

Delivering enduring peace of mind in an ever-changing society

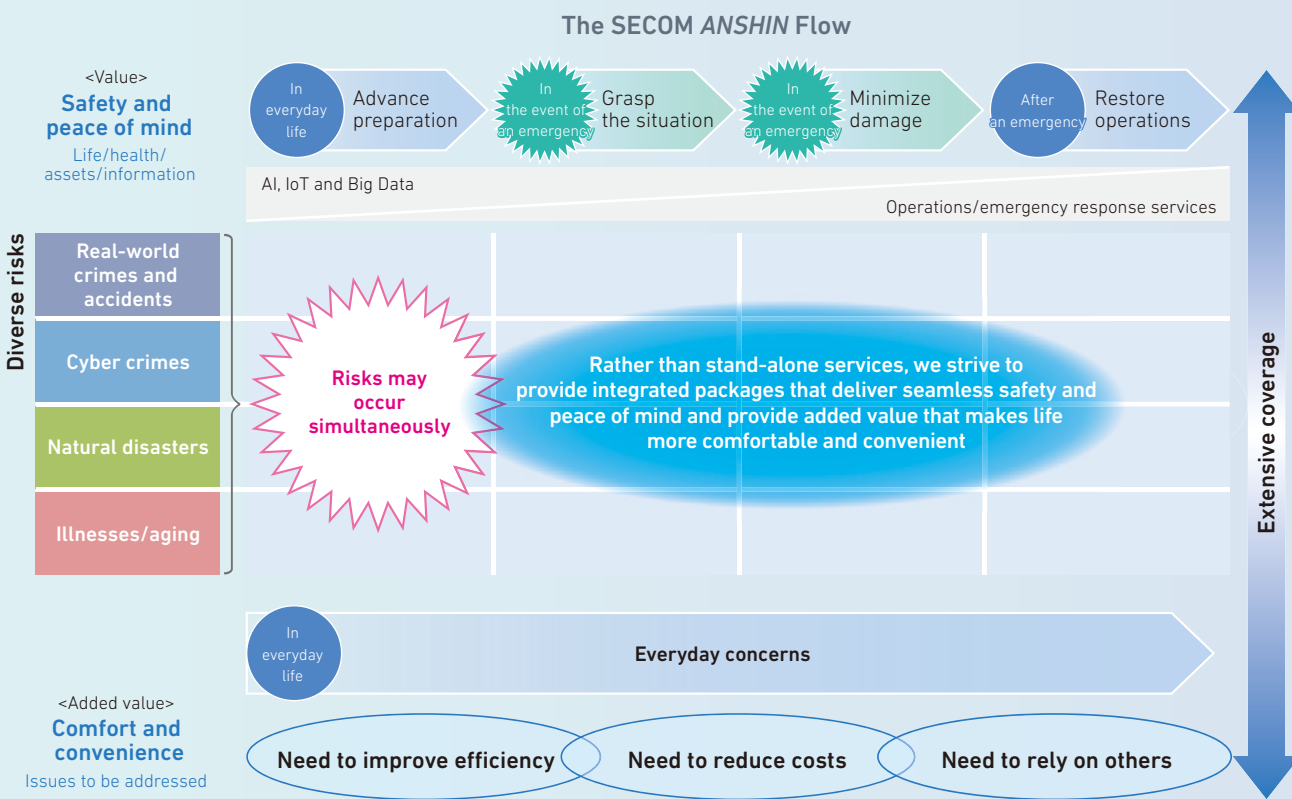
Creating the ANSHIN Platform: Providing tailored services that deliver seamless peace of mind

Given the increasingly complex and intertwined natures of social imperatives, safety and peace of mind have taken on increasing urgency, and related individual needs are becoming more diverse. In 2017, we formulated the SECOM Group's Vision for 2030. Guided by this vision, we are working to create the ANSHIN Platform, a service infrastructure through which we strive to provide tailored services that deliver seamless peace of mind to anyone and everyone, whenever and wherever necessary. Anchored in the relationship of trust we have cultivated with society, the ANSHIN Platform seeks to help achieve a society free from concerns by expanding our products and services through collaboration with partners in industry, government and

academia who share our mission and who bring together a broad range of technologies and expertise.

Society faces significant risks associated with crimes, accidents, cyber crimes, natural disasters, illnesses and aging. While routine advance preparation is important, in the event of an incident it is crucial to accurately grasp the situation and minimize damage, as well as to ensure the swift restoration of operations after the incident is resolved. In line with this four-pronged concept, which we call the SECOM ANSHIN Flow, we continue to expand and enhance our services and systems that address potential risks, thereby ensuring seamless peace of mind.

