



SECOM REPORT
2025

Year ended March 31, 2025

Profile

SECOM CO., LTD., a pioneer in Japan's security services industry, was established in 1962. Since then, the Company has sought to create innovative services that benefit society as a whole, in line with its mission of helping achieve a society free from concerns.

Today, SECOM, comprising the parent company and the companies of the SECOM Group, boasts an extensive business portfolio encompassing security services, fire protection services, medical services, insurance services, geospatial information services, business process outsourcing and information and communications technology (BPO and ICT) services, and other services. By creating services and systems that deliver safety and peace of mind, as well as make life more comfortable and convenient, SECOM is striving to realize its Social System Industry vision, which describes a framework of distinctive, integrated services and systems essential to society.

Operating in an environment characterized by significant upheaval and amplified uncertainties, in 2017 SECOM formulated the SECOM Group's Vision for 2030 with the aim of accelerating realization of the Social System Industry vision. Guided by this vision, the Company is building the *ANSHIN** Platform, a service infrastructure designed to provide peace of mind to people in their everyday lives, as well as to society as a whole. Leveraging this infrastructure, SECOM endeavors to provide seamless, meticulous services that respond to increasingly diverse needs and to address a wide variety of social imperatives, enabling it to continue growing together with society and to achieve sustainable improvements in corporate value.

SECOM has also expanded into 17 countries and territories outside Japan. Currently, Group companies extend distinctive SECOM security services, fire protection services, medical services, geospatial information services, BPO and ICT services, and other services customized to reflect local needs and sensibilities. Going forward, SECOM will continue to broaden global awareness of the SECOM brand.

* *ANSHIN* is Japanese for "peace of mind."

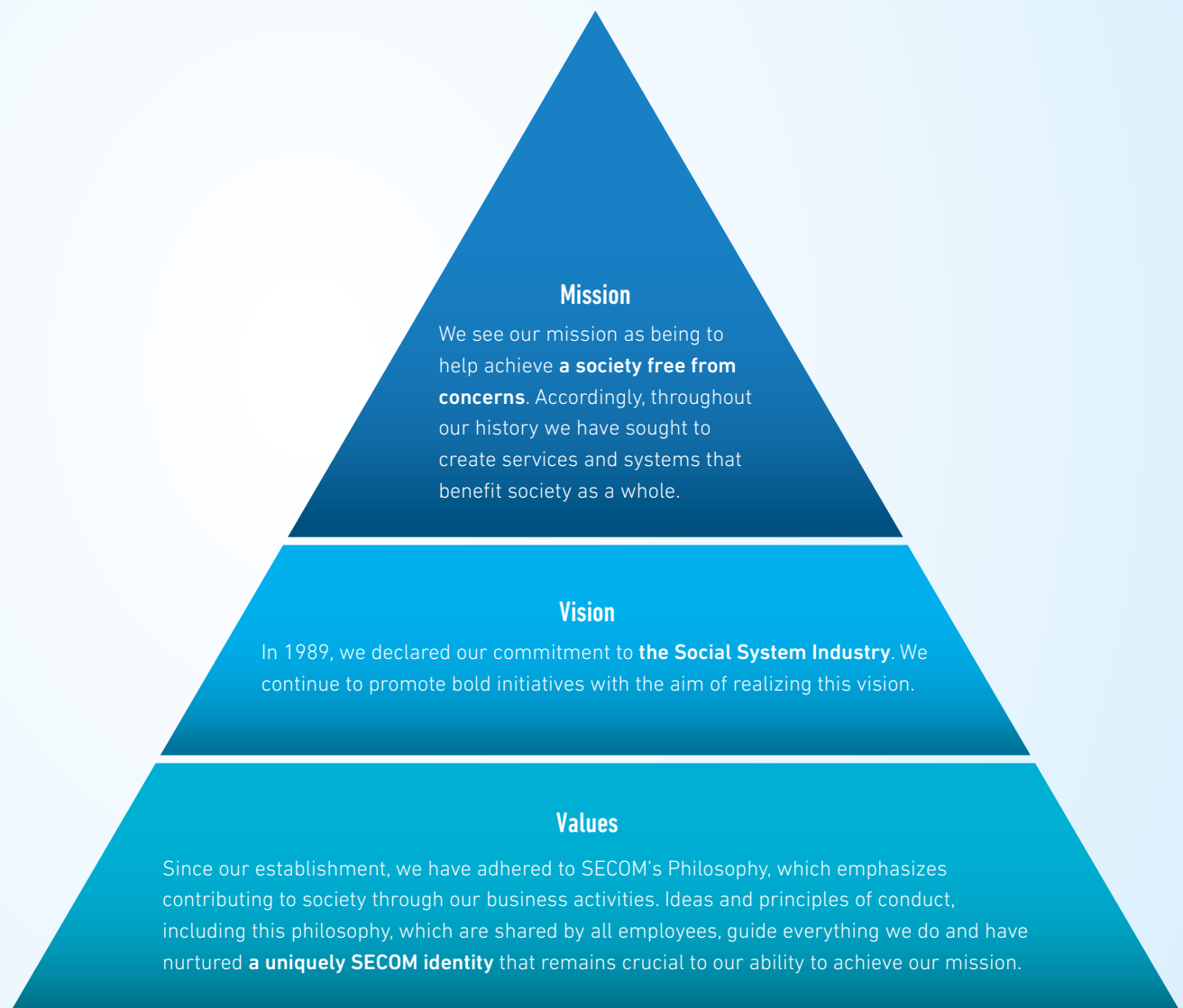
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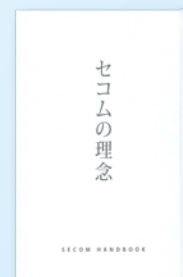
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Corporate Philosophy



SECOM's Philosophy

SECOM's Philosophy, the driving force behind all we do, has been passed down through generations of employees since our establishment, serving as our code of conduct. 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 provide innovative services and systems by challenging accepted norms, while the second means 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. We have published SECOM's Philosophy in the form of a handbook, which has been distributed to employees in Japan and overseas, and continue to capitalize on training and other opportunities to share the philosophy and advance its implementation.



