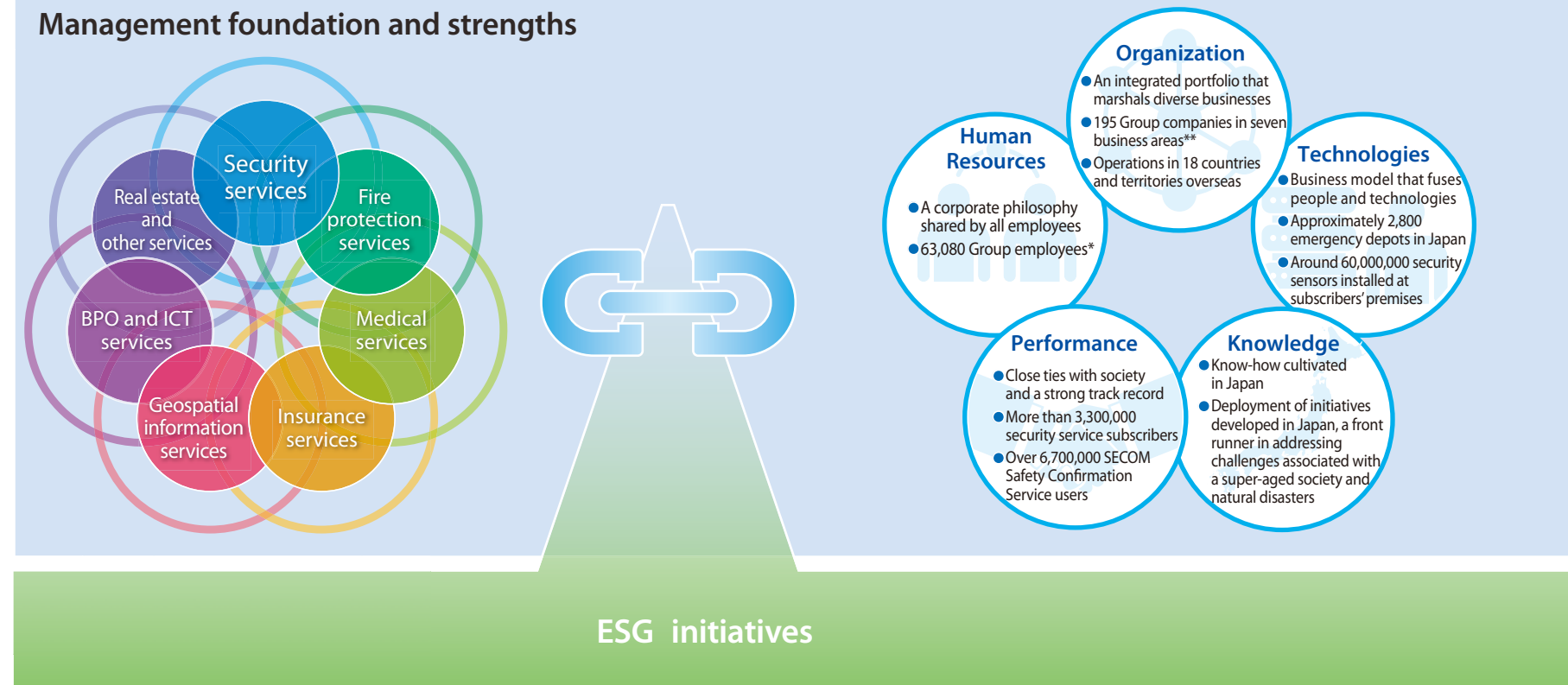
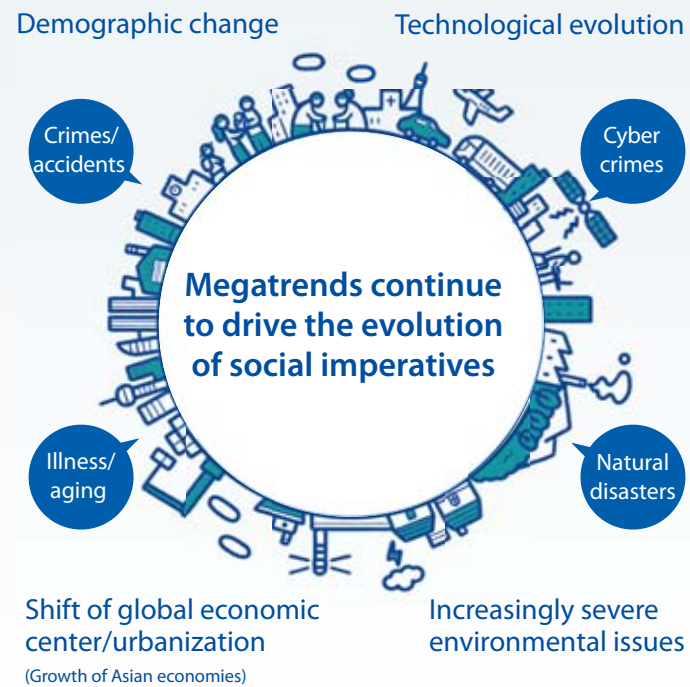
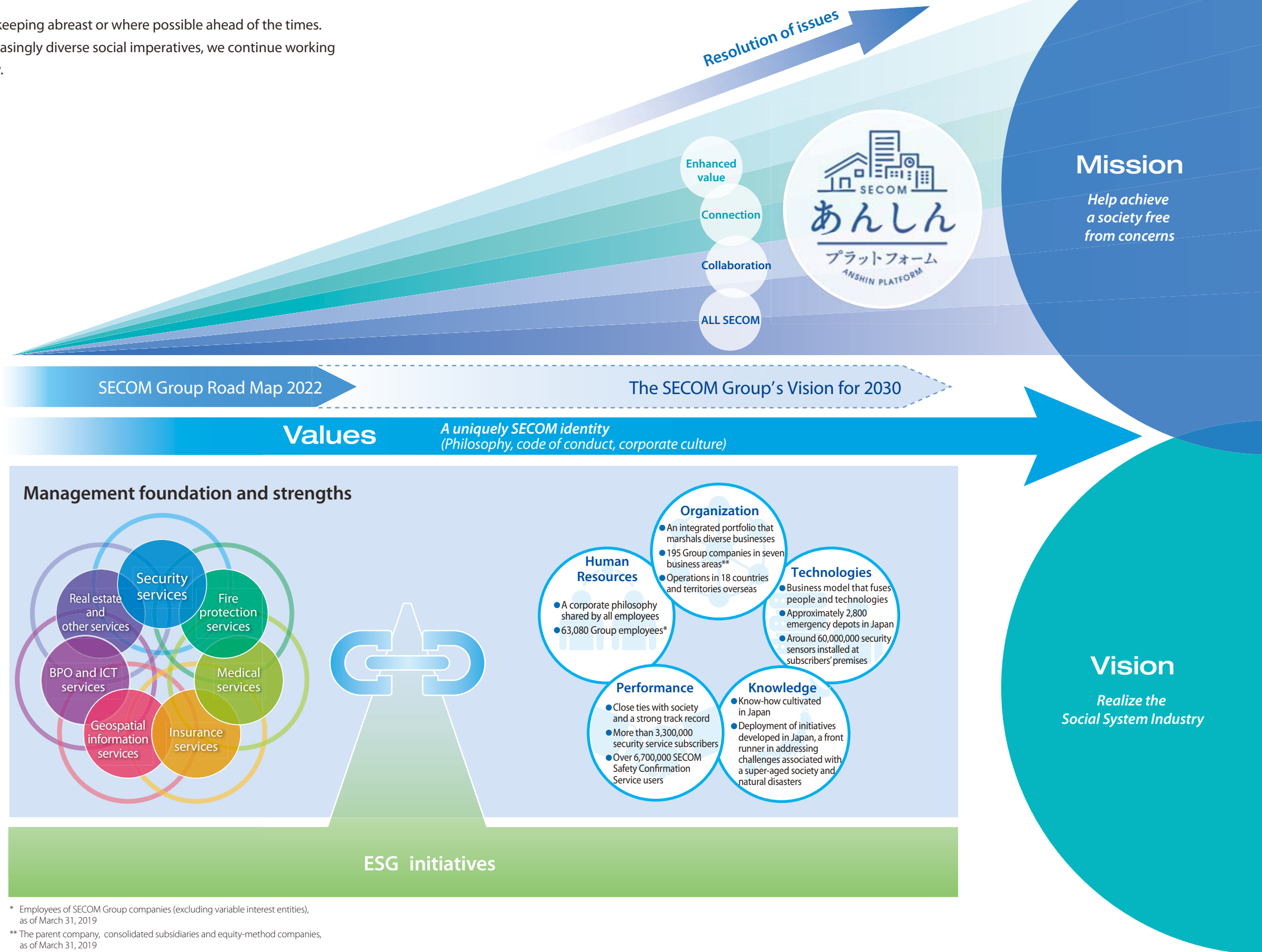


The Value Creation Process

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



* Employees of SECOM Group companies (excluding variable interest entities), as of March 31, 2019
 ** The parent company, consolidated subsidiaries and equity-method companies, as of March 31, 2019