

S

SOCIAL

3

GOOD HEALTH AND WELL-BEING

4

QUALITY EDUCATION

5

GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

10

REDUCED INEQUALITIES

17

PARTNERSHIPS FOR THE GOALS

SECOM's approach

In line with our basic philosophy of offering services that are beneficial for society, we believe that the quality of services that deliver “safety and peace of mind” is guaranteed by people. Accordingly, we work to secure and foster human resources with a strong desire to contribute to society.

Securing and fostering of talented human resources

We are focused on securing and fostering talented human resources with the ability to adapt to change and create value and who seek to contribute to society.

Our vibrant, diverse team of employees, who are critical to our ability to provide services that deliver safety and peace of mind, are our greatest asset and another driving force behind our growth and evolution. Accordingly, we strive to secure and foster talented human resources who have the ability to adapt to change and create value and who seek to contribute to society.

As a company that extends services across Japan and around the world, we promote active recruiting efforts. With labor shortages increasingly an issue in the domestic market, we took steps during the fiscal year ended March 31, 2025, to strengthen the competitiveness of our recruiting efforts. These included enhancing working conditions and introducing a variety of appealing programs, such as student loan repayment support and assistance for high-school graduates in obtaining a driver’s license. We also work to enhance employee welfare with the goal of improving our ability to retain human resources and have established a variety of programs designed to encourage motivation and productivity, as well as to create employee-friendly workplaces.

We provide extensive training to foster human resources with high ethical standards and superior skills. In April 2025, we completed the renovation and expansion of our training

Average Hours Spent by Employees in Training	
Fiscal year ended March 31, 2024	28.1 hours
Fiscal year ended March 31, 2025	28.8 hours

*Scope of reporting: SECOM CO., LTD.

facility in Gotemba, Shizuoka Prefecture, one of three such facilities in Japan. In addition to training for all new employees, we are strengthening department- and job-specific curricula that reinforce practical capabilities in a manner that assists employees on the front lines to autonomous career building. We also have an overseas study program, a subsidy system for employees to take correspondence courses and a system for employees to declare their preferred department or job type, and actively promote in-house staff recruitment. In the area of training for security guards, we have introduced virtual reality (VR) technology to improve effectiveness and ensure employees acquire excellent discernment and know-how.

Employee performance reviews look to impartially evaluate employees’ efforts and support self-realization. Evaluations are based on reports prepared by employees assessing their execution of duties, achievements and areas

in need of improvement, as well as on rational assessment categories optimized for each particular job. We use an open and fair format whereby review results are disclosed to employees. In addition, we promote self-actualization through systems designed to assist with career

development, including the Self-Reporting System and Challenge Support System, which encourage employees to declare and assist their efforts to realize their own future goals and aspirations.

The SECOM Group adds an XR training program to its employee training lineup

Since 2017, we have used a VR-based training program—developed in collaboration with an IT startup—to train our security services staff. In May 2025, we completed development of a new extended reality (XR) training program that builds on this foundation. The program simulates an office or home environment using an XR headset, allowing participants to engage in practical training scenarios. For example, trainees respond to intruders emerging from blind spots using a police baton-shaped handheld controller. XR technology integrates immersive VR with augmented reality (AR), overlaying key information onto the real-world appearing on the display to ensure safety during training. We are confident this new program will further enhance the effectiveness of this training.



The new XR training program

SECOM's Philosophy and the SECOM Group Code of Employee Conduct

Efforts are proceeding to ensure the full penetration of SECOM's Philosophy and encourage strict compliance with the SECOM Group Code of Employee Conduct to bolster employee motivation and earn the trust of society.

Encouraging awareness of SECOM's Philosophy and adherence to the SECOM Group Code of Employee Conduct is essential to maximizing the trust of stakeholders and our corporate value. Handed down since our establishment, SECOM's Philosophy provides a spiritual anchor for Group employees and the entire SECOM Group. The driving force behind our growth and evolution, this philosophy emphasizes a refusal to be content with the status quo and a commitment to doing what is appropriate. The first element expresses our determination to offer innovative services and systems by challenging accepted norms, while the second calls for judging the legitimacy of our actions by examining whether they are just, fair, and beneficial not only to SECOM but also to society as a whole. The SECOM Group Code of Employee Conduct sets forth ideals for the conduct of

employees in both public and private life and specific standards for the day-to-day performance of duties. We have published SECOM's Philosophy and the SECOM Group Code of Employee Conduct in the form of handbooks and pocket-sized guides, which are distributed to employees in Japan and overseas.

Questions on SECOM's Philosophy and the SECOM Group Code of Employee Conduct are included in our e-learning program, which is provided annually, and employees’ compliance status is reflected in their annual performance reviews. An employee who becomes aware of a violation is obliged to submit a report to his or her superior. In addition, we have established a whistle-blowing system and are currently using IT and other technologies and taking other steps to encourage observance.

Occupational health and safety

We have established a system to minimize occupational safety risks in the area of security services, and work to maintain and improve the health of our employees by managing working hours and conducting health checks.

Our ability to deliver enduring peace of mind in an ever-changing society depends on first ensuring the health and vitality of our employees. In our Health Management Declaration, released in October 2024, we commit to promoting the maintenance and improvement of employee health and the creation of positive work environments that encourage job satisfaction and pride in one’s work.

The Human Resources Department has established a system to comprehensively manage occupational health in collaboration with the Health Promotion Office, which is staffed with occupational health physicians (OHPs), and the SECOM Health Insurance Union. Site health committees across Japan meet to discuss key issues, including employee working hours and efforts to maintain and

improve health, enhance work environments, ensure safety and prevent danger. To enhance the visibility of our health and productivity management initiatives and ensure their effective promotion, we have introduced health and productivity management survey score as a new KPI. Employee health check results are managed through the system and used by OHPs to provide health guidance. We also actively care for employees' mental health, conducting stress checks, arranging meetings with psychiatrists and specialized counselors, to make certain that employees feel both physically and mentally supported.

To ensure occupational safety, the Operations Division verifies day-to-day security operations and works to reduce identified occupational safety risks. Our operational and control structure facilitates the efficient exchange of reports and instructions between the front lines and senior management, ensuring that the latter is fully apprised of day-to-day operations across Japan and able to provide instructions for improvements where necessary to bolster

occupational safety. Of note, we have developed training to ensure employee safety in the event of an emergency, as well as programs that seek to improve equipment maintenance to prevent injuries, as well as to enhance driving techniques. To supplement existing measures, air-conditioned uniforms were introduced in the summer of 2025 for security staff who frequently work outdoors with the goal of helping to prevent heatstroke. Ongoing efforts to create safe, employee-friendly workplaces include the provision of extensive training aimed at preventing occupational accidents, including that related to the risk of security accidents in various situations.

Participants in Training Aimed at Preventing Occupational Accidents

Fiscal year ended March 31, 2023	3,215
Fiscal year ended March 31, 2024	2,582
Fiscal year ended March 31, 2025	2,510

*Scope of reporting: SECOM CO., LTD., and certain SECOM Group companies

Inviting children to a fun job experience theme park

Research tells us that approximately one in three children in low-income households in Japan have had no opportunities outside of school to participate in, for example, sports and cultural activities.* Addressing this experience gap is increasingly recognized as a social imperative. In September 2024 we partnered with the Children's Adventure Bank, operated by certified nonprofit dedicating to responding to social issues, to invite such children to an event at Kandu, a theme park that lets children "try out" a variety of different jobs and for which we serve as a sponsor. The event earned praise from the children, who commented on how much fun they had had, with some saying they had never done anything like it before, as well as from their families. We are confident that such experiences will not only broaden the horizons of these children but also enable them to form connections with a wide range of people and give them a sense of security knowing that society is looking out for them.

* Based on a survey conducted by charitable Chance for Children Trust in July 2023.

