

The SECOM Group's Vision for 2030



To accelerate the realization of our Social System Industry vision, in May 2017, we formulated the SECOM Group's Vision for 2030, which positions 2030 as an important milestone and further defines our direction going forward. One year later, in May 2018, we devised the SECOM Group Road Map 2022 to clarify the challenges we must address to achieve this vision.

Conceptual framework of the ANSHIN Platform

Guided by the SECOM Group's Vision for 2030, 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

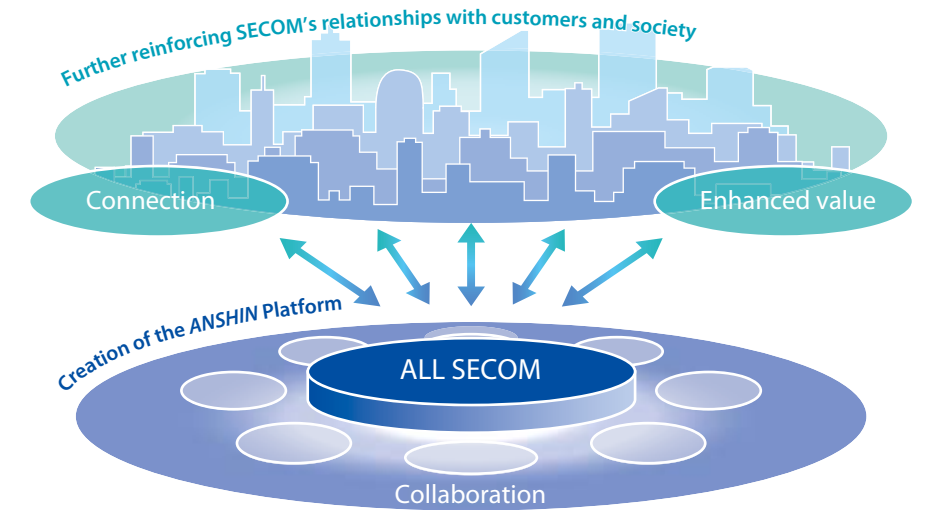
associated with crimes, accidents, cyber crimes, natural disasters, illnesses and aging. In addition to recognizing the importance of routine advance preparation, we provide comprehensive services designed to address potential risks by helping customers accurately grasp conditions, minimize impact and achieve restoration. These four approaches, which comprise what we call the SECOM ANSHIN Flow, enable us to provide seamless peace of mind.

Strategies for creating the ANSHIN Platform

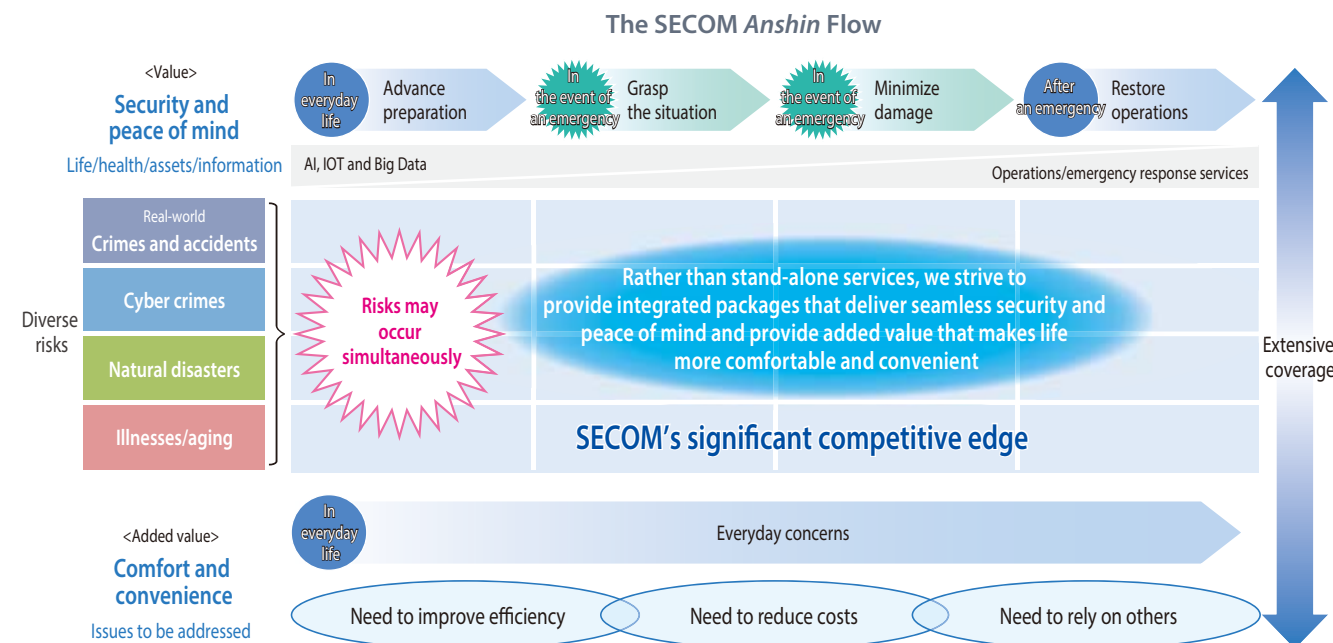
To create the ANSHIN Platform, we are currently promoting initiatives in line with four core strategies. The "ALL SECOM" strategy focuses on rallying SECOM Group strengths to maximize synergies. Through our "Collaboration" strategy we are endeavoring to integrate the business ideas and technologies of various partners who share our mission. Our "Connection" strategy emphasizes strengthening relationships with our customers and society by leveraging Big Data analysis, which makes

