

**We place great importance on our human resources. This is because we understand that our ability to deliver services depends on the people responsible for their provision and their ability to earn the trust of our customers.**

### A Message from the Head of the Human Resources Division



**Noriyuki Uematsu**

Executive Officer; Head, Human Resources Division  
(as of June 19, 2025)

#### Human capital: The source of SECOM's competitiveness

Our employees are the driving force behind our ability to provide high-grade services worthy of customer satisfaction. Human capital is thus the true source of our competitiveness. The SECOM Group Road Map 2027, which sets forth five core strategies, including "Reward stakeholders," also positions our human resources strategy as one of our critical management strategies. Reflecting the fundamental belief underpinning our management of human resources, namely, that the growth of our employees is inextricably linked to our prosperity, the Human Resources Division formulates and implements policies designed to secure human resources with wide-ranging ideas and diverse professional backgrounds and to nurture the next generation of talented individuals to whom we will pass down SECOM's Philosophy. We believe that encouraging employees' professional growth by creating positive work environments and enhancing well-being, as well as by raising awareness and maximizing capabilities, will in turn contribute to the improvement of service quality and the realization of new services, ultimately further differentiating us from our competitors.

#### Progressive approaches to fostering human resources and advancing career opportunities

Owing to labor shortages, a consequence of Japan's declining birthrate and aging population, the hiring situation in the security services business today is extremely challenging. Thanks to, among others, significant improvements to working conditions and the opening of a work experience facility that helps dispel concerns individuals may have before joining SECOM, the number of new graduates joining us in the fiscal year ending March 31, 2026, is up sharply from the number who came

on board in the period under review. This also reflects the emphasis of SECOM's Philosophy on creating a positive cycle, that is, on addressing challenges in a forward-looking manner that enables us to transform them into opportunities, which is the driving force behind all we do.

SECOM employees have high ethical standards and genuinely believe it is their mission to be of use to society. I believe that one of our greatest assets is our organizational cohesiveness, which enables us to work as one to ensure safety and peace of mind for our customers. At the same time, given the growing diversity of security needs and the increasing frequency of natural disasters, we recognize the importance of each employee having a broad perspective and self-awareness, as well as the flexibility to take prompt action. Accordingly, in addition to conventional training focused on ensuring a proper grasp of SECOM's Philosophy and the acquisition of necessary skills, we actively introduce outstanding third-party training programs to expand horizons, instill a more refined service-oriented mindset and heighten motivation.

#### Enabling employees to demonstrate their full potential

The president and the rest of the executive team attach great importance to the results of our annual employee job satisfaction survey and monthly meetings with the SECOM Employee Union Federation\* and are committed to improving working conditions and creating positive work environments. In light of the relentless rise of consumer prices in recent years, we have implemented four consecutive annual base salary increases. In the fiscal year ended March 31, 2025, we significantly upgraded compensation for security services employees, while in the fiscal year ending March 31, 2026, our priority has been on measures aimed at revitalizing the organization as a whole, including enhancing compensation for management-level employees, easing the burden of job transfers and extending the period for which employees with childcare responsibilities can shorten their working hours.

We also actively promote diversity and inclusion in our labor force. We have taken significant steps to advance career opportunities for women, such as appointing women to the position of site manager since April 2023. In the period under review, we inaugurated a leadership development training program. Going forward, we will continue to promote initiatives aimed at welcoming a broad spectrum of human resources with wide-ranging ideas and at leveraging their capabilities to create new value.

\* The SECOM Employee Union Federation was established in 1964 by a group of employee volunteers.

### Initiatives to enhance employee engagement

#### Promoting continuous improvement through dialog with employees

We recognize that our ability to provide high-grade services to customers is underpinned by the quality and ethical standards of our employees, the people responsible for their provision. Accordingly, we believe that enhancing employee engagement is one of our most critical duties. We prioritize proactive dialog with employees and promote initiatives aimed at building a vibrant and healthy corporate culture and at enhancing employee engagement with the objective of ensuring SECOM remains a company where people are enthusiastic about their work, feel professionally fulfilled and want to remain for the long term.

