

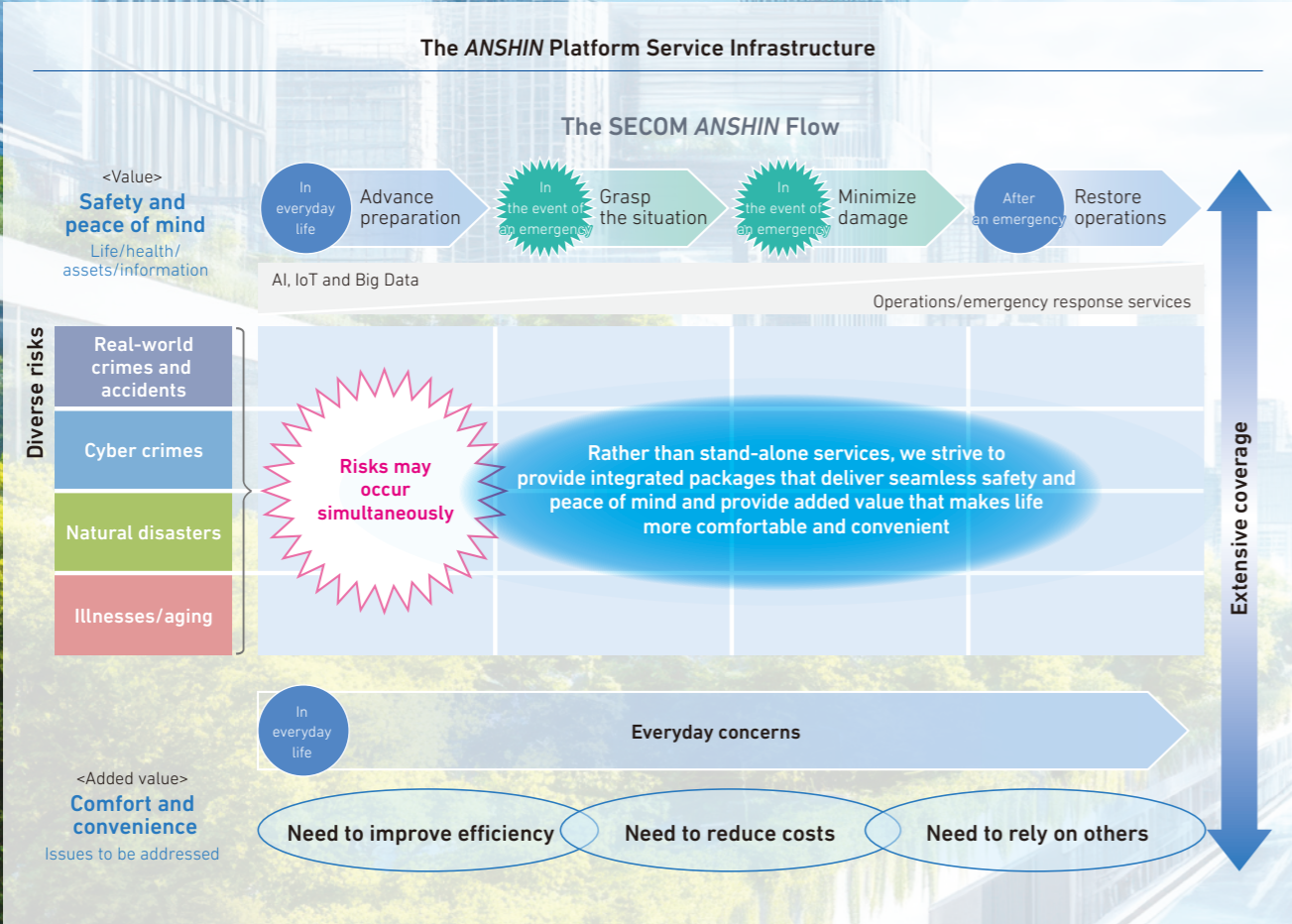
The SECOM Group's Vision for 2030

Delivering enduring peace of mind in an ever-changing society

The ANSHIN Platform

With the aim of realizing our Social System Industry vision, in fiscal year 2017 we formulated the SECOM Group's Vision for 2030 to clarify our direction, as well as to encourage employee pride, earn customer trust and foster appreciation of our potential among all stakeholders. Guided by this vision, we developed the ANSHIN Platform, which envisions 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 encouraging collaboration with partners in industry, government and academia who share our mission and who bring together a broad range of technologies and expertise.