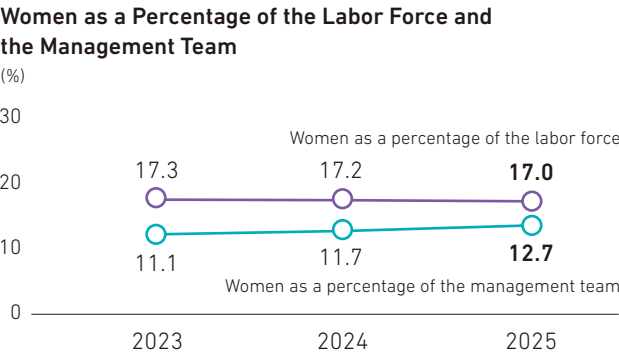


SECOM booth at Kandu Makuhari

Diversity

Diversity and inclusion staff have been assigned to the Human Resources Department to promote the creation of positive work environments in which diverse employees can maximize their capabilities.

Recognizing the importance of welcoming a broad spectrum of individuals with wide-ranging ideas to the creation of new value, we actively promote diversity in our labor force, including by advancing career opportunities for female employees. In 2017, we established the Declaration of Promoting Diversity & Inclusion, and assigned diversity and inclusion staff to the Human Resources Department. We currently promote the creation of work environments that maximize the capabilities of all employees regardless of gender, nationality, age, physical ability, sexual orientation, or gender identity.



*Scope of reporting: SECOM CO., LTD. (As of March 31)

Our action plan for fostering career opportunities for female employees sets forth targets for increasing the number of women in management positions to more than 200 at the department or section head level and more than 400 at the supervisor level by March 31, 2026. Thanks to active efforts, these targets were achieved ahead of schedule, in the fiscal year ended March 31, 2025. We

remain committed to expanding the range of jobs available to women and to nurturing female leaders. Female employees currently occupy management positions in the sales departments of our home security services business, as well as in site administrative departments. Since April 2023, women have also been appointed to the position of manager at security services offices.

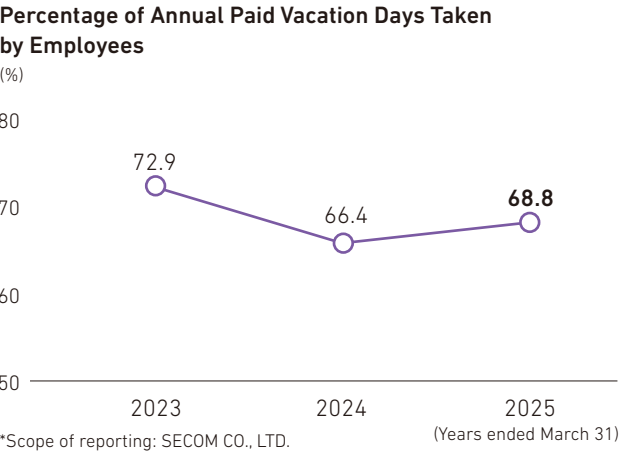
Work-life balance

We have established systems that support work styles suited to the different stages of employees' lives and the creation of work environments that encourage job satisfaction and increase employee retention.

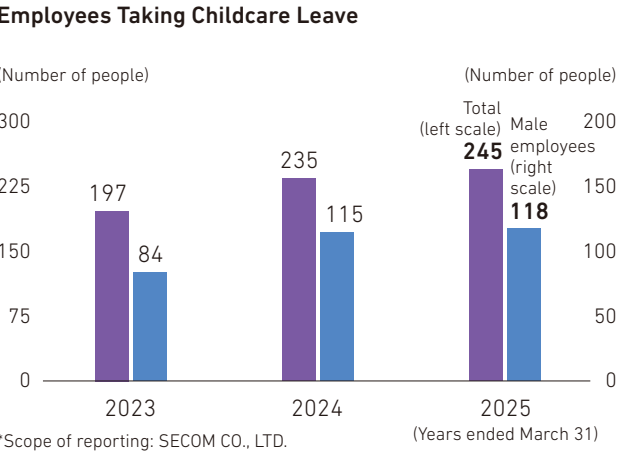
We view work-life balance, including sufficient physical and mental rest and a fulfilling private life, as essential to the ability to approach one's work with energy and focus. We actively promote the use of annual paid vacation days, aiming to achieve a paid leave usage rate of 80% by 2030. In July 2025, we introduced an anniversary leave system that allows employees to take time off on days of significance to themselves or their families. A range of vacation and leave programs have also been established to support employees in maintaining a healthy work-life balance.

- **Flex vacation:** Enables employees to take 10 consecutive vacation days annually, in theory at any time during the year
- **Refresh vacation:** A two-week vacation available to employees every 10 years
- **Maternity leave:** Available for the six weeks prior to and eight weeks after giving birth; an additional two weeks is available to employees who wish to start their maternity leave earlier
- **Childcare leave:** Can be taken up until the day before the child's third birthday and can be taken in up to three installments. A target of 50% has been set for male employees taking childcare leave by 2025, but as of fiscal year ended March 31, 2025, the rate was 45.9%.

- **Change in working hours/exemption (shorter working hours) for childcare:** Facilitates flexible working styles by allowing employees who are pregnant or have children who have not yet entered the fifth grade of elementary school (exceeds legal requirement, which is children under the age of three) to change their working hours or be exempted from minimum working hour rules
- **Nursing care leave or change in working hours/exemption (shorter working hours) for nursing care:** Enables full leave or adjusted working hours for up to six months (maximum of 186 days) for employees providing nursing care to a family member who wish to return to work full-time after conclusion of nursing care provision
- **SECOM Life Support Program:** Allows employees to temporarily change work style and/or location to which they are assigned to provide childcare or nursing care or to accompany a spouse who has been transferred and provide support for long-term career advancement
- **Job Return Program:** Enables people with at least one year of service who have left employment at SECOM for unavoidable reasons such as childbirth, childcare or nursing care, or to advance their careers by going back to school, studying abroad or changing jobs, to apply for reinstatement



*Scope of reporting: SECOM CO., LTD. (Years ended March 31)



*Scope of reporting: SECOM CO., LTD. (Years ended March 31)

Employee engagement

Initiatives to boost employee job satisfaction, including raising base salaries for the fourth consecutive year and granting restricted stock, together with the exchange of opinions between the SECOM Employee Union Federation and executives, are facilitating the creation of employee-friendly workplaces.

We seek to achieve sustainable growth as a strong, flexible organization by creating a virtuous circle, recognizing the importance of enabling employees to demonstrate their full potential, which helps raise the quality of the services and products we provide, thereby enhancing customer satisfaction and earning the trust of society, which in turn increases employee job satisfaction. In an effort to encourage ongoing active dialog with employees, since 2016 we have conducted an annual anonymous employee job satisfaction survey. With the aim of both boosting employee job satisfaction and expanding our operations, we granted shares of common stock as restricted stock compensation to approximately 20,000 SECOM Group employees in both March 2024 and March 2025. In June 2024, we also introduced an incentive system as part of our employee shareholders association.

Reflecting our fundamental belief that the growth of our employees is inextricably linked to our prosperity, we signed a union membership qualification agreement with the SECOM Employee Union Federation, which was established in 1964, and became a union shop, meaning that in principle employees automatically become union members when they

are hired. As a consequence, our union membership rate for eligible employees is 100%. Management representatives, including the President and Representative Director, meet monthly with SECOM Employee Union Federation to exchange views. Discussions are also held at SECOM Group companies and branches across Japan to address issues such as improving workplace environments and operating procedures and ensuring occupational health and safety. SECOM Employee Union Federation also exchanges views with management through meetings with employees on organizational culture and the SECOM Employee Central Council.

In the fiscal year ended March 31, 2025, we launched the *Futanowa* initiative, which seeks to improve employee job satisfaction, motivation and engagement. To encourage the practical application of SECOM's Philosophy and the concept of "*futa*" (also commonly pronounced "*kattatsu*")—meaning "positive and open-minded"—and to foster a unique SECOM corporate culture, we also held dialogs with directors at 23 sites across Japan in which a total of 1,260 executives and employees participated. (For more information, please see pages 26–27.)