Financial Highlights

U.S. GAAP

SECOM CO., LTD. and Subsidiaries
For the years ended/as of March 31

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Net sales and operating revenue	¥1,311,132	¥1,283,898	¥1,227,316	\$ 8,740,880
Operating income	128,330	154,966	145,552	855,533
Net income attributable to SECOM CO., LTD.	101,068	125,884	111,558	673,787
Total assets	2,439,983	2,378,097	2,277,379	16,266,553
Total SECOM CO., LTD. shareholders' equity	1,371,711	1,329,027	1,267,205	9,144,740
	In yen			In U.S. dollars
Per share of common stock:				
Net income attributable to SECOM CO., LTD.	¥ 243.03	¥ 297.60	¥ 258.34	\$ 1.62
Cash dividends	95.00	95.00	90.00	0.63
(Interim dividend)	47.50	47.50	45.00	0.32
SECOM CO., LTD. shareholders' equity	3,299.97	3,156.96	2,953.35	22.00

- Notes: 1. Yen amounts have been translated into U.S. dollars, solely for the convenience of the reader, at the approximate rate of ¥150=US\$1, the rate prevailing on the Tokyo Foreign Exchange Market on March 31, 2025.
2. SECOM implemented a 2 for 1 stock split with an effective date of October 1, 2024. Per share data has been adjusted to reflect the impact of this stock split.
3. Net income attributable to SECOM CO., LTD. per share of common stock is based on the average number of shares outstanding during each period, less treasury stock.
4. SECOM CO., LTD. shareholders' equity per share of common stock is based on the number of shares outstanding at the end of each period, less treasury stock.
5. Cash dividends per share of common stock are based on dividends approved and paid in each fiscal year. At the general shareholders' meeting held on June 26, 2025, approval was granted for a proposal to pay a year-end dividend of ¥50.00 for the fiscal year ended March 31, 2025.

Pursuant to the applicable Japanese law, SECOM is required to publish results in line with accounting principles generally accepted in Japan (Japanese GAAP). Key financial highlights calculated using Japanese GAAP are shown below for reference.

Japanese GAAP

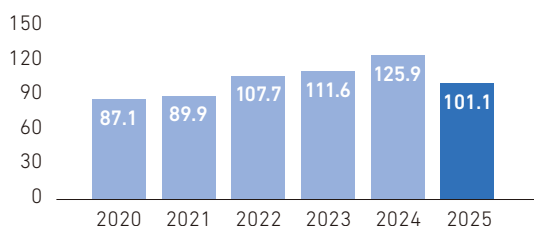
SECOM CO., LTD. and Subsidiaries
For the years ended/as of March 31

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Net sales	¥1,199,942	¥1,154,740	¥1,101,307	\$ 7,999,613
Operating profit	144,297	140,658	136,700	961,980
Ordinary profit	175,123	166,859	156,124	1,167,487
Profit attributable to owners of parent	108,109	101,951	96,085	720,727
Total assets	2,145,576	2,080,781	1,989,062	14,303,840
Total net assets	1,447,736	1,390,689	1,316,047	9,651,573
	In yen			In U.S. dollars
Per share of common stock:				
Profit	¥ 259.97	¥ 241.02	¥ 222.51	\$ 1.73
Cash dividends	97.50	95.00	92.50	0.65
(Interim dividend)	47.50	47.50	45.00	0.32
Net assets	3,056.12	2,908.37	2,713.81	20.37

- Notes: 1. Cash dividends per share of common stock are based on dividends the record dates for which fall in each fiscal year. The consolidated dividend payout ratio for the fiscal year ended March 31, 2025, was 37.5%.
2. SECOM implemented a 2 for 1 stock split with an effective date of October 1, 2024. Per share data has been adjusted to reflect the impact of this stock split.
3. Effective from the fiscal year ended March 31, 2025, the English translations of certain line items in the financial statements prepared based on Japanese GAAP have been revised to conform with the EDINET Taxonomy provided by Japan's Financial Services Agency. (EDINET is an electronic disclosure system.) It should be noted that these revisions are superficial and do not change the substance of the relevant line items.

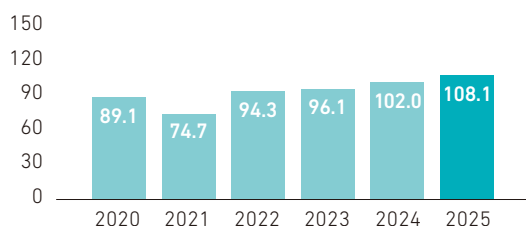
Net income attributable to SECOM CO., LTD. (U.S. GAAP)

(In billions of yen)



Profit attributable to owners of parent (Japanese GAAP)

(In billions of yen)



We are committed to maximizing corporate value over the medium to long term by tirelessly taking on new challenges with the aim of continuing to achieve sustainable growth together with society.



Yasuyuki Yoshida

President and Representative Director

➤ Consolidated operating results

In the fiscal year ended March 31, 2025, the Japanese economy showed signs of recovery, as corporate earnings and capital investment rallied amid improvements in employment and income. Nonetheless, a number of factors continue to warrant attention, including the effect of unrelenting consumer price increases on personal spending, as well as the impact of U.S. trade and other policies and of trends in financial and capital markets.

Against this backdrop, we pressed forward with efforts to realize our Social System Industry vision, which seeks to deliver safety and peace of mind, as well as to make life more comfortable and convenient. These focused on providing services and products that respond to ever-more diverse and advanced customer needs. We also actively implemented measures in line with the SECOM Group's Vision for 2030, devised to accelerate the Social System Industry vision's realization, and the SECOM Group Road Map 2027, which further clarifies the direction of these efforts.

Consolidated net sales and operating revenue for the period under review amounted to ¥1,311.1 billion, up 2.1%,

or ¥27.2 billion, from the previous fiscal year. This was despite a decrease in the insurance services segment, owing to a downward rebound from the significant gain on other-than-temporary impairment of investment securities reported in the preceding period, and reflected, among others, increases in the security services segment, underpinned by such factors as firm sales of and upward price revisions for on-line security systems and robust sales of merchandise, as well as in the fire protection services segment, thanks to firm orders, and the medical services business. Nonetheless, operating income declined 17.2%, or ¥26.6 billion, to ¥128.3 billion, with contributing factors including higher personnel expenses, attributable to increased investments in human resources, primarily in the security services segment, and a decrease in the insurance services segment, a consequence of the aforementioned downward rebound from the preceding period's significant gain on other-than-temporary impairment of investment securities. Net income attributable to SECOM CO., LTD., was down 19.7%, or ¥24.8 billion, to ¥101.1 billion. This was due to the operating income decline, as well as to decreases in segments other than insurance services as a result of the significant downward rebound in other-than-temporary impairment of investment securities.