One such initiative is our annual employee job satisfaction survey, which we have conducted since 2016. The survey seeks to assess job satisfaction from various perspectives, including working conditions and work environment, pride in one's work, workload and mindset regarding work responsibilities. Using insights gained from analyzing employee feedback, we formulate a variety of measures to improve and enhance employee engagement.

The 2024 survey included more than 50 questions developed to gauge overall job satisfaction in six categories: Sense of professional fulfillment, ability to work efficiently and with ease, ability to maintain a positive attitude, mutual trust, workload, and compensation and benefits. As always, the survey was conducted for employees of the parent company and certain consolidated subsidiaries.

### Improvements based on insights gained from recent employee job satisfaction surveys

Survey results for all questions are disclosed to employees. Based on these results, various measures are given consideration before actual improvements are implemented.

#### Amendments to working conditions

- Implementation of stable annual salary increases (base salary increases have been implemented for four consecutive years)
- Significant improvements in working conditions for security services employees, who help keep society safe day in and day out, including on weekends and at night
- Increases in managerial allowances to enhance the attractiveness of positions of responsibility
- Granting of shares of common stock to employees as restricted stock compensation (for two consecutive years to date) as a mechanism for supporting future asset formation while also remaining focused on growth, and introduction of an incentive system for the employee stock ownership plan
- Implementation of major increases in starting salaries

#### Systemic upgrades

- Creation of the position of senior beat engineer (emergency response personnel) in response to the career advancement aspirations of mid-tier beat engineers and bolster individual awareness and sense of responsibility they bring to their jobs
- Removal of restrictions on employees choosing the option of unaccompanied temporary assignment and provision of relocation allowance to all employees to ease the burden of job transfers
- Reduction of maximum commute time to 1.5 hours and extension of the period for which employees with childcare responsibilities can shorten their working hours up until the child's entry into the fifth grade of elementary school
- Introduction of student loan repayment support system
- Introduction of assistance for high-school graduates in obtaining a driver's license

#### Measures to reduce workloads and improve work efficiency

- Improvement of working environments, including through the renovation of emergency depots and SECOM control centers
- Reassessment of operational procedures to reduce the burden on security services employees and active deployment of generative AI to bolster operational efficiency
- Review of recruitment methods and improvement of employee care and related systems to enhance the attractiveness of SECOM to potential employees, thereby increasing the number of new recruits

The Human Resources Department and our Human Resources Strategy Promotion Project will spearhead efforts going forward to make further improvements that foster an even more vibrant and healthy corporate culture and further enhance employee job satisfaction.

### Launching the *Futanowa* initiative, which emphasizes working together to create a positive and open-minded corporate culture that embraces challenges

#### A Message from a Senior Executive Director

**We will work with our employees and leverage their boundless potential to expand the *Futanowa* initiative and pass on the vision of our founders to the next generation of SECOM employees.**

**Tatsuro Fuse**

Senior Executive Director  
Assistant to the President;  
Head, Corporate Communication & Marketing Division



#### Passing on the compassion of SECOM's founders to the next generation of employees

Following on naturally from SECOM's Philosophy, established by founders Makoto Iida and Juichi Toda, the *Futanowa* initiative seeks to continuously foster an exceptional corporate culture through discourse aimed at increasing empathy, and encouraging the practical application of the philosophy. As someone who actually worked alongside Mr. Iida and Mr. Toda, I believe I have a responsibility to communicate the importance they placed on care for employees and workplaces even when times were tough, as well as their tireless commitment to addressing challenges and contributing to a better society, to the next generation of employees. I also believe this is one way I can repay the kindness they showed me.

"*Futa*," the first part of the initiative's name, which is also commonly pronounced "*kattatsu*," means "positive and open-minded" and has become firmly established as representative of our corporate culture and our approach to working toward the achievement of our goals. Generally, when labor shortages make it necessary to pursue further efficiencies, interest in what other departments are doing tends to wane and vertical silos become entrenched. With *Futanowa*, we have intentionally created a forum for bringing together employees who have little chance to interact with one another on a day-to-day basis, enabling them to gain new insights and ideas that will contribute to

their own personal development and to improvements in their own everyday work.