Reinforcing internal branding and contributing to local communities by owning a rugby team

We founded the Sayama SECOM Rugguts, a professional rugby team based in the city of Sayama, Saitama Prefecture and our only corporate sports team, in 1985, recognizing the spirit of rugby as aligning with our corporate culture, which emphasizes evolving continuously to achieve our goals. In 2024, SECOM Rugguts competed in Division 3 of Japan Rugby League One, the country's top professional rugby union league, which we believe will help further enhance our corporate image, encourage a sense of solidarity among SECOM Group employees and promote the idea of fostering human resources through sport. In addition to striving to earn promotion to Division 2, SECOM Rugguts conducts a variety of activities aimed at contributing to the local community, including holding tag rugby sessions for local elementary school students, participating in community exchange programs and participating in local clean-up efforts.



The 2024/2025 season Sayama SECOM Rugguts

G

GOVERNANCE



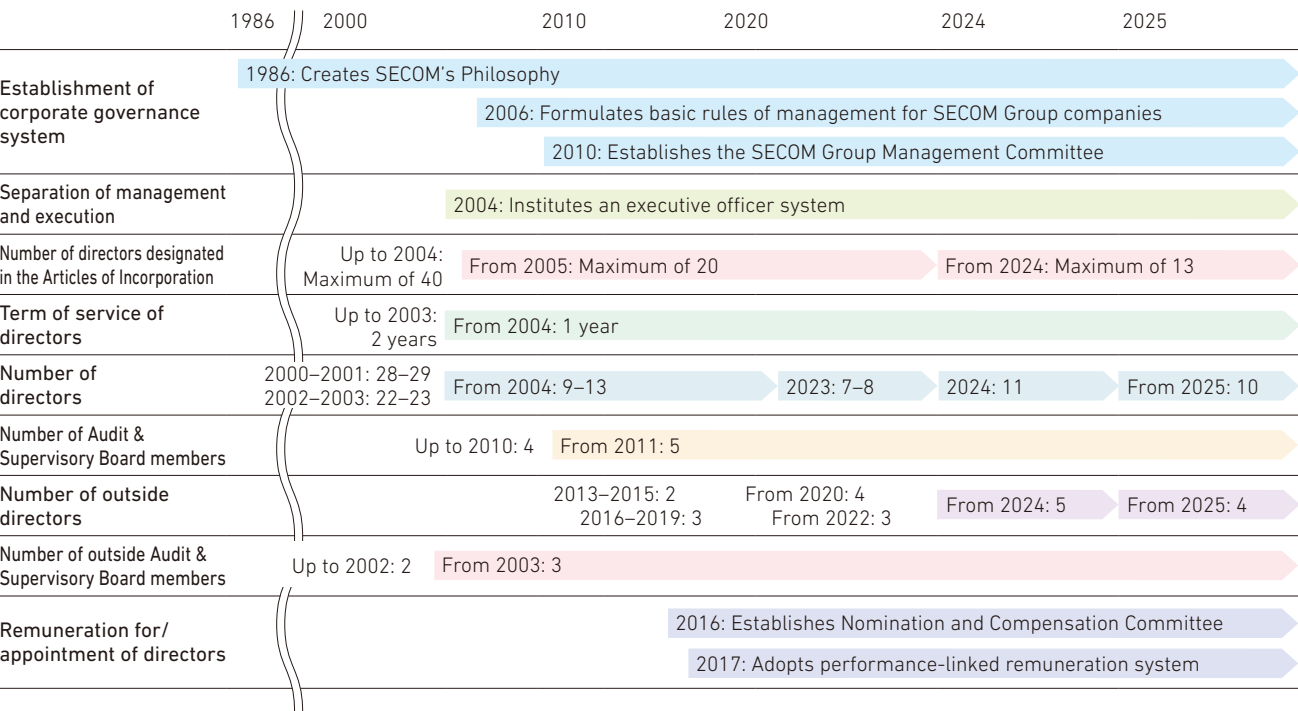
SECOM's approach

To fulfill our responsibilities to stakeholders, we work continuously to strengthen corporate governance by enhancing transparency, ensuring fairness, expediting decision making and guaranteeing the independent oversight of management, which we have positioned as key management challenges.

Corporate governance

In addition to providing independent oversight of the management team's performance and ensuring the appropriate execution of business activities, we are promoting effective disclosure to stakeholders.

Initiatives to Strengthen Corporate Governance



Basic philosophy

With the aim of earning the continued support of our customers, shareholders, business partners, employees, local communities, and other stakeholders as a company with value that is worthy of trust, we strive to maximize corporate and shareholder value over the medium to long term and recognize the importance of fulfilling our responsibilities as a corporate citizen and achieving sustainable growth and development.

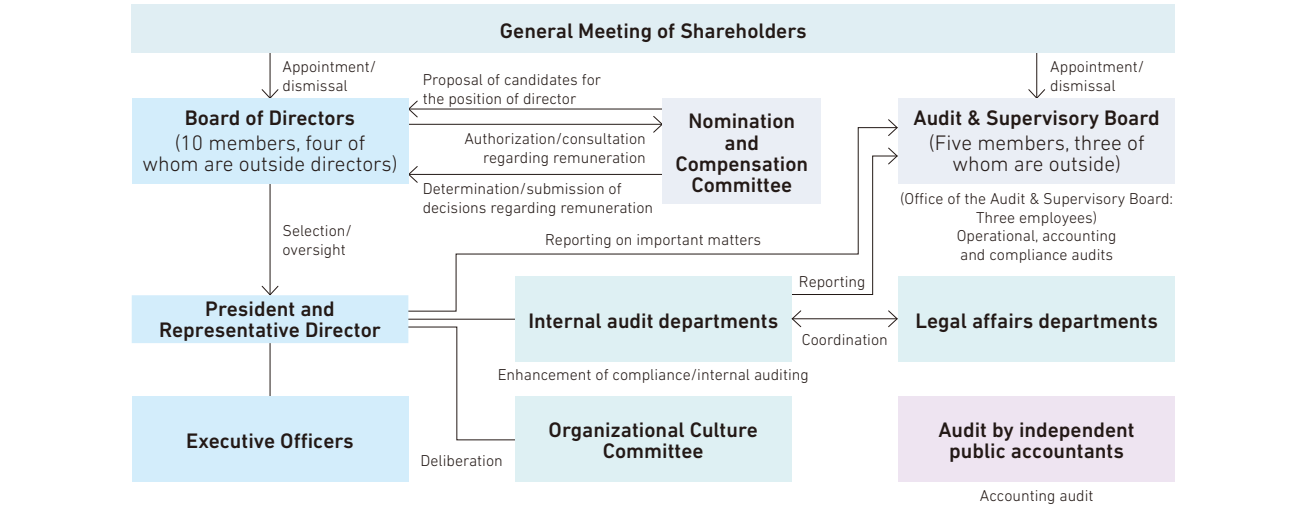
In line with Japan's Corporate Governance Code and at the direction of top management, outside members of the Board of Directors and Audit & Supervisory Board provide independent oversight of the management team's performance in a manner that takes into account the interest of stakeholders and ensures the appropriate execution of business activities. We also work actively to disclose information to shareholders and other stakeholders and strengthen our compliance framework.

Outline of corporate governance system (as of July 7, 2025)

We are a company with an Audit & Supervisory Board. The Board of Directors determines overall management and business execution policies. Executive officers, led by the President and Representative Director, are responsible for business execution. The Audit & Supervisory Board, which at present includes three outside members, and the Board of Directors coordinates with the internal audit departments to audit and supervise the discharge of duties by directors and executive officers. Under our corporate governance framework, four outside directors have also been appointed to the Board of Directors to bring external perspectives to decision-making and ensure the legality and objectivity of

management. We believe that this enables us to conduct independent oversight of management and ensure appropriate business execution. The Nomination and Compensation Committee has been established as a discretionary committee of the Board of Directors. This committee, which is responsible for putting forward candidates for the position of director to the Board of Directors and ensuring the appropriateness of remuneration for directors, currently consists of three directors, two of whom are outside. Beginning in June 2023, an outside director has been appointed committee chairperson, a move aimed at improving objectivity and transparency.