➤ Assessment of current environment and key recent initiatives

Committed to fulfilling our mission of realizing a society free from concerns by assisting customers in ensuring safety and peace of mind, we have sought since SECOM's founding to provide value that exceeds the boundaries of security services through ongoing technological innovation and service reform. We believe that security should not be limited to the provision of services that protect against crime, but rather should extend to creating a business infrastructure that supports the operations of corporate customers and the extension of services and systems that deliver peace of mind in all aspects of daily life for individual customers.

Operating conditions in the security services business in Japan have evolved dramatically in recent years. Overall

crime rates, on a steady downtrend for approximately two decades, began to rise once again in 2022. This, together with reports of violent crimes in the news, has contributed to worsening perceptions of public safety. Such socioenvironmental changes are pushing up needs for safety and peace of mind among both corporations and individuals.

The security services industry has entered a period of transformation, owing to technological advances in such areas as artificial intelligence (AI), the Internet of Things (IoT), 5G communications and sensing. On-line security systems, in particular, benefit from these cutting-edge technologies, supporting our efforts to expand our service menu. The introduction of new subscription-based options for, and the addition of new performance features to on-line security systems are positioning us better to extend uniquely SECOM services that include the dispatch of emergency response personnel to the subscriber's site when needed, thereby expanding the value we provide to customers. We believe strongly that broadening our range of services will not only accelerate growth in new subscriptions, but also boost income from subscription fees by enabling us to propose new services to existing customers.

With the contraction of the working-age population expected to further exacerbate labor shortages in the security services industry, we are working to bolster the efficiency and precision of security patrols by leveraging digital transformation (DX), including by equipping static guards with wearable devices, deploying the cocobo autonomous security robot and advancing the use of AI cameras, and have established a dedicated department to spearhead DX in this area. We are confident that taking advantage of such technologies will allow for effective collaboration and integration, with AI and robots used to handle duties for which they are particularly suited, while security guards focus on more advanced tasks requiring human judgment and meticulous customer service, that will play a key role in realizing a new era of security services that deliver true value.

I am a firm believer in the idea that the prices of products and services should be commensurate with their quality. I also believe that guaranteeing excellent services and products provided by talented human resources at appropriate prices will enable us to absorb costs associated with investments to secure and foster human resources, among others, and, at the same time, to create new high-value-added services and products.

In light of surging labor costs and prices for energy and raw materials, we amended subscription fees for on-line

security systems for commercial customers in November 2024. This followed a subscription fee adjustment for on-line security systems for residential customers in August 2023. Thanks to Companywide efforts, led by a project team inaugurated to formulate an action plan for fee revisions, we were able to gain the understanding of almost all affected customers. We are grateful to all customers for their understanding and for their ongoing recognition of the value of our services.

➤ Initiatives under the SECOM Group Road Map 2027

The SECOM Group Road Map 2027 clarifies our direction through to the fiscal year ending March 31, 2028. This scheme sets forth five core strategies: Expand monitoring and security services, strengthen overseas operations, reinforce BPO and ICT services, improve productivity and reward stakeholders.

Initiatives to expand monitoring and security services were successful in developing new products and increasingly advanced services. April 2024 brought the launch of SECOM VMS, a video management system (VMS) that facilitates the centralized management of surveillance cameras of various makes with different specifications. In June 2024, we released the SECOM AI Behavior Detection System, which uses AI to detect hazardous behavior and if necessary notifies the user, and SECOM AI Camera, which boasts a built-in AI function that analyzes images and issues notifications. In March 2025, our cocobo autonomous security robot became the first security robot in Japan to earn certification for use on public roads and in open public spaces, including at night. As a result, cocobo is currently patrolling routes at subscribers' sites that include public roads and open public spaces, and we expect the robot to find expanded applications in the future.

For residential customers, we have focused on responding to the needs of family members living apart for services that allow them to remotely monitor elderly parents, and of seniors for services that reduce worries associated with living alone—both of which continue to rise as a consequence of Japan's declining birthrate and aging populations—by expanding our *Mimamori* Cloud service. With this service, daily behavioral data and information on any detected abnormalities from sensors and devices are managed and linked in the cloud, helping realize seamless monitoring. We are also developing a range of offerings that can be linked with the user's devices that deliver peace of mind and ease of operation. These include the YORISOS and

SECOM Cantabile dedicated Apple Watch apps. In April 2024, we opened the SecuriCare Center, which capitalizes on the operational configuration and digital infrastructure we have built in our security services business to provide uniquely SECOM healthcare services. The following month, we introduced SECOM *Anshin* Glass SG, a security glass made with a tough interlayer between sheets of glass, about which we have received many inquiries spurred by growing concern about robberies. In April 2025, a new controller with a facial recognition function was added to the SECOM Home Security NEO lineup, improving both convenience and security.

We are taking various steps to strengthen overseas operations. In Thailand, which has a well-established on-line security system infrastructure, demand for security services is expected to expand further, in tandem with economic development. We continue working to expand our local security systems lineup of products and services tailored to market needs in terms of both price and performance, as well as to reinforce our advertising and publicity efforts. Cloud-based interactive security systems have been particularly well received. We look forward to extending the provision of such services to other countries in Southeast Asia.

In North America, our focus is on acquiring technologies and know-how through investment in promising businesses. In the fiscal year ended March 31, 2024, we began investing in cloud-based security systems companies Eagle Eye Networks, Inc., and Brivo, Inc.—both of which boast outstanding competitiveness in the extension of cloud-based surveillance camera and access control systems—to gain access to the cutting-edge technologies and local market-leading service models of these two companies, thereby strengthening our foundation for future global business growth. In July 2025, we reached an agreement to acquire AVTEL Holdings (Pte) Ltd., a global security systems integrator, which will become a wholly owned subsidiary. We will continue to capitalize on AVTEL's principal offerings, which are used around the world and include access control systems and surveillance camera systems, to accelerate the growth of our overseas security services business and to expand the provision of services to the Japanese offices of global companies.