The ANSHIN Platform Service Infrastructure

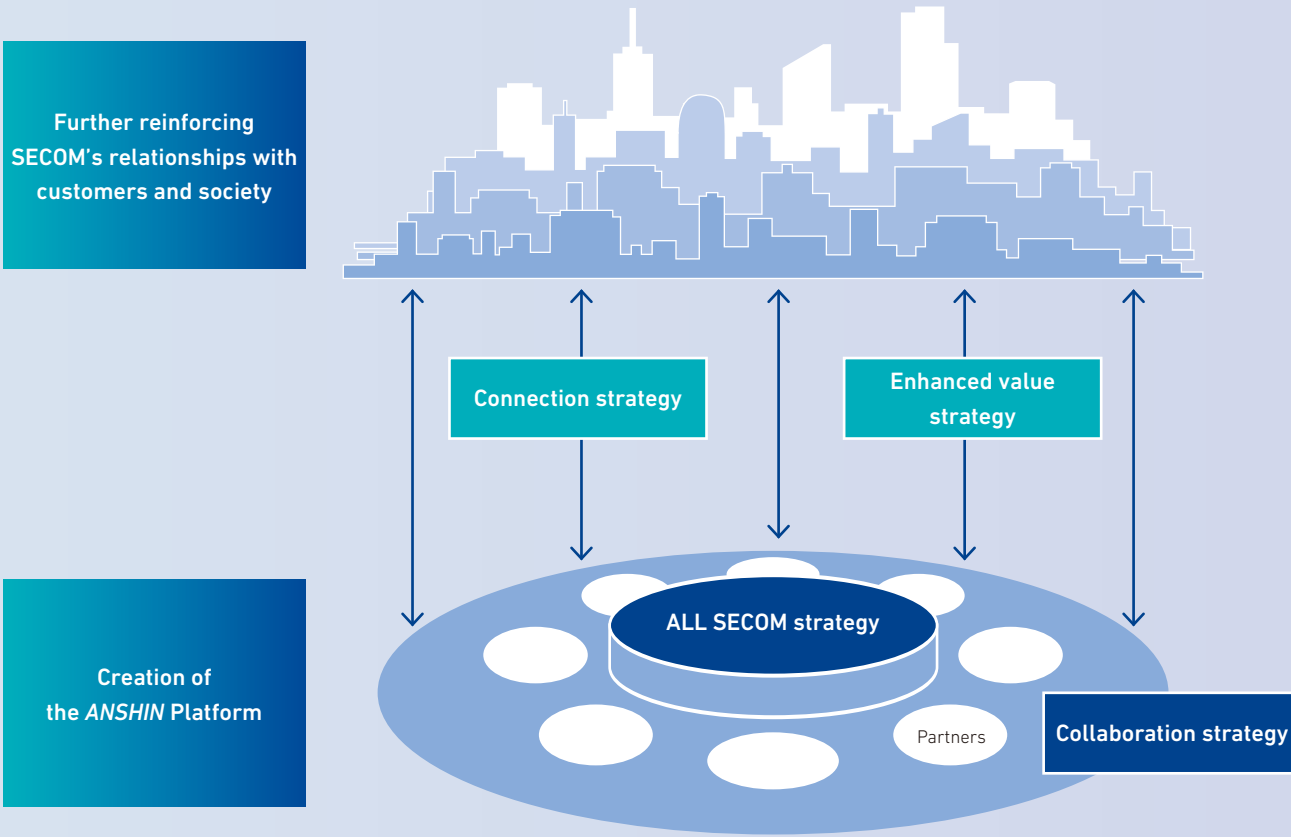


Strategies for creating the ANSHIN Platform

To create the ANSHIN Platform, we are currently promoting initiatives in line with four strategies. The "ALL SECOM" strategy, which focuses on rallying SECOM Group strengths to maximize synergies. Through our "Collaboration" strategy, we are promoting open innovation with the aim of creating new value. 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. Our "Enhanced value" strategy

revolves around adding greater value to services that make life more comfortable and convenient.

To address increasing needs for peace of mind in overseas markets, we will capitalize on know-how cultivated in Japan to develop services tailored to local needs. Through such efforts, we will promote recognition of the SECOM brand and seek to establish ANSHIN as a universally recognized term.



A Roadmap for the fiscal year ending March 31, 2028

In May 2023, we formulated the SECOM Group Road Map 2027 aimed at ensuring the realization of the SECOM Group's Vision for 2030, to share our direction over the subsequent five years with our stakeholders.