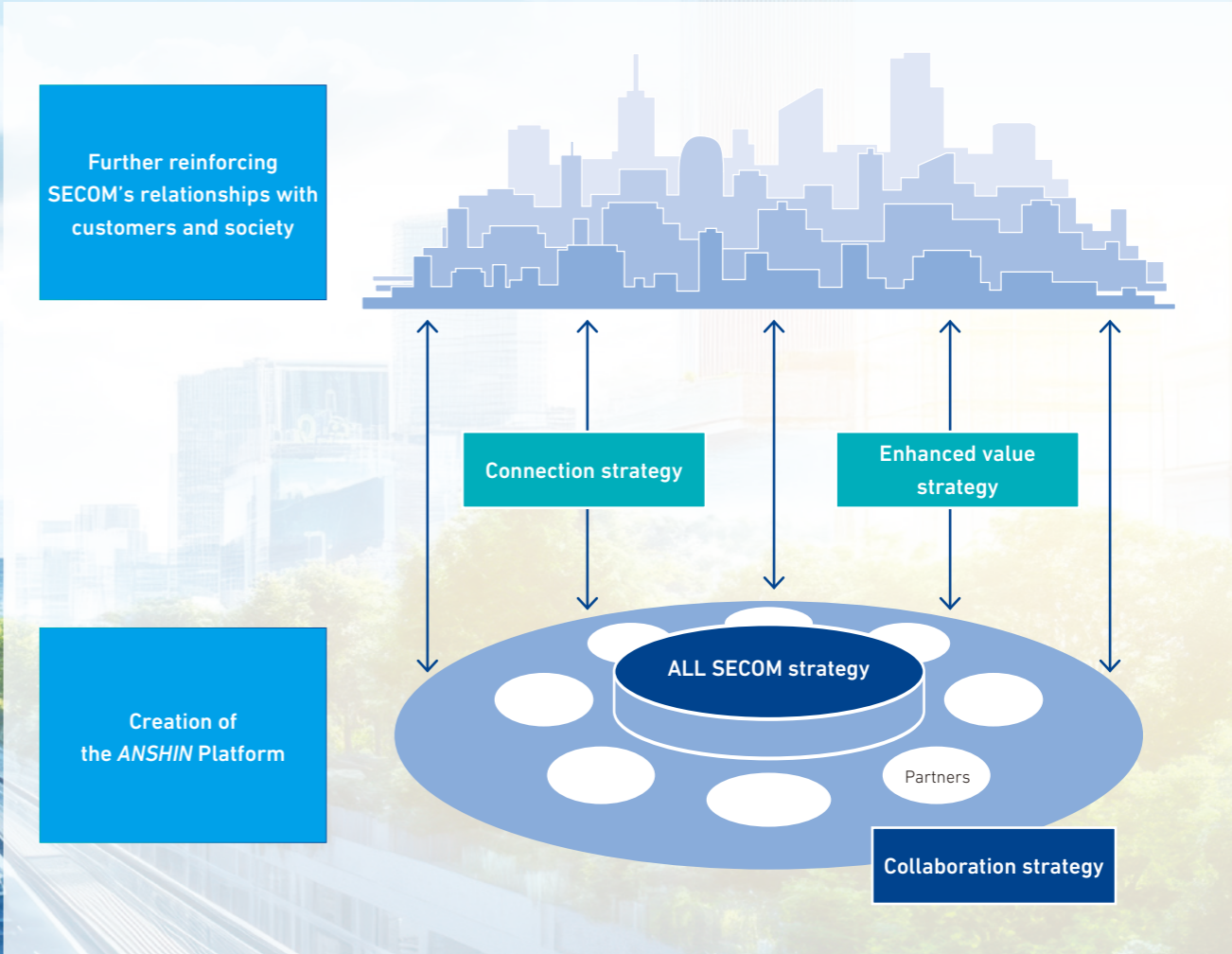
As social imperatives become increasingly complex and interconnected, the need for safety and peace of mind has grown more urgent, with individual needs becoming more varied as a result. Society faces significant risks associated with crimes, accidents, cyber crimes, natural disasters, illnesses and 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. At the same time, the deepening of our relationships with customers and society supports the continued growth of the ANSHIN Platform, which in turn further reinforce those relationships.