In the medical services business, Sakra World Hospital, which opened in Bengaluru, India, in 2014, continues to operate as that country's first "Japanese-style" general hospital. With expectations high for the expansion of the local healthcare infrastructure, we began construction of a second hospital, also in Bengaluru, which is scheduled to open in 2028. Through the operation of these hospitals and other

efforts, we expect to continue contributing to the provision of high-grade medical care in this rapidly growing economy.

In the area of BPO and ICT services, efforts center on reinforcing our infrastructure in response to expanding demand for data center services. These included the July 2024 opening of Chuo Center #3 (CC3) by subsidiary At Tokyo Corp., a data center operator. In October 2025, subsidiary Secom Trust Systems Co., Ltd., is scheduled to open a new data center facility adjacent to its existing Secure Data Center. In addition, subsidiary TMJ, Inc., a BPO services provider, began offering the TMJ Generative Solution, which leverages generative AI to transform traditional contact centers into hybrid contact centers that capitalize on both human expertise and digital technologies.

Initiatives to improve productivity include continuously upgrading systems and revising business processes. We are actively promoting the use of generative AI to improve business efficiency, an effort that is being led by a project established to encourage the deployment of generative AI in February 2024. Guided by our business process revision project, which commenced in May 2025, we continued with preparations in advance of the revamping of in-house office systems, aimed at ensuring individual departments are able to transition smoothly to new processes and methods.

To reward stakeholders, we continued to prioritize securing and reinforcing our human resources strategy, in line with our belief that our ability to provide high-grade services that enjoy the support of customers is attributable to the superb skills of our employees. In the fiscal year ended March 31, 2025, we implemented a base salary increase, which averaged 6.3%. For security services employees, who are dispatched to customers' premises on a daily basis to ensure peace of mind, this increase was between 8% and 11%. In the fiscal year ending March 31, 2026, we have implemented an average annual base salary increase of 4.3% and taken steps such as raising managerial allowances to enhance the attractiveness of promotion and motivate those seeking positions of responsibility. These moves reflect not only the need to ensure competitiveness amid intensifying labor shortages, but also our desire to reward individual employees appropriately for the value they create and to ensure SECOM remains a company that enables people to demonstrate their full potential and where they want to remain for the long term. Safety and peace of mind are, at the same time, both intangible and priceless, and people who help provide safety and peace of mind must be given appropriate recompense. In the fiscal year ended March 31, 2025, we granted shares of common stock as restricted stock compensation to employees for the second consecutive year

to support future asset formation and to enhance employee engagement. In April 2024, we also introduced an incentive system as part of our employee stock ownership plan.

In addition, we implemented measures to strengthen the competitiveness of our recruiting efforts. These included introducing programs that support student loan repayment and assist high-school graduates in obtaining a driver's license. In July 2024, we opened connect base akasaka, which allows new graduates thinking about applying to work at SECOM the opportunity to gain a deeper understanding of security services-related jobs. We have also revised systems that support work styles suited to the different stages of employees' lives, including extending the period of the system that allows employees with childcare responsibilities to shorten their working hours, and continue to encourage male employees to take childcare leave. We also promoted the creation of better work environments to bolster employee retention, including renovating service offices and bases, and reviewing job responsibilities to reduce workloads.

To enhance career opportunities for women, we are promoting the creation of systems and work environments that encourage female employees to approach their responsibilities with greater peace of mind. We are also expanding the implementation of measures to raise awareness of career management to encourage female employees to strive actively for career advancement. In October 2024, we announced our Health Management Declaration, which articulates our belief that the well-being of our employees is the foundation of our ability to provide safety and peace of mind to our customers.

These and other initiatives continue to underscore a steady improvement in employee engagement. In our most recent employee job satisfaction survey, conducted in the fiscal year ended March 31, 2025, scores were up for the first time in three years. Cognizant that improving retention of security services employees, who frequently work nights, is particularly critical to our ability to ensure stable service quality and consistent customer satisfaction, we will continue taking steps to address this challenge, taking into account both the findings of our employee job satisfaction surveys and feedback from the front lines.

In July 2024, we inaugurated our new Human Resources Strategy Promotion Project, of which I serve as leader. This project is working with the Human Resources Department to reconfigure SECOM's systems, evaluation formats, placement procedures and training methods. As part of this undertaking, we introduced an in-house staff recruitment scheme, primarily for positions requiring specialized skills,

with the objective of better leveraging the diverse abilities and aspirations of our employees. The first round of recruitment under this new scheme, for positions in the area of research in cutting-edge security technology, attracted a considerable number of applications from across Japan, underscoring a high level of employee motivation, as well as an eagerness to take advantage of opportunities for professional improvement. I also built my career at SECOM in both security services and other businesses. Looking ahead, we will explore the feasibility of expanding this in-house recruitment scheme to include transfers within the SECOM Group and reassignment to a different type of work, to create a framework that assists employees in planning fulfilling careers with the SECOM Group.

We recognize that realizing a stronger organization necessitates ensuring that everyone shares SECOM's Philosophy and fostering a sense of unity. To this end, late in 2024, we launched the *Futanowa* initiative. The first character in the initiative's name, "*futa*," features in a calligraphy work given to our founders and is used to describe someone who is positive and open-minded, and who doesn't sweat the little things. Since then, SECOM has cherished the spirit of *futa* and has consistently sought to work in a flexible, unrestricted manner to achieve its goals, overcoming the friction and conflict that can arise as an organization grows. The *Futanowa* initiative aims to foster a sense of unity and belonging by encouraging discussion and the exchange of ideas among employees across departments and positions. In the fiscal year ended March 31, 2025, 1,260 executives and employees of various ages and with diverse careers from 23 sites across Japan took part in *Futanowa* initiative-related dialogs that addressed a variety of topics. Dialog participants appeared to feel that discourse had narrowed the psychological distance between the front lines and SECOM headquarters. We look forward to continuing to organize such activities that will help foster an exceptional corporate culture.