Corporate Governance Organization



Board of Directors

At present, the Board of Directors comprises 10 directors and in principle meets monthly, with five members of the Audit & Supervisory Board also in attendance. The Board of Directors is responsible for deciding overall management policies and business execution policies, as well as for monitoring the performance of duties by directors, and strives to promote the active exchange of opinions with the aim of ensuring effective and swift decision making. Six of the 10 members are responsible for business execution, while the remaining four are outside directors with no involvement in day-to-day operations.

Executive Officers

We have adopted an executive officer system, whereby the Board of Directors is responsible for decision making and the executive officers are responsible for business execution. This initiative aimed to strengthening field divisions and enhance customer service by clarifying responsibilities and authority, thereby accelerating business execution. We currently have 33 executive officers, six of whom also serve as directors.

Audit & Supervisory Board

The Audit & Supervisory Board currently consists of five members, two of whom are full-time and three of whom are outside. In principle, the Audit & Supervisory Board meets monthly. Individuals well-versed in our businesses and internal affairs, as well as in finance and accounting, are appointed to serve as full-time members, while individuals who are independent of the management team, have extensive knowledge of corporate management, legal, financial and other matters and are capable of providing effective oversight and monitoring of the management team, are appointed to serve as outside members.

Nomination of candidates for appointment to the Board of Directors and the Audit & Supervisory Board

In accordance with the policy for appointment set forth by the Board of Directors, candidates for appointment to the Board of Directors and the Audit & Supervisory Board are decided through deliberation by the Board of Directors.

Candidates for the Board of Directors are nominated from among candidates determined through discussion by the Nomination and Compensation Committee, the majority of members and the chairperson of which are outside directors. Candidates for the Audit & Supervisory Board are nominated with the agreement of the Audit & Supervisory Board.

Skills Matrix for SECOM Directors and Audit & Supervisory Board Members

Name and position	Areas of knowledge and experience (maximum of four/individual)							Attendance at meetings of the Board of Directors (Audit & Supervisory Board) in the fiscal year ended March 31, 2025
	Corporate management	Finance and accounting	Legal affairs, compliance and risk management	Sustainability and ESG	Security services industry	Global business	ICT and technology	
Yasuyuki Yoshida President and Representative Director	●	●	●		●			12/12
Tatsuro Fuse Senior Executive Director	●			●	●	●		12/12
Yoshinori Yamanaka Executive Director	●			●	●	●		9/9
Seiya Nagao Executive Director	●	●	●		●			8/9
Takashi Nakada Director	●				●	●	●	9/9
Makoto Inaba Director	●		●		●			9/9
Hajime Watanabe Outside Director	●	●	●					12/12
Miri Hara Outside Director	●	●		●				12/12
Kosuke Matsuzaki Outside Director	●			●		●	●	9/9
Yukari Suzuki Outside Director	●			●		●		9/9
Takayuki Ito Audit & Supervisory Board Member	●	●	●		●			12/12 (12/12)
Yasuhiro Tsuji Audit & Supervisory Board Member	●		●		●	●		12/12 (12/12)
Hideki Kato Outside Audit & Supervisory Board Member	●		●	●		●		12/12 (12/12)
Makoto Yasuda Outside Audit & Supervisory Board Member	●	●				●		12/12 (12/12)
Setsuo Tanaka Outside Audit & Supervisory Board Member	●		●		●			12/12 (12/12)

Notes: 1. This skills matrix does not represent the entire breadth of knowledge and experience of each Director and Audit & Supervisory Board member.
2. Messrs. Yamanaka, Nagao, Nakada, Inaba and Matsuzaki and Ms. Suzuki were elected and appointed as directors at the Ordinary General Meeting of Shareholders held on June 25, 2024. Accordingly, the total number of Board of Directors' meetings indicated is the number of meetings held after that date.

Internal audits and cooperation among board members and offices

Audits by Audit & Supervisory Board members
Audit & Supervisory Board members attend important meetings, including those of the Board of Directors, to exchange opinions on overall corporate management, as well as to collect reports on the discharge of duties from directors and other pertinent individuals and conduct audits focused on the possible occurrence of violations of laws, regulations, the Articles of Incorporation and/or shareholders' interests. The Audit & Supervisory Board also conducts audits of our overall business activities, as well as those of subsidiaries and affiliates, in accordance with annual audit plans.

Principal Activities of Audit & Supervisory Board Members in the Fiscal Year Ended March 31, 2025	
Participation in meetings of the Board of Directors	100%
Participation in meetings of the Audit & Supervisory Board	100%
Information sessions with directors and other executives of the parent company, subsidiaries and affiliated companies	57 times
Audits conducted by Audit & Supervisory Board members at remote locations	106 locations

Outside directors and outside Audit & Supervisory Board members

We appoint individuals who have extensive knowledge of corporate management to serve as outside directors, thereby incorporating a broad range of external perspectives not constrained by the internal affairs. We thus have a structure that ensures the transparency and objectivity of management.

We appoint Audit & Supervisory Board members who have a wealth of knowledge of corporate management, legal, financial and other matters (including three outside members, who are essentially independent of the management team). We have also established an auditing organization (including the Office of the Audit & Supervisory Board) that operates independent of day-to-day operations and a process (including periodic meetings between the President and

Regular meetings between the President and Representative Director and Audit & Supervisory Board members
Audit & Supervisory Board members hold regular (monthly) meetings with the President and Representative Director, during which they exchange opinions on important management-related issues, including the results of audits, to ensure common understanding.

Meetings between Audit & Supervisory Board members and accounting auditors
Audit & Supervisory Board members meet regularly (six times annually) with the accounting auditors, as well as additional meetings as necessary, for the purpose of exchanging opinions and information. Audit & Supervisory Board members receive explanations and exchange opinions regarding annual audit plans and audit results. If necessary, Audit & Supervisory Board members also act as observers during audits conducted by the accounting auditors at remote locations and during audit reviews (13 times in the fiscal year ended March 31, 2025).

Collaboration with internal audit and other departments
Audit & Supervisory Board members hold regular (monthly) meetings with the Internal Audit and Compliance Department, during which they receive reports and exchange opinions on the results of internal audits and, as appropriate, receive reports on inspections of subsidiaries from and exchange opinions and information with the Group Governance Department. If necessary, to ensure the efficiency of audits, Audit & Supervisory Board members ask the internal audit departments to conduct investigations.

Representative Director, among others, and the Audit & Supervisory Board members). This ensures that Audit & Supervisory Board members' objective and neutral opinions are reflected promptly in operations. As a consequence, we believe that we fulfill our responsibility to conduct independent oversight of management performance in a manner that takes into account the interests of stakeholders.

We appoint outside directors and outside Audit & Supervisory Board members on the basis of pertinent requirements set forth in Japan's Companies Act and the standards concerning independence set forth by financial instruments exchanges.

Outside Directors and Outside Audit & Supervisory Board Members (Fiscal year ended March 31, 2025)

Name		Principal activities
Outside directors	Takaharu Hirose	Mr. Hirose offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained in the foundation and management of multiple enterprises and industry organizations. In addition, he participates in deliberations of the Nomination and Compensation Committee as a member thereof. Through these activities, he performs his supervisory function as an outside director adequately.
	Hajime Watanabe	Mr. Watanabe offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained through his many years of experience in corporate management. In addition, he participates in deliberations of the Nomination and Compensation Committee as a member thereof. Through these activities, he performs his supervisory function as an outside director adequately.
	Miri Hara	Ms. Hara offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained as a corporate officer and a tax accountant. In addition, she participates in deliberations of the Nomination and Compensation Committee as a member thereof. Through these activities, she performs her supervisory function as an outside director adequately.
	Kosuke Matsuzaki	Mr. Matsuzaki offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained as a corporate manager at major companies both in Japan and overseas. Through these activities, he performs his supervisory function as an outside director adequately.
Outside Audit & Supervisory Board members	Yukari Suzuki	Ms. Suzuki offers advice and recommendations at Board meetings based on experience and insights gained as a director at a publicly listed company with global operations. Through these activities, she performs her supervisory function as an outside director adequately.
	Hideki Kato	Mr. Kato offers advice and recommendations at meetings of the Board of Directors, among others, based on experience gained through the execution of national policies and insights gained as a result of his accomplishments at a policy think tank. He also asks questions and states opinions to clarify issues.
	Makoto Yasuda	Mr. Yasuda offers advice and recommendations at meetings of the Board of Directors, among others, based on experience and insights gained in the management of a global enterprise. He also asks questions and states opinions to clarify issues.
	Setsuo Tanaka	Mr. Tanaka offers advice and recommendations at meetings of the Board of Directors, among others, based on experience and insights gained through the holding of important positions in government. He also asks questions and states opinions to clarify issues.

