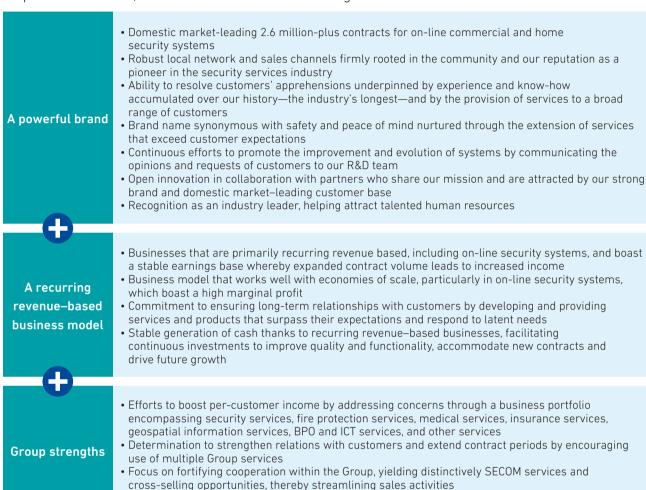
## **SECOM's Core Competitive Advantages**

We continue to leverage three key competitive advantages—a powerful brand, a recurring revenue—based business model, and Group strengths—to deliver safety and peace of mind to both individual and corporate customers, as well as to ensure sustainable growth.



## An Evolving Recurring Revenue-Based Variable and Fixed Costs for On-Line Security Systems **Business Model** Security equipment is Subscriber provided on a rental basis (SECOM assets) Variable costs Superior services SECOV and solutions that leverage advances in Alert using telecommunications circuits Dispatch SECOM emergency Al and cloud computing response personnel technologies SECOM Emergency Depot SECOM Control Center Group strengths that (Approximately 2,500 across Japan) (Major locations across Japan) help address issues Fixed costs Alert SECOM emergency response personnel

• Steady investment in M&As with the aim of further reinforcing Group strengths