➤ Contributing to sustainability through our business activities and promoting ESG initiatives

Since its founding, SECOM has sought to address social imperatives by providing services that contribute to safety and peace of mind. This is echoed in the SECOM Group Basic Sustainability Policy, which states, "We continue to provide innovative services and systems that address potential risks, thereby ensuring seamless, enduring peace of mind now and in the future." Today, we seek to contribute

to the resolution of global social imperatives through our business activities and to continue to grow together with society. Guided by the SECOM Group Road Map 2027, we will accelerate efforts to integrate management strategies and sustainability, positioning us to further strengthen related initiatives.

Environmental efforts center on our pledge to achieve carbon neutrality, that is, net zero emissions of Scope 1 and 2 greenhouse gases, by 2045. In March 2024, we became the first security services company in Japan to use electricity procured under a virtual corporate power purchase agreement (PPA). Subsidiary At Tokyo Corp. is implementing measures that are helping to curb greenhouse gas emissions across the SECOM Group, notably by using electricity generated from renewable sources almost exclusively at its data centers. We are also working to minimize the use of plastics used in both products and packaging, and of packaging materials used in logistics, to lower both environmental impact and costs. In 2024, we were awarded the highest "A List" rating in the climate change and water security programs administered by the CDP, a global nonprofit that operates an international environmental disclosure system. This was the third consecutive year we earned this rating for climate change and the first time we were so honored for water security. We were also selected for the CDP's supplier engagement leaderboard, which recognizes companies for particularly outstanding efforts, for the fifth consecutive year.

Regarding efforts to improve governance, as a company with an audit & supervisory board, we have adopted a Board of Directors configuration that emphasizes a balance between execution and oversight. Candidates for the position of director are nominated based on skills deemed necessary given our operations and corporate vision. Based on the resolutions of the Ordinary General Meeting of Shareholders held in June 2025, we currently have six inside and four outside directors. We will continue working to ensure that our directors have the expertise and skills appropriate to ensure achievement of the targets of the SECOM Group's Vision for 2030 and the SECOM Group Road Map 2027.

Effective from the fiscal year ended March 31, 2025, the relative proportion of fixed monthly salary, bonuses, and share-based remuneration for inside directors has been revised from approximately 80:15:5 to 65:15:20, lifting the proportion of total remuneration accounted for by stock compensation. In addition, the performance-linked component of bonuses for these directors is made with comprehensive consideration given to the degree of achievement of targets for consolidated operating profit,

earnings per share and employee engagement (employee satisfaction). We will continue to review compensation paid to directors, and the indicators used in the calculation thereof, to ensure the appropriate evaluation of performances that contribute to the improvement of corporate value.

➤ Capital policy and returns to shareholders

We continue to pursue a capital policy that focuses on a balance between investing in growth with the goal of increasing corporate value and providing returns to shareholders. Investments in growth with the potential to bolster corporate value are diverse and include those in human resources, which is a priority, and in the security services business, currently in a period of transformation, as well as investments in the improvement of productivity and in areas crucial to future growth. We estimate our cost of shareholders' equity at approximately 5%–7% and promote capital-efficient management, maintaining an awareness of this level, while also promoting investments in growth.

We continue working to optimize our business portfolio and review the composition of the SECOM Group as appropriate. This includes comprehensively evaluating each Group business, giving consideration not only to profitability and capital efficiency, but also to growth potential and synergies with other businesses, in making any decisions regarding the appropriate allocation of management resources. In the fiscal year ended March 31, 2025, we partnered with a subsidiary of a major general trading company to acquire all of the remaining issued shares of subsidiary Pasco Corporation, a provider of geospatial information services, through a joint tender offer, as a result of which, Pasco was delisted in January 2025. This was a strategic decision that will position the Group to make more flexible use of Pasco's advanced technological capabilities and market potential. The company's satellite data analysis and 3D mapping technologies for urban infrastructure, in particular, will be essential to disaster prevention, infrastructure management and smart city development in the future. Leveraging our partnership with the general trading company will enable us to better offer these Pasco services to the private sector, aiming to transform them into new revenue drivers. Going forward, we will continue to focus on ensuring an optimized business portfolio.

The SECOM Group Road Map 2027 sets a target for consolidated operating profit in the fiscal year ending March 31, 2028, of between ¥160.0 billion and ¥180.0 billion, to be attained through higher gains attributable to organic growth facilitated by the optimization of our business portfolio, as

well as through returns on investments in growth. Our policy for returns to shareholders, based on the fundamental objective of ensuring stable dividends, seeks to achieve a dividend payout ratio of around 45% while also facilitating flexibility and agility in conducting share buybacks, taking into account factors such as investments in growth, cash position and market conditions. We have conducted three share buybacks for approximately ¥85 billion with buyback periods between February 2022 and December 2023, ¥30 billion with a buyback period of May to July 2024, and ¥60 billion with a buyback period of May to December 2025. We will also continue to aim for an ROE of 10%, which we will achieve by maximizing profits and optimizing our equity capital.

We also continue to maintain a high credit rating and will remain open to other financing options, including bank borrowing and bond issues, as necessary to optimize our capital structure and improve capital efficiency. To reduce the cost of capital, we will take steps to, among others, enhance information disclosure and make use of outside capital.

To encourage a broad range of investors to acquire and hold shares in SECOM over the long term, we implemented a 2 for 1 stock split with an effective date of October 1, 2024. Annual cash dividends—the record dates for which fell in the fiscal year ended March 31, 2025—were ¥97.50 per share, an increase of ¥2.50 from the previous fiscal year after adjustment to reflect the impact of the aforementioned stock split.

Recognizing our share price as a report card from the market to SECOM's management, we pledge to continue working to improve total returns to shareholders while also maintaining a positive approach to dialog with investors.

➤ Maximizing corporate value

In the just over one year since I was entrusted with the position of president and representative director, I have sought to be consistently mindful of the twin forces of reform and tradition propelling SECOM forward in the course of fulfilling my daily responsibilities. As ever, we are resolute in our determination to fulfill our mission, unchanged since our founding more than 60 years ago, of realizing a society free from concerns. This history and the relationships of trust we have built with customers are truly intangible assets and remain the unshakeable underpinnings of everything we do.

To reward the efforts of our employees, who will be responsible for building new relationships in the years

ahead, we will continue to invest in our human resources, as well as in efforts to reinforce our operating foundation and enhance our competitiveness. Securing and fostering outstanding employees is critical to our ability to enhance service quality and productivity and distinguishing us from our competitors. Accordingly, it is important that earnest individuals who feel they have a mission to be of use to society are enthusiastic about their work, able to achieve self-actualization and feel sufficiently compensated economically through consistent salary increases that are commensurate with their performance. Creating environments that ensure each and every employee feels fulfilled professionally is and will continue to be the driving force behind SECOM's growth.