Philosophy regarding the diversity and size of the Board of Directors

The Board of Directors consists of internal directors, who are familiar with SECOM's businesses and have diverse knowledge, and several outside directors with extensive insight in corporate management and other areas. Diversity in terms of gender and international experience is ensured

and the number of members is appropriate to facilitate discussions and resolutions of substance. We will continue working to enhance the effectiveness of the Board of Directors by promoting further diversity and ensuring the appropriate size of the Board.

Remuneration for directors and Audit & Supervisory Board members

Remuneration for directors consists of pecuniary remuneration (fixed monthly salary and bonuses) and share-based remuneration (shares with restrictions on transfer). Outside directors receive a fixed salary only.
The fixed monthly salary portion of pecuniary remuneration paid to directors and the share-based remuneration paid to directors (excluding outside directors) are determined comprehensively in consideration of job responsibilities and years of service, as well as the performance of the Company. Bonuses paid to directors (excluding outside directors) are determined with comprehensive consideration given to consolidated

operating profit, earnings per share and employee engagement (employee satisfaction), which are key management targets. The relative proportion of fixed monthly salary, bonuses, and shared-based remuneration paid to directors (excluding outside directors) is approximately 65:15:20.
Remuneration for Audit & Supervisory Board members comprises pecuniary remuneration only and is determined in amounts commensurate with job responsibilities, through deliberation of the Audit & Supervisory Board set within the maximum limit resolved at the Ordinary General Meeting of Shareholders (¥90 million/year).

Remuneration for Directors and Audit & Supervisory Board Members in the Fiscal Year Ended March 31, 2025

Position	Total remuneration (Millions of yen)	Breakdown of total remuneration (Millions of yen)				Number of entitled individuals
		Basic remuneration	Performance-linked remuneration		Nonpecuniary remuneration	
		Fixed salary	Stock options	Bonus	Restricted stock	
Directors (excluding outside directors)	322	207	—	63	51	8
Audit & Supervisory Board members (excluding outside members)	49	49	—	—	—	2
Outside directors	54	54	—	—	—	5
Outside Audit & Supervisory Board members	32	32	—	—	—	3
Total	459	344	—	63	51	18

Note: The Company's target for consolidated operating profit in the fiscal year ended March 31, 2025, was ¥131,200 million. The actual result was ¥144,297 million. (Calculated based on Japanese GAAP)

Evaluation of the Board of Directors' effectiveness

Evaluation process

The effectiveness of the Board of Directors is evaluated annually. In the period under review, a survey was conducted in January 2025 and responses were collated by the Board's secretariat in mid-February. Findings were subsequently discussed by the Board.

Summary of findings

Composition of the Board of Directors

The opinion was expressed that increasing the number of female and outside directors has enhanced the diversity of the Board of Directors, that the balance between execution and oversight is appropriate and that the Board is an appropriate size to ensure active discussions and swift decision making. Constructive views were also expressed regarding further diversification of the Board's composition, including by promoting female directors from within the Company and appointing directors with diverse backgrounds.

Administration of Board of Directors' Meetings

The Board of Directors meets once monthly in principle to enable swift discussion and resolution of critical matters. To ensure that directors and Audit & Supervisory Board members are able to make appropriate decisions, matters deemed particularly critical are discussed by the Board of Directors prior to resolution and a progress report on those matters is made to the Board of Directors subsequent to resolution. Both outside directors and outside Audit & Supervisory Board members actively made comments and

expressed the opinion that the atmosphere was conducive to free and open discussion. The view was also expressed that improvements had been made, based on the previous year's survey, in the processes for explaining and reporting on various matters, including the provision of briefings prior to Board of Directors' meetings, as well as for advance discussions and reporting on ongoing progress. Various other opinions were also conveyed, including that greater opportunities should be created for communicating with outside directors and exchanging opinions outside the framework of Board of Directors' meetings, thereby invigorating discussions.

Oversight function of the Board of Directors

Matters handled by the Board of Directors were selected appropriately, based on the Rules of the Board of Directors, and the opinion was expressed that discussions on management policies and corporate philosophy were adequate. At the same time, constructive views were shared regarding the further progress of discussions—currently being approached from a medium- to long-term perspective—regarding matters such as the overall direction of management strategies, governance and risks, in light of changes in the operating environment.

Future initiatives

To further enhance corporate value and realize an even more effective Board of Directors, we will continue to promote efforts to improve the Board's functions based on evaluations and opinions expressed.

Status of strategic shareholdings

Policy on shareholdings

We may, after comprehensive examination, acquire and/or hold listed shares for the purpose of collaboration, capital or business tie-up, business incubation, or the maintenance or expansion of transactions involving our services and products. If as the result of an assessment, the appropriateness of such a holding is judged insufficient, it will be targeted for reduction through the sale of shares.

Verification of the rationality of shareholdings

The Board of Directors assesses the benefits and risks arising from each holding annually. In addition to confirming the status of transactions with, as well as the growth potential and profitability of, each investee company, based on financial condition and operating performance, we comprehensively examine the appropriateness of the holding and determine whether it should be maintained.

Messages from Outside Directors



Kosuke Matsuzaki

Outside Director

Principal position concurrently held in another organization: Representative Director, President and CEO, MAFTEC Group Co., Ltd.

Of the Japanese companies with which I have been involved, I think that SECOM is particularly outstanding in terms of the free and broad-minded nature of its Board of Directors, which encourages constructive discussion. The atmosphere at Board meetings is open and outside directors and Audit & Supervisory Board members are respected and able to express even harsh opinions, which in my view is evidence of sound governance. I look forward to seeing even more active dialog and frank exchanges of views between executive directors and outside directors in the months and years ahead.

At the same time, I recognize that as an outside director taking steps to deepen my understanding of what happens on the front lines at SECOM positions me better to engage in productive dialog, so in a recent evaluation of the Board of Directors' effectiveness I requested that outside directors be given more opportunities to learn firsthand about what SECOM does. In response to this request, and to similar entreaties by other outside directors, such opportunities have increased in the form of, among others, advance briefings on topics to be addressed at Board of Directors' meetings and site tours to enhance our understanding of the Company's various businesses. In the year since becoming an outside director, I have had the chance to visit various locations, including on-line security system service offices and static guard service bases. Of particular note, I have been able to actually see the robust systems in place for ensuring exceptional discipline and service quality in the provision of security services. I was also impressed to see SECOM employees' strong sense of mission and pride in their work. This really brought home to me the fact that this is a source of the deep trust SECOM has earned from its customers. Visiting actual sites has enabled me to gain valuable insights that would be impossible simply from reading materials and that will inform my participation in discussions at future Board of Directors' meetings.

I would like to make a few candid comments regarding

some of the challenges management currently faces. The first is the expansion of overseas operations, a key strategic theme. Based on know-how gained in more than two decades working for multiple firms with operations around the world, I believe that there is room for further improvement. SECOM is a leading security services company in Japan, but the business model that has been so successful in Japan is not necessarily appropriate overseas. That said, even in many countries and territories where it would be difficult to deploy SECOM's domestic business model, a more in-depth analysis of social norms, culture and national characteristics would allow the Company to leverage its competitive advantages. To achieve the targets of the SECOM Group Road Map 2027, I feel there is a need for more in-depth discussions and effective decision making—from both offensive and defensive perspectives—regarding the strategic use of M&As and the strengthening of our framework for the regular monitoring of overseas Group companies.