Together with extraordinary socioenvironmental changes, recent years have brought remarkable technological advances. At the same time, in Japan a declining labor force, the aging of society and worsening perceptions of public safety have taken on greater urgency, while issues such as increasingly frequent and severe

natural disasters, together with advancing global inflation, are becoming commonplace.

We are committed to accurately identifying needs arising from these circumstances, and will continue to promote open innovation, collaborating with a broad range of partners to offer innovative services that deliver safety and peace of mind to customers whatever the situation. At the same time, we will work to address social imperatives, positioning us to achieve sustainable growth together with society.

SECOM Group Road Map 2027: Five core strategies

We will capitalize on our advanced technologies and extensive know-how to further promote five core strategies aimed at ensuring our ability to deliver safety and peace of mind in all situations.

Road Map 2027—Capitalize on advanced technologies and extensive know-how to deliver safety and peace of mind in all situations

Core strategies	Key initiatives
Expand monitoring and security services	<b>Provide innovative security-focused services and solutions</b> <ul style="list-style-type: none"><li>Realize seamless protection by linking diverse information in the <i>Mimamori</i> ("Monitoring") Cloud</li><li>Create a business infrastructure that combines robust security and an open cloud</li></ul>
Strengthen overseas operations	<b>Realize further growth in promising overseas markets</b> <ul style="list-style-type: none"><li>Add depth to existing security services and medical services businesses</li><li>Cultivate new business portfolios in new overseas markets and new business areas</li></ul>
Reinforce BPO and ICT services	<b>Create an infrastructure that supports customers' operations</b> <ul style="list-style-type: none"><li>Enhance service infrastructure by establishing new data centers and expanding network</li><li>Expand solutions to assist customers in ensuring smooth operations and provide effective BPO services</li></ul>
Improve productivity	<b>Enhance productivity by maximizing service value and improving operational efficiency</b> <ul style="list-style-type: none"><li>Implement initiatives that facilitate the provision of a steady stream of new services and maximize service value</li><li>Leverage the latest technologies to help employees reach their full potential and improve operational efficiency</li></ul>
Reward stakeholders	<b>Ensure SECOM remains the company of choice for all stakeholders</b> <ul style="list-style-type: none"><li>Securing and fostering human resources by improving working environment including measures designed to bolster employee engagement</li><li>Press ahead with sustainability initiatives to earn the trust of all stakeholders</li></ul>

Progress in line with the SECOM Group Road Map 2027

Expand monitoring and security services	Key initiatives to date
<b>Develop more advanced monitoring services</b> <p>We will leverage AI, 5G, cloud and other technologies to provide new services and solutions, particularly in the area of security. For residential subscribers, we will combine home security and the <i>Mimamori</i> Cloud to facilitate the seamless monitoring of users, as well as develop services for their families and nursing care providers, thereby providing peace of mind in all aspects of daily life.</p>	<ul style="list-style-type: none"><li>Began providing the cloud-based SECOM Monitoring Service for Seniors, which uses a dedicated smartphone app (June 2021) → See page 33</li><li>Introduced <i>anone</i>, a communication and conversation service for seniors that uses a robot (April 2023) → See page 33</li><li>Released YORISOS, an app for Apple Watch that assists with everyday health management and can also be linked to the Apple Watch's fall detection feature (April 2023) → See page 33</li><li>Launched the SECOM Senior Care Phone Service 2, designed for seniors who may be unaccustomed to operating mobile communications devices (February 2024) → See page 34</li></ul>
Integrate robust security with open cloud services	Key initiatives to date
<p>For commercial subscribers, we will expand linkable open cloud services to create a service infrastructure centered on System Security AZ that supports subscribers' business activities.</p>	<ul style="list-style-type: none"><li>Launched AZ-Access, an access control system tailored to the needs of subscribers with large-scale facilities (May 2023) → See page 32</li><li>Released dot-i, a web-based service for retail facility management that uses camera images to improve operational efficiency (July 2023) → See page 32</li><li>Introduced Interactive Security Service, an image-based surveillance service that combines System Security AZ and AZ-Air (July 2024) → See page 32</li><li>Established SECOM AZ Certified, a standard for the integration of AZ series' systems and robots (June 2024) → See page 32</li></ul>
Create SaaS models for the provision of merchandise	Key initiatives to date
<p>We will transform the provision of merchandise for on-line security systems into a sophisticated yet simple and safe service-based business suited to the cloud era.</p>	<ul style="list-style-type: none"><li>Launched the SECOM Cloud-Based Access Control remote access control service (December 2023) → See page 32</li></ul>
Promote DX in the security services market	Key initiatives to date
<p>We will promote DX with the objective of extending SECOM systems and know-how to partners who share our philosophy, driving improvements in the quality of safety and peace of mind for communities and society as a whole.</p>	<ul style="list-style-type: none"><li>Completed development of the SECOM Drone XX, a security drone that employs AI-based image analytics (October 2023) → See page 33</li><li>Subsidiary Senon commenced ongoing demonstration tests with the aim of building a facility security system that makes use of state-of-the-art SECOM technologies and DX (May 2024–March 2025)</li></ul>
Strengthen overseas operations	Key initiatives to date
<p>With the aim of realizing further growth in promising overseas markets, we will add depth to existing security services and medical services businesses while also cultivating business portfolios into new overseas markets and new business areas. In addition to advancing recognition of the SECOM brand worldwide, we will strive to boost revenue generated overseas to 10% of the consolidated total by strengthening operations through both organic growth and the active promotion of M&amp;As.</p>	<ul style="list-style-type: none"><li>Expanded provision of cloud-based interactive security system → See page 35</li><li>Made investments in security services providers Eagle Eye Networks and Brivo, which extend cloud-based SaaS solutions primarily in North America (May 2023) → See page 35</li><li>Released SECOM Smart Security Care, a monitoring service for seniors, in Thailand (March 2024) → See page 35</li><li>Entered the Irish market (July 2024) → See page 35</li><li>Resolved to establish a second general hospital in Bengaluru, India, that emphasizes the provision of advanced medical care (scheduled to open in 2027) → See page 39</li></ul>