At the same time, I am also dedicated to improving profit margins. I am particularly intent on raising the operating margin in the security services business. To boost profit margins and at the same time ensure the resources needed to invest in the human resources necessary for future growth, we must provide services and products that are fairly priced, deliver high value-added and bolster productivity. We will press ahead with various steps to enhance our operating efficiency. When necessary, we will also explore subscription fee revisions that appropriately reflect social circumstances and our own investments in human resources. We will also actively introduce advanced technologies, including through open innovation, to expedite the introduction of new value-added services that will boost subscription volumes and individual subscription fees. We will also upgrade work procedures and efficiency through the deployment of IT systems and the use of AI and other cutting-edge technologies. Combining such technologies together with our competitive advantages, including our around-the-clock emergency response capabilities, will enable us to create uniquely SECOM value that contributes to society.

We are committed to maximizing SECOM's corporate value over the medium to long term and to fulfilling our responsibilities to our shareholders, investors and other stakeholders. We are confident that by tirelessly taking on new challenges, we will continue achieving sustainable growth together with society. I hope you will continue to expect great things from SECOM, and I look forward to your ongoing support and guidance of our endeavors.

September 1, 2025

Yasuyuki Yoshida
President and Representative Director

Brand Ambassadors and Social Contribution Initiatives

Shohei Ohtani is appointed brand ambassador

In March 2025, we welcomed pro baseball player Shohei Ohtani, who currently plays in the United States, as our new brand ambassador. In conjunction with this appointment, we produced and began airing a new nationwide television advertisement featuring the dream collaboration of Ohtani and Japanese baseball hero Shigeo Nagashima, who at that point had served as SECOM brand ambassador for 35 years, to great public acclaim.

The advertisement used computer graphics to recreate a young Nagashima during his playing days. Ohtani stands on the pitcher's mound opposite Nagashima, who faces him in the batter's box. Ohtani and Nagashima also teamed up for the voiceover for the iconic phrase, "Do you have a SECOM?" The advertisement's catchphrase—"Creating peace of mind. Supporting challenges."—encapsulates our commitment to providing peace of mind to people who continue to take on new challenges every day.

Responding to social imperatives: The Going All Out to Protect Homes Project

In August 2025, we launched a new initiative aimed at improving individual crime prevention capabilities in Japan dubbed the "Going All Out to Protect Homes Project." In recent years, concerns have grown against a backdrop of increasing criminal activity committed by anonymous and transient criminal groups. We currently conduct a variety of awareness-raising

activities, including safety classes for children and self-defense seminars for women. Under this project, we will introduce crime prevention awareness activities aimed at protecting homes that leverage digital technologies, further reinforcing our efforts to ensure safety and peace of mind in all aspects of daily life.

In memoriam: Shigeo Nagashima

Baseball legend Shigeo Nagashima, who served for many years as SECOM's brand ambassador, passed away in June 2025. We are forever grateful for his contribution in this role and will remember him with

fondness and immeasurable respect. With the consent of his family and production company, we will continue to use his image in our advertisements.