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 objective 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.

Overseas, we are taking advantage of expertise cultivated in Japan to develop services tailored to local market needs. Through these efforts, we will continue working to further strengthen our customer relationships, while also enhancing recognition of the SECOM brand and advancing understanding ANSHIN as a universally recognized concept.



A Roadmap for the fiscal year ending March 31, 2028

In recent years, social imperatives such as increasingly sophisticated criminal activity, a shrinking labor force, an aging population, worsening perceptions of public safety, increasingly frequent and severe natural disasters, and rising global inflation have taken on increasing urgency. At the same time, the security services industry is undergoing a significant transformation thanks to advances in AI, IoT, image analysis, cloud computing and 5G technologies.

In May 2023, we announced the SECOM Group Road Map 2027, which aims to ensuring achievement of the SECOM Group's Vision for 2030. We are committed to accurately identifying needs arising from social imperatives, 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. We will also work to address social imperatives, positioning us to continue achieving 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	Provide innovative security-focused services and solutions <ul style="list-style-type: none">Realize seamless protection by linking diverse information in the <i>Mimamori</i> ("Monitoring") CloudCreate a business infrastructure that combines robust security and an open cloud
Strengthen overseas operations	Realize further growth in promising overseas markets <ul style="list-style-type: none">Add depth to existing security services and medical services businessesCultivate new business portfolios in new overseas markets and new business areas
Reinforce BPO and ICT services	Create an infrastructure that supports customers' operations <ul style="list-style-type: none">Enhance service infrastructure by establishing new data centers and expanding networkExpand solutions to assist customers in ensuring smooth operations and provide effective BPO services
Improve productivity	Enhance productivity by maximizing service value and improving operational efficiency <ul style="list-style-type: none">Implement initiatives that facilitate the provision of a steady stream of new services and maximize service valueLeverage the latest technologies to help employees reach their full potential and improve operational efficiency
Reward stakeholders	Ensure SECOM remains the company of choice for all stakeholders <ul style="list-style-type: none">Securing and fostering human resources by improving working environment including measures designed to bolster employee engagementPress ahead with sustainability initiatives to earn the trust of all stakeholders

