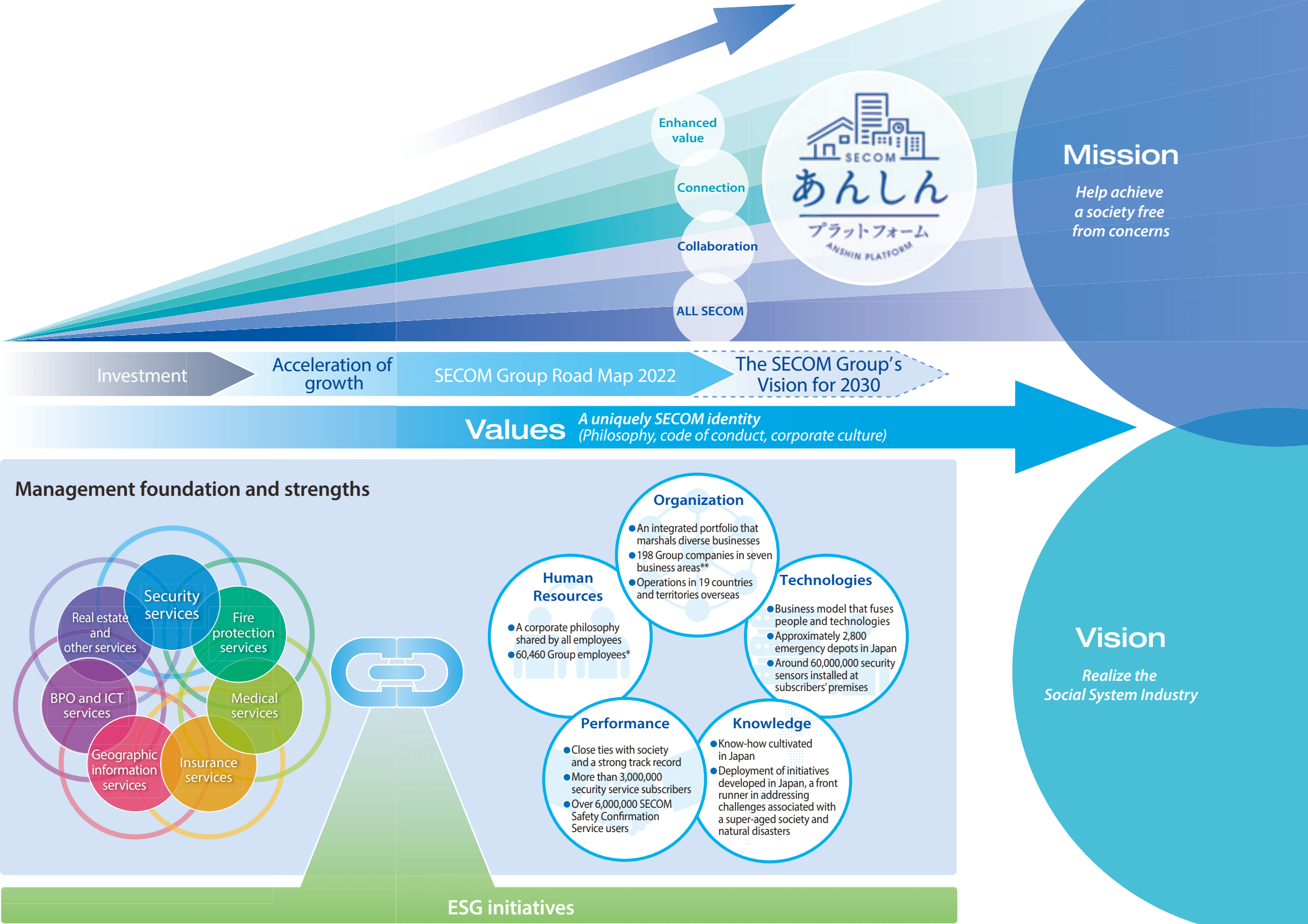


The Value Creation Process

We remain committed to providing enduring peace of mind by keeping abreast or where possible ahead of the times. By continuing to reinforce our relationship with society and address increasingly diverse social imperatives, we work to maximize our corporate value and grow together with society.



* Employees of SECOM Group companies (excluding variable interest entities), as of March 31, 2018
** Consolidated subsidiaries and equity-method companies, as of March 31, 2018