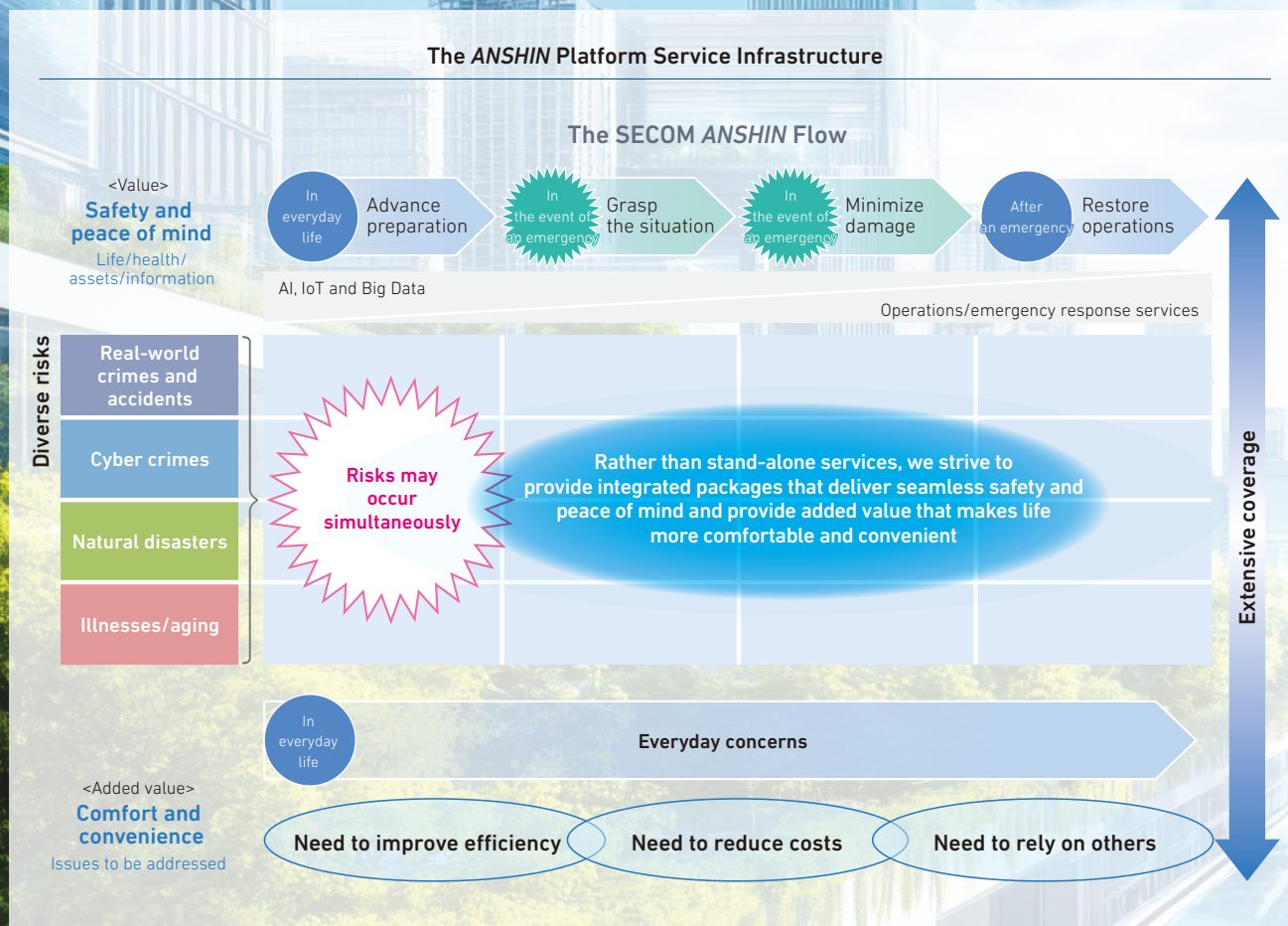
The SECOM Group's Vision for 2030

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.

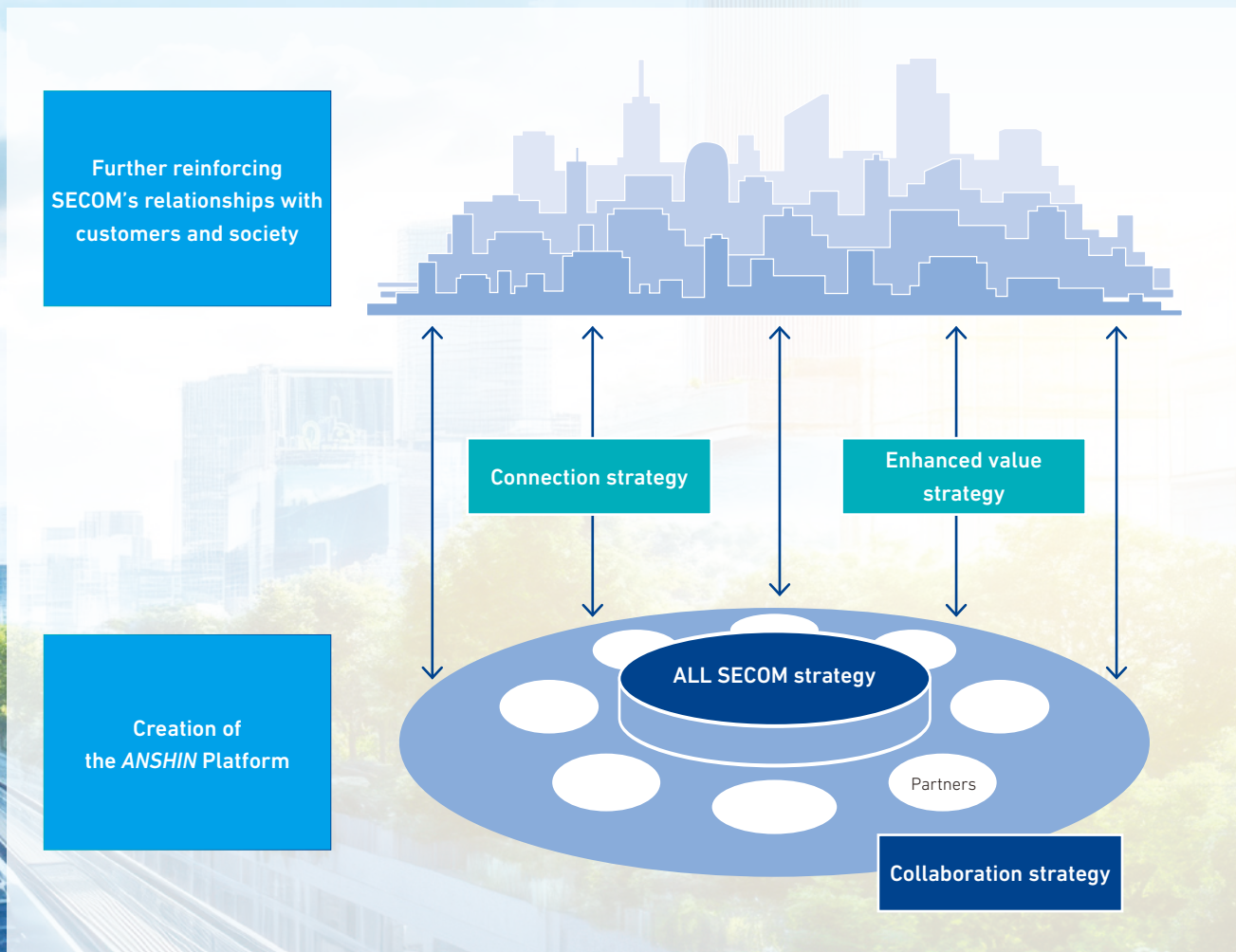
As social imperatives become increasingly complex and interconnected, the need for safety and peace of mind has grown more urgent, with individual needs becoming more varied as a result. Society faces significant risks associated with crimes, accidents, cyber crimes, natural disasters, illnesses and 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 - Realize seamless protection by linking diverse information in the <i>Mimamori</i> ("Monitoring") Cloud - Create a business infrastructure that combines robust security and an open cloud
Strengthen overseas operations	Realize further growth in promising overseas markets - Add depth to existing security services and medical services businesses - Cultivate new business portfolios in new overseas markets and new business areas
Reinforce BPO and ICT services	Create an infrastructure that supports customers' operations - Enhance service infrastructure by establishing new data centers and expanding network - Expand 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 - Implement initiatives that facilitate the provision of a steady stream of new services and maximize service value - Leverage 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 - Securing and fostering human resources by improving working environment including measures designed to bolster employee engagement - Press 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

Develop more advanced monitoring services

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 *Mimamori* Cloud to create a variety of services and solutions for seniors, their families and nursing care providers, among others.

Key initiatives to date

- 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 33
- Established 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 33
- Launched SECOM *Anshin* Glass SG, a safety glass that reinforces window against crimes and disasters (May 2024) → See page 33

Integrate robust security with open cloud services

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.

Key initiatives to date

- Introduced Interactive Security Service, an image-based surveillance service that combines System Security AZ and AZ-Air (July 2024) → See page 32
- Established 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)

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.

Key initiatives to date

- 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 32
- Launched 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

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.