Regarding the use of IT and DX, SECOM is currently implementing a large-scale IT system upgrade, but from my years of experience in updating such systems, I believe that the ongoing involvement of top management is critical. These are not simply about introducing new technologies. They also involve transforming business processes and as such must be implemented with the understanding and cooperation of the people on the front lines. I look forward to SECOM's president, Mr. Yoshida, continuing to demonstrate leadership and I will continue to provide advice as needed.

Another key is to improve SECOM's position regarding disclosure. The Company is comparatively reticent when it comes to releasing information publicly. While I appreciate investments in human resources, including recent annual increases in base salaries, I also believe that SECOM should be more proactive in communicating with the public around issues that investors and other parties have sought information on in recent years. I will continue to draw on my own background, to share what I believe is the level of disclosure that investors seek and to offer recommendations on how the Company can effectively release information in a manner that supports its sustainable growth.

Looking ahead, I will continue to capitalize on expertise and know-how accumulated in my years in international business, including in the areas of IT and DX, human resources strategy, succession planning and disclosure, to participate actively in management decision making as an outside director and to contribute toward increasing the transparency and credibility of management. I look forward to doing my utmost to helping ensure that SECOM remains a company that is trusted by all stakeholders.



Yukari Suzuki

Outside Director

Principal position concurrently held in another organization: Outside Director, Tokyo Electron Ltd.

The fiscal year ended March 31, 2025, was my first year as an outside director at SECOM. I have worked to ensure I have a thorough understanding of the Company. At Board of Directors' meetings, I have tried to bring a perspective that only a newbie can have, unconstrained by the conventional wisdom of an insider, and have endeavored to speak frankly regarding questions that have arisen and observations I have made from this perspective.

All directors express their views freely and actively at Board of Directors meetings, and I believe that an environment has been created that facilitates constructive dialog at all times. I have also had the opportunity to observe the operations of SECOM and its Group companies, which has further enhanced my understanding of what the SECOM Group does. With security services at its core, the Group has expanded into a range of businesses, including fire protection and medical services. At every site I visited, I felt a strong connection to the SECOM mission of helping to realize a society free from concerns.

I also relate to management's approach, which emphasizes the creation of both social value and economic value. I am pleased to see that management prioritizes human capital and respects employees' sense of their mission. The bold implementation of annual increases in base salaries, together with the resolute—but difficult—decision to adjust sales prices are a testament to the strong leadership of the current president, Mr. Yoshida. I believe these measures also represent important steps in the Company's effort to transform itself with the aim of generating further corporate value.

That said, in my view there are still several areas where there is room for improvement. Despite time constraints, there is always a wide range of topics on the agenda at Board of Directors' meetings, but I would like to see more time allocated to strategic discussions regarding, for example, the Company's medium- to long-term vision and

corporate value. Efforts have begun to provide more detailed explanation to outside directors in advance of meetings, as well as to provide us with opportunities for discussions separate from Board meetings. Additional positive changes are being made based on the findings of the annual evaluation of the Board's effectiveness, so I expect to see further progress on this front going forward. I also think that further improvements could be made to governance as the Company seeks to promote globalization. The Company is looking to expand sales in markets outside Japan. To this end, I believe that it is important to resolve differences in management policies and governance levels that exist between the parent company and subsidiaries overseas and to build a seamless global management configuration.

In terms of corporate culture, SECOM conveys an image of sincerity and integrity. At the same time, the nature of the current organization tends to result in a high degree of homogeneity among employees, and I think individuals who don't fit the mold can find it difficult to fit in. In the years ahead, it will be critical for a company to be able to welcome diverse perspectives, that is, people of varying ages, genders, nationalities and career backgrounds, and to foster a culture in which different values intersect organically. Over the course of my career, I have been involved in efforts to increase diversity and I firmly believe that achieving this goal demands more than simply increasing the number of people. Building true diversity requires ensuring that all employees are able to fully realize their potential, thereby enhancing the overall competence of the organization. I look forward to helping SECOM realize the reforms necessary to develop flexible systems and working styles and to encourage a progressive mindset.

On the subject of investor relations and disclosure, shareholders continue to call for more proactive communication. In particular, there are calls for a more in-depth explanation of SECOM's capital efficiency policy. I believe that it is important to clearly convey the Company's medium- to long-term direction and explain the motivation for the decisions being taken. In addition, given the relatively low proportion of individual shareholders at present, I think it is important to place a greater emphasis on attracting more people to become shareholders because they are enthusiastic about SECOM.

As an outside director who plays an active role in the management of SECOM, my fondness for the Company grows every day. This is an organization that is essential to ensuring safety for society. I will continue to do my utmost to assist the Company's efforts to address the challenges it faces and continue evolving as the security services industry front-runner.

Directors, Audit & Supervisory Board Members and Executive Officers

(As of August 31, 2025)

Directors



Yasuyuki Yoshida
President and
Representative Director



Tatsuro Fuse
Senior Executive
Director



Yoshinori Yamanaka
Executive Director



Seiya Nagao
Executive Director



Takashi Nakada
Director



Makoto Inaba
Director



Hajime Watanabe
Outside Director



Miri Hara
Outside Director



Kosuke Matsuzaki
Outside Director



Yukari Suzuki
Outside Director

Audit & Supervisory Board Members



Takayuki Ito
Audit & Supervisory
Board Member



Yasuhiro Tsuji
Audit & Supervisory
Board Member



Hideki Kato
Outside
Audit & Supervisory
Board Member



Makoto Yasuda
Outside
Audit & Supervisory
Board Member



Setsuo Tanaka
Outside
Audit & Supervisory
Board Member

Executive Team

Directors

Yasuyuki Yoshida
President and
Representative Director
Tatsuro Fuse
Senior Executive Director
Yoshinori Yamanaka
Executive Director
Seiya Nagao
Executive Director
Takashi Nakada
Director
Makoto Inaba
Director

Executive Officers

Tatsuya Izumida
Managing Executive Officer
Osamu Ueda
Managing Executive Officer
Yoichi Sugimoto
Managing Executive Officer
Osamu Nagai
Managing Executive Officer
Yasufumi Kuwahara
Executive Officer
Noriyuki Fukuoka
Executive Officer
Takeshi Akagi
Executive Officer
Noriyuki Uematsu
Executive Officer
Atsushi Komatsu
Executive Officer
Takehiko Senda
Executive Officer
Toshinori Sugimoto
Executive Officer
Satoshi Takizawa
Executive Officer
Izumi Sawamoto
Executive Officer
Akira Kubota
Executive Officer
Masahiko Naito
Executive Officer
Shinji Kiren
Executive Officer
Minoru Takezawa
Executive Officer
Yasunori Terai
Executive Officer

Hiroaki Ibumi
Executive Officer
Sadao Tanaka
Executive Officer
Yuji Mesaki
Executive Officer
Yoichi Sudo
Executive Officer
Katsutoshi Nishikawa
Executive Officer
Shinji Nishikino
Executive Officer
Kiyoshi Hine
Executive Officer
Hiromichi Matsui
Executive Officer
Atsushi Dono
Executive Officer

Compliance

We strive to improve compliance by promoting strict adherence to the SECOM Group Code of Employee Conduct.

Basic philosophy

We provide security services, the objective of which is to protect the lives and assets of our customers from legal violations or malfeasance by third parties. As such, we recognize that it is essential that we conduct our duties in good faith and in a manner deserving of the trust of our customers and society. A key feature of the security services business is that the employees who provide services are in a position of regulating others. Because they are in this position of regulating others, employees must also conduct themselves in a disciplined manner, discharging their duties in good faith and in compliance with the letter and the spirit of the law, to earn the trust of customers, which is critical to the security services business. Since our establishment, we have viewed compliance as a matter of utmost importance. Accordingly, our basic policy has always been to promote

systematic measures to ensure all employees' unqualified compliance with the letter and spirit of the law. This has earned us the trust of a wide range of customers and supported steady growth.