use of advanced information technologies, to respond to latent needs, while our "Enhanced value" strategy revolves around addressing everyday concerns by adding greater value to services that make

life more comfortable and convenient. These strategies continue to guide our efforts to create services and systems that address increasingly diverse needs for security and peace of mind.



The ANSHIN Platform Service Infrastructure



Targeting sustainable growth: Devising the SECOM Group Road Map 2022

In May 2018, we used backcasting* to devise the SECOM Group Road Map 2022 with the intention of clarifying the challenges we must address to achieve the SECOM Group's Vision for 2030. The road map identifies technological advances and a declining labor force as priority issues in today's rapidly changing society. For both companies

and society in general, these issues can become threats if not addressed properly. Accordingly, we believe that anticipating evolving needs for solutions will lead to major business opportunities that will allow us to contribute to the improvement of social productivity.

* Backcasting is a planning method that starts with envisioning a desirable future and working backward from there to identify steps necessary to attain that future.

Targeting sustainable growth

We place a particular emphasis on the sustainability of society and our businesses and thus see related expenditures not as costs but rather as investments that enable us to integrate changes in our operating environment into our operations over the long term. Since our establishment, we have tirelessly

pursued service innovations that create value. This is rooted in our fundamental commitment to offering services that anticipate what is needed to ensure sustainability for society, rather than simply providing services that will sell in any market. This is why people and technology will always be given top

priority. We will continue working tirelessly to enhance our ability to make effective use of these intangible assets, positioning us to cement our competitive edge and earn the trust of our customers and society, thereby growing sustainably.

Responding to demand related to the need for security in a connected society and the need to rely on others

Technological advances have brought an increase in the variety of connected devices. This is driving a variety of profound changes, including the realization of connected vehicles, the expanded use of drones and robots, the advent of unattended retail facilities and a cashless society, and the rising popularity of smart homes, that is, homes equipped with wireless smart locks and smart speakers. Such changes are expected to push up

demand related to the need for security in a connected society, which involves the fusion of physical and cyber security.

Owing to a declining labor force, companies face a growing need to outsource noncore functions, which enables them to concentrate on core businesses—the principal source of their competitiveness. We are also seeing an increase in needs related to care of children and seniors, owing to factors

such as falling birthrates, the graying of Japanese society and the prevalence of families in which both parents work outside the home. In response to expanding demand related to the need to rely on others, we will continue working to extend distinctive services that provide safety and peace of mind, as well as make life more comfortable and convenient, thereby helping to address key social imperatives.

Investments in future growth under the SECOM Group Road Map 2022

Under the SECOM Group Road Map 2022, we have positioned the two-year period ending March 31, 2020, as an investment phase and the three-year period ending March 31, 2023, as a high-growth phase.

During the investment phase, we promote focused investments in systems and human resources. Investments in systems center on building next-generation core systems

and reinforcing functions with the goal of improving service quality and productivity by reducing labor requirements and enhancing employee capabilities. We also invest actively in areas that help bolster the quality and efficiency of our operations, including AI, the IoT and RPA, as well as in efforts to drive R&D targeting innovative services and products that respond to needs engendered

by technological progress and a declining labor force.

Investments in human resources emphasize the reinforcement of critical capabilities that cannot be replaced with technology. Accordingly, we are stepping up efforts to enhance our human capital by securing human resources who have the ability to adapt to change and create value and who

seek to contribute to society. Specifically, we are improving our ability to attract and foster talented, experienced personnel, including IT specialists and individuals with global business skills. In addition, we make investments aimed at helping employees fulfill their potential, including the enhancement of our various training programs and other efforts

to create positive working environments and boost job satisfaction.

The SECOM Group Road Map 2022 also includes a strategy for making effective use of capital assets. This includes allocating ¥200 billion over the investment and high-growth phases for M&As in promising businesses, namely, physical security, cyber

security, BPO and ICT services and health-care, as well as in startups with advanced technological capabilities.

SECOM Group Road Map 2022

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