As part of the *Futanowa* initiative in the period under review, we held dialogs at sites across Japan that were attended by regional office managers, as well as by junior employees. I was also joined by selected staff from various departments at SECOM headquarters. These dialogs served to deepen relations within regional offices, as well as between headquarters and the front lines and among various headquarters departments. I think that they also helped participants gain a better understanding of the values treasured by SECOM's founders and of the Company's ideal future direction. Moreover, I believe that these dialogs fully capitalize on our diversity, which in turn has helped foster a greater sense of unity across the entire organization.

This particular undertaking was a good reminder of the part of The Constitutions of the SECOM Group that tells us that unless employees are enthusiastic about their work and satisfied with their jobs, any growth SECOM might achieve is meaningless and unearned. In line with our belief that investing in the unlimited potential of our employees is the key to further growth both for them and for the Company overall, we will continue to expand the *Futanowa* initiative and convey the wisdom of our founders to a new generation.

#### Creating a virtuous cycle of prosperity to generate value

SECOM's Philosophy, which has been handed down since our establishment, provides a spiritual anchor for SECOM Group employees and is the driving force behind our growth and evolution. In 2018, we launched an initiative that seeks to ensure SECOM's Philosophy fully penetrates every aspect of our operations and to arouse employees' passion, encourage them to share their enthusiasm and bolster motivation throughout the organization. In 2024, we took this undertaking to the next level by launching the *Futanowa* initiative, which focuses on fostering a unique corporate culture and strengthening bonds among employees.

The *Futanowa* initiative aims to create a virtuous cycle of prosperity. This begins with promoting efforts to enhance the spiritual prosperity of employees, which helps ensure prosperity for society by improving safety around the world, earning us the trust and confidence of customers and enabling us to enjoy economic prosperity, which positions

us to again invest in the spiritual prosperity of employees. This continuous process brings stakeholders positive results by leading to the generation of both direct economic value, including salaries and dividends, and indirect value in the form of a greater level of safety for society as a whole.

Providing enduring peace of mind in an ever-changing society necessitates the use of advanced technologies, but it also requires the ability to improve organizational competence even amid persistent labor shortages. We believe that organization competence is determined by a combination of individual capabilities, avid enthusiasm, clear strategic direction and strong bonds among employees. Through the *Futanowa* initiative, we will work to transform each employee into a driver of change and to build a positive and open-minded corporate culture that embraces challenges, enabling us to fulfill our mission of helping realize a society free from concerns.

#### Holding *Futanowa* Heart-to-Heart Dialogs at 23 sites across Japan

With the goal of putting our commitment to increasing employee job satisfaction into practice, we hold *Futanowa* Heart-to-Heart Dialogs, through which we seek to foster a sense of solidarity that is rooted in a shared philosophy and at the same time to expose participants to a wide range of views and principles through cross-departmental exchanges and to inspire each employee to strive for self-actualization. In the fiscal year ended March 31, 2025, these dialogs were held at 23 sites across Japan, led by Senior Executive Director Tatsuro Fuse, with a total of 1,260 executives and employees participating.

At each dialog, stories about SECOM's founding—the backdrop against which SECOM's Philosophy was formulated—were shared with participants. Small group discussions were also organized with the objective of encouraging behavioral change, providing an opportunity for individuals to reconsider the significance of working for SECOM, as well as bolstering their motivation. These events were well received, with participants expressing

positive views, including that they felt greater resolve and drive and a renewed sense of responsibility and mission, as well as a desire to participate in future dialogues on themes such as the future of SECOM and what constitutes an appealing company.

Looking ahead, we will continue to hold *Futanowa* Heart-to-Heart Dialogs to enhance employees' job satisfaction while at the same time realizing sustainable growth in corporate value.



*Futanowa* Heart-to-Heart Dialogs