### Reinforce BPO and ICT services

In addition to enhancing our service infrastructure by establishing new data centers and expanding our network, we will enhance existing and develop new SaaS solutions that assist customers in ensuring smooth operations and provide effective BPO services that help improve operational efficiency. We will also build business infrastructures centered on information security technologies and around-the-clock services that provide digital support for customers' operations.

#### Key initiatives to date

- TMJ, Inc. launched the Next-Generation Contact Center Project (June 2023) → See page 43
- Acquired 1/3 of issued shares in ARTERIA Networks (October 2023) → See page 43
- At Tokyo Chuo Center #3 (CC3) began providing data center services (July 2024) → See page 43
- Secom Trust Systems announced plans to open a new data center facility (October 2025) → See page 43

### Improve productivity

We aim to improve productivity by leveraging technologies to develop a steady stream of high-yield new services, thereby maximizing service value, and by helping employees reach their full potential and enhancing operational efficiency.

#### Key initiatives to date

- Optimized front-line work loads
- Revamped corporate structure and business processes
- Updated in-house IT system

### Reward stakeholders

We will continue investing in efforts to secure and foster human resources that support the SECOM Group's provision of services, as well as work to create workplace environments conducive to greater diversity, enhanced well-being, and improved and expanded capabilities. We will now focus on accelerating the integration of management and sustainability strategies to ensure our ability to evolve as a company that consistently earns the trust of all stakeholders.

#### Key initiatives to date

- Improved employee compensation by implementing annual regular salary increases and three consecutive base salary increases, and by enhancing expense allowances
- Implemented a restricted stock compensation plan (March 2024)
- Expanded range of jobs available to female employees and fostered female leaders
- Increased the provision of internal and external training and educational opportunities
- Began using a virtual PPAs for electricity generated using renewable energy (March 2024) → See page 63

## Financial strategies and quantitative targets

We have set three financial strategies: Enhance shareholder returns while maintaining a sound financial position, to achieve our dividend payout ratio target of 45%; invest in growth while remaining aware of the cost of capital; and conduct share buybacks in a timely manner to achieve an ROE of 10%.

Guided by the SECOM Group's Vision for 2030, we will continue to make investments aimed at expanding earnings and improving productivity. We will also continue to share information on the initiatives outlined in this road map with investors, as well as to enhance opportunities for constructive dialog, as we work to achieve the quantitative targets we have set for the fiscal year ending March 31, 2028, and to bolster corporate value.

#### Targets for the Fiscal Year Ending March 31, 2028 (Japanese GAAP) (Reference)

	Results in the fiscal year ended March 31, 2024	Targets for the fiscal year ending March 31, 2028
Consolidated revenue	¥1,154.7 billion	At least ¥1,250.0 billion
Consolidated operating profit	¥140.7 billion	¥160.0–¥180.0 billion
Dividend payout ratio	39.4%	Around 45%
ROE	8.5%	10%