Progress in line with the SECOM Group Road Map 2027

Expand monitoring and security services	Key initiatives to date
Develop more advanced monitoring services <p>For residential customers, we will seek to provide peace of mind in all aspects of daily life by leveraging advances in AI, cloud computing and other technologies, combining home security and the <i>Mimamori</i> Cloud to create a variety of services and solutions for seniors, their families and nursing care providers, among others.</p>	<ul style="list-style-type: none">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 33Established a dedicated department for the provision of SECOM-style healthcare services that utilize the operational structure and digital infrastructure we have cultivated in the security services business (February 2024) → See page 33Launched SECOM <i>Anshin</i> Glass SG, a safety glass that reinforces window against crimes and disasters (May 2024) → See page 33
Integrate robust security with open cloud services <p>For commercial subscribers, we will enhance our linkable open cloud services, centered on the System Security AZ series, to evolve from a provider of security services to a creator of service infrastructure that supports our subscribers' business operations.</p>	<ul style="list-style-type: none">Introduced Interactive Security Service, an image-based surveillance service that combines System Security AZ and AZ-Air (July 2024) → See page 32Established SECOM AZ Certified—a standard for the integration of security systems with robots—and commenced deployment in partnership with another firm that manufactures cleaning robots, enabling this firm to integrate these robots with SECOM systems (June 2024) → See page 32
Create software as a service (SaaS models for the provision of merchandise) <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">Began providing the SECOM AI Behavior Detection System, which uses AI to identify violent behavior or signs of sudden illness and alerts the monitoring desk (June 2024) → See page 32Launched the SECOM AI Camera, featuring built-in AI, which detects irregularities within a predetermined area and sends alerts (June 2024) → See page 32
Promote DX in the security services market <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">Secured the right to use the cocobo autonomous security robot on public roads and in open public spaces (April 2025) → See page 32Established a dedicated department to spearhead DX promotion (April 2025) → See page 32
Strengthen overseas operations <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 organic growth, as well as through M&As and collaboration with partners around the world.</p>	<ul style="list-style-type: none">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 35Began selling monitoring services in Thailand and Malaysia, where declining birthrates and aging populations are becoming key social imperatives (March 2024: Thailand; July 2024: Malaysia) → See page 35Reached an agreement to acquire AVTEL Holdings, a global security systems integrator (July 2025) → See page 35Began building a second general hospital in Bengaluru, India, with a focus on providing advanced medical care (scheduled to open in 2028) → See page 39

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 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

- At Tokyo's Chuo Center #3 (CC3) began providing data center services (July 2024) → See page 43
- At Tokyo began providing one-stop closed communication service ATBeX Closed Access Type-A in collaboration with ARTERIA Networks Corporation (October 2024) → See page 43
- Secom Trust Systems announces plans to open a new data center facility in October 2025 → See page 42
- Secom Trust Systems began offering the Managed Endpoint Detection and Response (EDR) Service, which helps reduce customers' security risks and operational burden, and Attack Surface Assessment Service, which facilitates prompt responses to security risks (September 2024: Managed EDR Service), December 2024: Attack Surface Assessment Service) → See page 43
- TMJ began providing the TMJ Generative Solution, which transforms traditional contact centers into hybrid human-digital contact centers (July 2024) → See page 43

Improve productivity

By leveraging the latest technologies and empowering employees to reach their full potential, we will work to enhance operational efficiency and improve productivity. Additionally, we capitalize on these technologies to continuously introduce new services to fully maximize service value.

Key initiatives to date

- Optimized front-line work loads
- Revamped corporate structure
- Revised business processes, including those for using generative AI
- Updated in-house IT system

Reward stakeholders

We will continue investing in efforts to secure and foster human resources that support our evolution as a company that continues to provide novel services that deliver safety and peace of mind, as well as work to maintain workplace environments conducive to greater diversity, enhanced well-being, and improved and expanded capabilities. We will also accelerate 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 four consecutive base salary increases, and by enhancing expense allowances
- Implemented a restricted stock compensation plan for the second consecutive year
- 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 renewable energy generated by proprietary solar power generating facility (March 2024)

Financial strategies and quantitative targets

With the aim of achieving an ROE of 10%, we will strive to grow profits and optimize our equity capital while maintaining a sound financial position. We will also promote investments in growth, while remaining aware of the cost of shareholders' equity (approximately 5%–7%), and will increase dividends in line with our target dividend payout

ratio of 45%, as well as conduct share buybacks in a timely manner and at the appropriate scale

Going forward, we will continue to enhance opportunities for constructive dialog with investors as we work to achieve our quantitative targets for the fiscal year ending March 31, 2028, set forth in the SECOM Group Road Map 2027, 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, 2025	Targets for the fiscal year ending March 31, 2028
Consolidated net sales	¥1,199.9 billion	At least ¥1,250.0 billion
Consolidated operating profit	¥144.3 billion	¥160.0–¥180.0 billion
Dividend payout ratio	37.5%	Around 45%
ROE	8.7%	10%