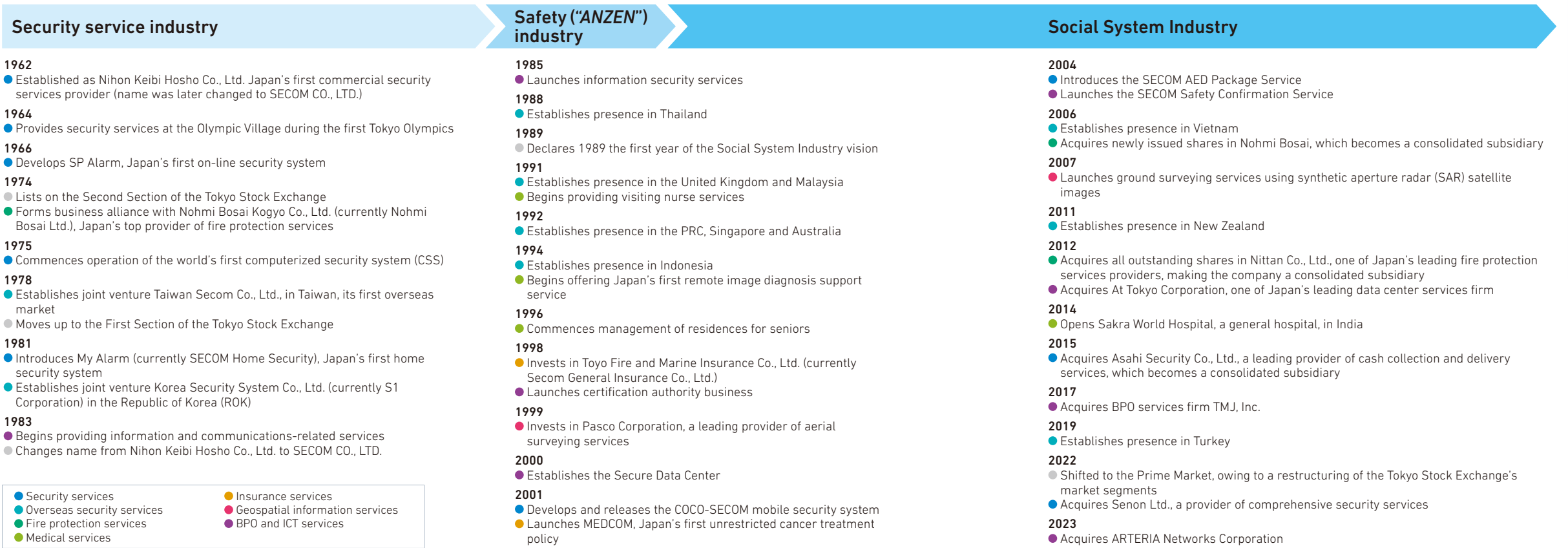
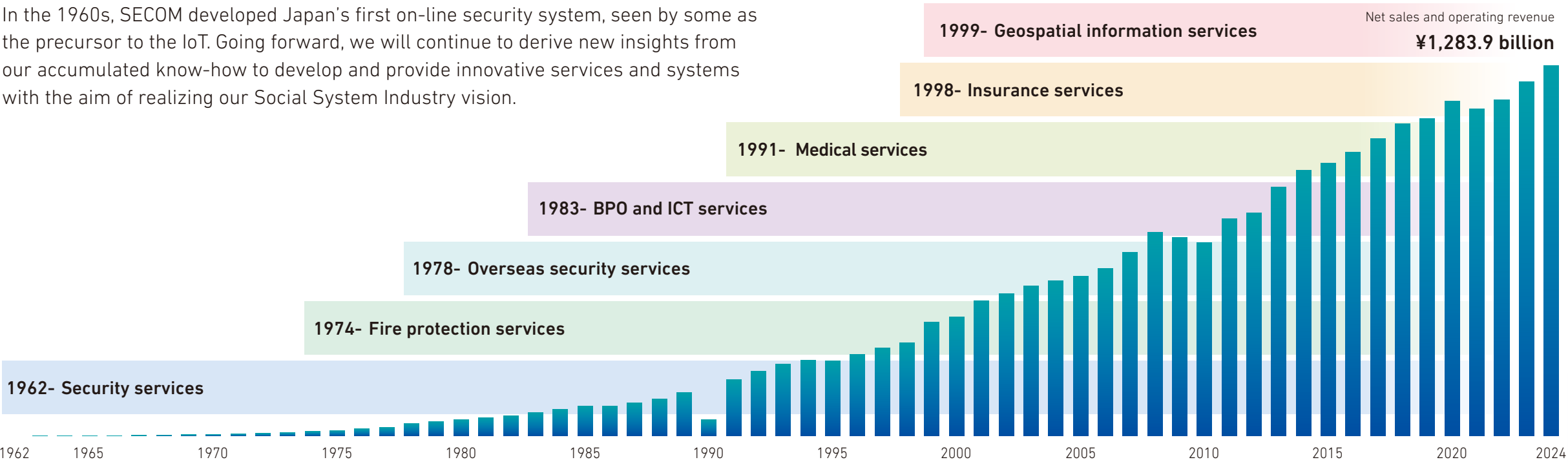


The Path to Value Creation

In the 1960s, SECOM developed Japan's first on-line security system, seen by some as the precursor to the IoT. Going forward, we will continue to derive new insights from our accumulated know-how to develop and provide innovative services and systems with the aim of realizing our Social System Industry vision.



Note: The bar graph shows net sales and operating revenue for each fiscal year at the time of announcement. Figures have not been restated. Data for periods up to and including the fiscal year ended November 30, 1977, is nonconsolidated revenue for SECOM CO., LTD., calculated using Japanese GAAP, while from the fiscal year ended November 30, 1978 through the fiscal year ended March 31, 2004, the Company reported "revenue and other income." Owing to a change in the Company's settlement date, the fiscal period ended March 31, 1990, was a transitional four-month period.

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