The SECOM Group Code of Employee Conduct prescribes specific standards for employee behavior and ethical principles that must be observed by all executives and employees in their relationships with stakeholders, including communities, customers, and business partners. The code, which is also published in the form of a pocket-sized guide, thus serves as a universal and timeless template for everyone in the SECOM family. Standards govern, among others, deterring relations with antisocial elements, prohibiting of corruption and bribery, and complying with related laws.

System for promotion and administration

We recognize compliance as not only the observance of laws and regulations, and of SECOM's Articles of Incorporation, but also the foundation of the stringent management of our day-to-day operations. Individual employees are responsible for promoting adherence to the SECOM Group Code of Employee Conduct. Managers are charged with providing guidance regarding the SECOM Group Code of Employee Conduct, including standards governing compliance, and supervising the actions of employees to ensure compliance. Executive officers are responsible for overseeing the departments they supervise, while the President and Representative Director provides control for the Company as a whole.

Once annually, executive officers analyze and evaluate business and malfeasance risks in the business for which they are responsible and report their findings to the President and Representative Director and the members of the Audit & Supervisory Board, as well as review established internal rules and various manuals and make revisions as necessary.

The duties of the internal audit departments, i.e., the Internal Audit and Compliance Department and the Group Governance Department, include inspecting each group, department, and subsidiary, providing guidance on addressing matters requiring corrective action, and reporting inspection results to the President and Representative Director, as well as to relevant executive officers.

SECOM AI Ethics Principles

With the rapid proliferation of AI-based services and mechanisms, it is important for companies to commit themselves to the ethical and proper use of these technologies. We have formulated the SECOM AI Ethics Principles to establish guidelines for the use of AI. In accordance with this charter, we continue to develop and extend advanced services that customers can use with peace of mind.

Whistle-blowing system

The SECOM Group Code of Employee Conduct requires employees to report to their superior should they discover that an employee, executive, or individual affiliated with a subcontractor has engaged in or appears likely to engage in an action that violates the code or could damage the credibility of the Company. In the event that no corrective measures are taken after a report has been made, or if circumstances make reporting to a supervisor difficult, employees may report directly to the Internal Audit and Compliance Department via the Hot Helpline, to a lawyer via the Hot Helpline’s external help desk, or to the Human Resources Department and Internal Audit and Compliance Department via the Harassment Help Desk. Executives and employees of subsidiaries may report violations via the Group Head Office Helpline directly to the Group Governance Department.

Whistle-blowers’ names and the content of whistle-blower reports are kept confidential. As long as a report has been made in good faith, whistle-blowers are protected from any adverse impacts even if the report is not borne out by the subsequent investigation. Pertinent executive officers are obliged to swiftly assess the results of investigations and take appropriate corrective measures to resolve the situation. At the direction of said executive officers, whistle-blowers are notified confidentially of the nature and outcome of investigations.

Whistle-Blower Reports Received

	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2025
Number of reports	153	171	221

Note: Numbers represent the actual number of reports received across the SECOM Group.

Organizational Culture Committee

The Organizational Culture Committee is a standing committee chaired by the President and Representative Director that meets periodically or as necessary at the direction of the President and Representative Director and examines important organizational culture-related issues and determines important official commendations and punishments.

The Organizational Culture Committee also deliberates on matters related to compliance with and the administration of the SECOM Group Code of Employee Conduct that have

been reported to the President and Representative Director by the Internal Audit and Compliance Department or the executive officer in charge. If necessary, the committee examines proposals for modifying the system for administering compliance or amending the SECOM Group Code of Employee Conduct. All such proposals must be deliberated by the Organizational Culture Committee, reviewed by Audit & Supervisory Board members and approved by the Board of Directors.

Global compliance training

We have translated SECOM’s Philosophy and the SECOM Group Code of Employee Conduct, which outlines the basic concept and specific standards for employee behavior, into multiple different languages and work to advance awareness

across the global SECOM Group. We also provide training to the senior management of overseas Group companies on key aspects of compliance, including observance of laws and regulations, the prevention of bribery, and internal controls.

Information security

The establishment of the SECOM Group Information Security Basic Policy and the creation and operation of a robust information security system enable us to provide services that can be used with peace of mind.

Policy and system for promoting information security

Any leakage of personal or confidential information entrusted to us by customers has the potential to disrupt our ability to provide security services, damage or adversely impact customers and result in the forfeiture of our brand image and reputation for reliability.

For this reason, we have established the SECOM Group Information Security Basic Policy and are committed to maintaining a stable operational foundation by implementing necessary measures to counter information security risks and promoting their continuous review and improvement. We have put an executive officer in charge of information security for

the Group as a whole. In addition, executive officers in charge of each business have been made responsible for information security-related matters for their particular business, as well as for collaborating with the executive officer in charge of information security to report on issues and presenting proposals to the President and Representative Director. Moreover, when outsourcing work, we enter into appropriate contracts and provide thorough guidance and supervision to subcontractors.

Reducing information security risk

We have implemented powerful security measures to reduce risks associated with information leaks and cyber attacks. We also work to ensure that all employees of the SECOM Group, regardless of employment format, comply fully with our information security rules, which include rules governing the use of personal computers and cellular telephones that must be protected for confidentiality reasons, the storage and carrying of information, and steps to be taken when an information security-related incident arises, or a violation of any other information security rule is discovered. Information

system controls and audits are the responsibility of the department in charge of information security and are conducted in accordance with Japan’s Information Security Management System (ISMS) standards under the guidance of the executive officer in charge of information security. As well as conducting regular assessments of vulnerability to external cyber attack risks, we monitor information systems around the clock to ensure we are prepared to respond to risks, including those related to large-scale disasters and cyber attacks.

Protecting personal information

The SECOM Group Code of Employee Conduct states that all information obtained in the course of business is confidential and must not be leaked, a stipulation with which all executives and employees must strictly comply. We strive to prevent leakage, loss, and damage through employee training and efforts to promote awareness regarding the treatment of personal information, as well as by ensuring stringent management.

All employees are required to participate in e-learning programs and tests annually to confirm understanding of and adherence to basic procedures and rules. The internal audit departments conduct periodic inspections of the handling of personal information, data management, and access control at each SECOM Group site. In addition, we have established a contact point for queries regarding the handling of personal

information and for complaints and consultations regarding our system for managing and protecting personal information, facilitating quick and appropriate responses. SECOM and Secom Trust Systems, among others, have earned certification under Japan’s Privacy Mark, which is granted to organizations that take appropriate measures to protect personal information.

Thorough information security (Year ended March 31, 2025)

- Annual e-learning and testing to confirm understanding and adherence (participation: 100% of employees)
- Voluntary audits (implementation: 100% of sites)
- No leaks of information

*Scope of reporting: SECOM CO., LTD.



E

ENVIRONMENT

7

RENEWABLE AND CLEAN ENERGY

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

14

LIFE BELOW WATER

15

LIFE ON LAND

SECOM's approach

Recognizing that preserving the global environment is essential to realizing safe and comfortable lifestyles, we implement environmental management systems to ensure environmental responsibility throughout our business activities and across our supply chains.

Environmental management

In line with the SECOM Group Environmental Policy, we advance a variety of environmental conservation initiatives, evaluating and managing the progress thereof against key environmental performance indicators.

We have formulated the SECOM Group Environmental Policy and articulated our basic commitment to contributing to the resolution of global environmental issues through our business activities. We also strive to raise employee awareness of this policy and our environmental conservation efforts. We evaluate and manage the progress of these initiatives using seven key environmental performance indicators.

