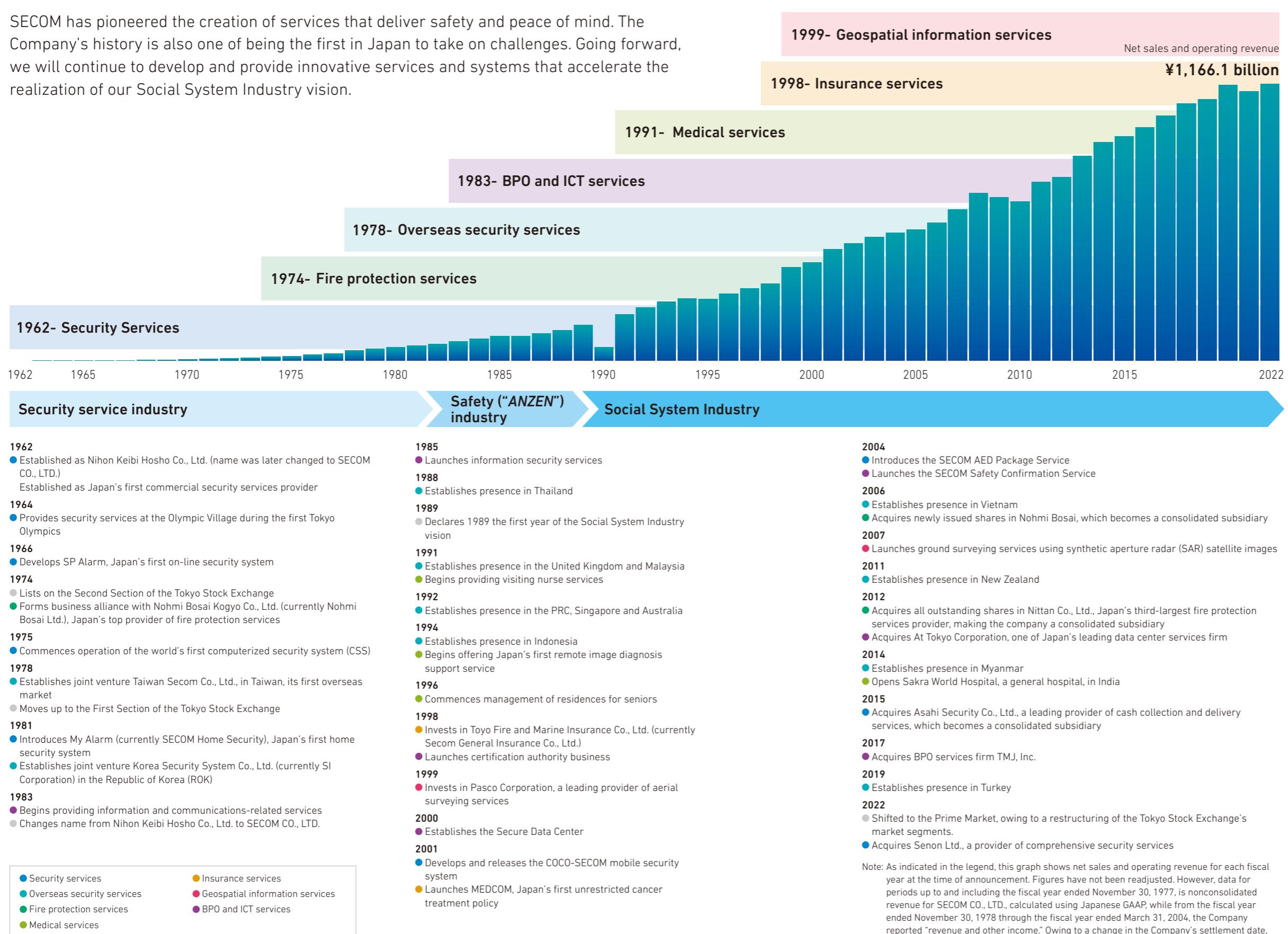


The Path to Value Creation

SECOM has pioneered the creation of services that deliver safety and peace of mind. The Company's history is also one of being the first in Japan to take on challenges. Going forward, we will continue to develop and provide innovative services and systems that accelerate the realization of our Social System Industry vision.



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