Environmental performance indicators		
1. Greenhouse gas emissions (Scope 1 and 2)	<div>Scope 1: Direct emissions (including those from the combustion of gasoline by vehicles, use of diesel and use of kerosene)</div> <div>Scope 2: Indirect emissions (including those from the consumption of purchased electric power, cold and hot water, and steam)</div> <div>Scope 3: Other indirect emissions (those not covered in Scope 1 or 2), from the activities of other companies up and down the supply chain</div>	
2. Greenhouse gas emissions across the supply chain (Scope 3)		
3. Reduction of greenhouse gas emissions as against base year		
4. CO ₂ emissions per unit of production (emissions intensity)		
5. Electricity used and percentage thereof accounted for by that generated using renewable energy		
6. Consumption of fuel by vehicles and percentage of vehicles replaced by electric models		
7. Resources with market value/recycled resources and industrial waste		

Addressing climate change

Recognizing the risks posed to our operations by climate change, we are actively working to achieve carbon neutrality by 2045.

Initiatives to fight climate change

The Risk Committee, which is chaired by the director in charge of risk management and consists of the heads of major departments at SECOM headquarters, is charged with grasping Groupwide risks, including those related to climate change, as well as with considering countermeasures. Risks identified based on the findings of Groupwide surveys are assessed from multiple perspectives, including scope of impact, scale, estimated monetary cost of damage, urgency and frequency of occurrence, and countermeasures are formulated. Risk analysis and assessment results are reported to the President and Representative Director and matters of high importance are further reported to the Board of Directors.

Addressing climate change is a global challenge. At the same time, it is an issue that is crucial to our ability to ensure the stable and continuous provision of security, data center, medical and other services. This recognition prompted us to declare our support for the TCFD in 2019. We subsequently conducted an assessment in line with the TCFD's recommendations through which we identified the

following risks and opportunities related to climate change as having the potential to impact our business activities. The Sustainability Promotion Office plays a central role in assessing climate change-related risks and opportunities and proposing responses. We continue to collect and examine a broad range of information on medium- to long-term risks and opportunities, including on climate trends and the outlook for carbon taxes and emissions regulations, from the Science Based Targets initiative (SBTi), the RE100, the TCFD and other sources. The SECOM Group Sustainability Meeting, which is attended by representatives of Group companies, is held as necessary to share information on climate change-related risks, policies for reducing greenhouse gas emissions and related issues, as well as to promote initiatives aimed at meeting our target of achieving carbon neutrality by 2045.

Note: For more information on SECOM's climate change-related medium- and long-term targets, KGIs and KPIs, please see pages 18–19.



Principal Climate Change–Related Risks and Opportunities

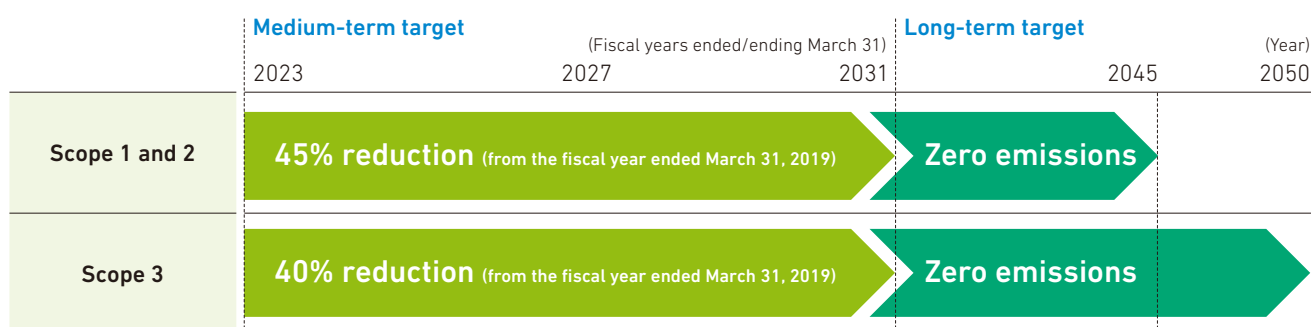
	Key challenges	Potential financial impact
Physical risks	Suspension of operations due to heatstroke/infectious diseases affecting security guards	High
	False readings by security equipment due to rising temperatures	
	Flood damage to sites caused by rising sea levels	
	Delays in the procurement of security equipment due to damage suffered by suppliers	
Transition risks	Tightening of regulations through the imposition of carbon taxes, etc.	Moderate
	Obligation to adopt energy from renewable sources	
Opportunities	Increased demand for BCP services	High
	Increased demand for safety confirmation services	
	Increased demand for monitoring services	
	Increased demand for fire insurance	
	Increased demand for green data centers	

At Tokyo data center initiatives

At Tokyo promotes the use of renewable energy to assist its data center customers in their decarbonization efforts. The company uses purchased electricity (a source of Scope 2 emissions) generated using renewable energy almost exclusively at its data centers in the Tokyo metropolitan area, as a result of which in the fiscal year ended March 31, 2025, net annual CO₂ emissions from the approximately 120 million kWh of electricity used by the company were virtually zero. In July 2024, At Tokyo entered into an off-site physical corporate power purchase agreement (PPA) with a power producer. Under this agreement, a portion of the electricity supplied by the producer to the company's CC3 data center will be raw green power*¹ with additionality.*²

*¹ Raw green power is green electricity transmitted directly from the power plant via a general transmission network, with generation and consumption matched in 30-minute intervals.
*² "Additionality" indicates that the renewable energy project contributes to an actual increase in total renewable energy generation.

Medium- and Long-Term Targets for Reducing Greenhouse Gas Emissions



- These targets have been certified under the SBTi, which seeks to drive climate action in the private sector.
- We have also joined RE100, a global initiative, with the objective of transitioning fully to electricity generated using renewable energy for our operations by 2045.

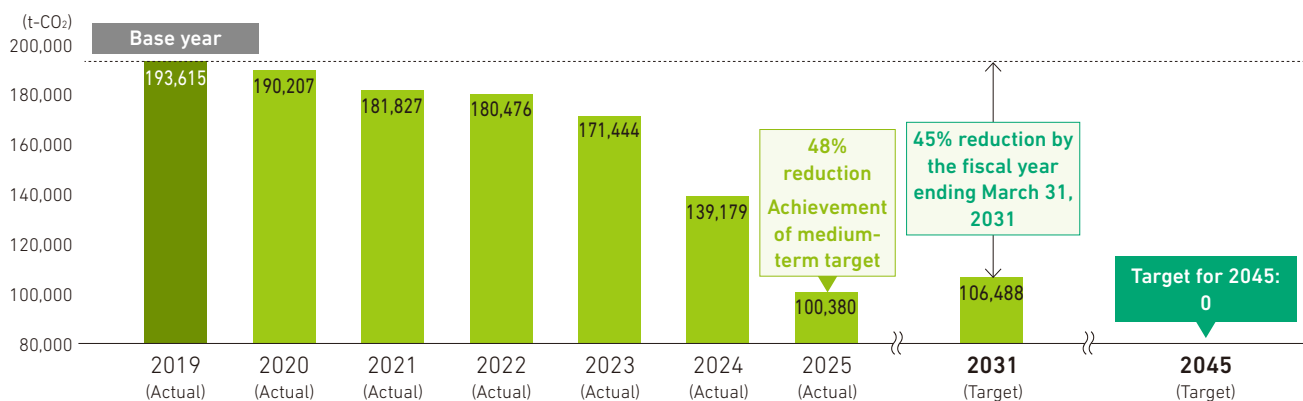


SCIENCE
BASED
TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

RE100
CLIMATE GROUP



Greenhouse Gas Emissions: Actual Results and Medium- to Long-term Targets



Note: The market-based method used to calculate emissions.

(Fiscal years ended/ending March 31, except for 2045)

Recognized as a double A List company in the CDP's 2024 climate change and water security programs

In 2024, we were awarded the highest "A List" rating in both the climate change and water security programs administered by the CDP, a global nonprofit that operates an international environmental disclosure system.



Selected for CDP's supplier engagement leaderboard for fifth consecutive year

Also in 2024, we were named to supplier engagement leaderboard—the highest rating in the supplier engagement assessment portion of the CDP's climate change program—for the fifth consecutive year. This assessment evaluates companies' efforts to address climate change by promoting greenhouse gas emission reductions across their supply chains.