Key initiatives to date

- Secured the right to use the cocobo autonomous security robot on public roads and in open public spaces (April 2025) → See page 32
- Established a dedicated department to spearhead DX promotion (April 2025) → See page 32

Strengthen overseas operations

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.

Key initiatives to date

- 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 35
- Began 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 35
- Reached an agreement to acquire AVTEL Holdings, a global security systems integrator (July 2025) → See page 35
- Began 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

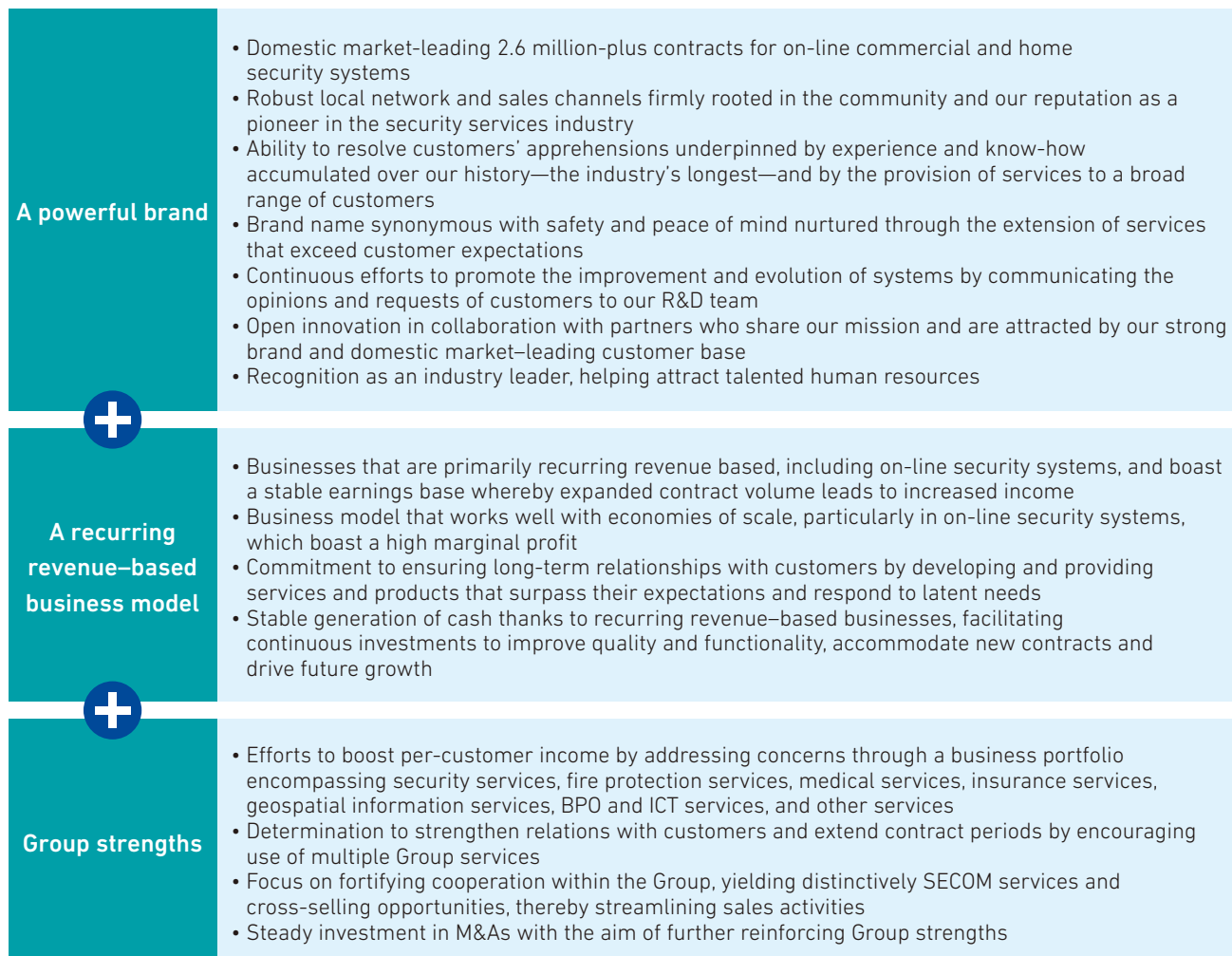
Going forward, we will continue to enhance opportunities for constructive dialog with investors as we work to achieve our quantitative targets for the fiscal year ending March 31, 2028, set forth in the SECOM Group Road Map 2027, and to bolster corporate value.

Targets for the Fiscal Year Ending March 31, 2028 (Japanese GAAP) (Reference)

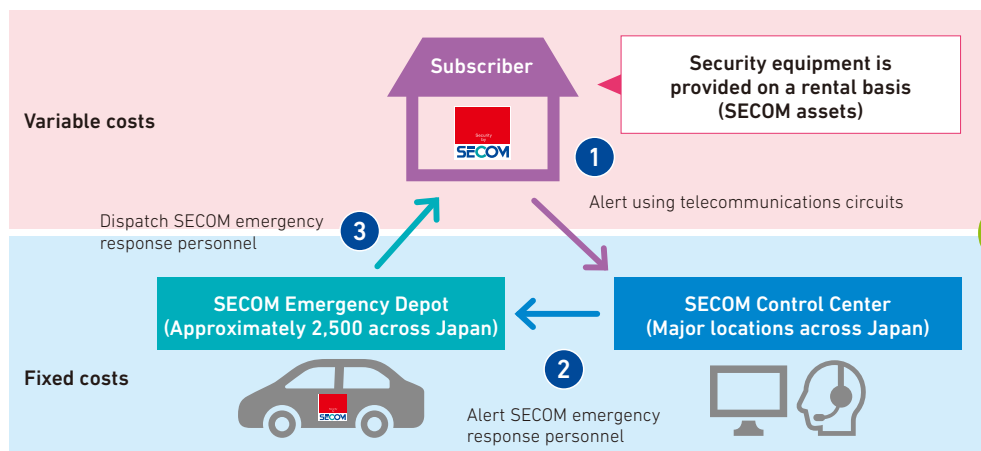
	Results in the fiscal year ended March 31, 2025	Targets for the fiscal year ending March 31, 2028
Consolidated net sales	¥1,199.9 billion	At least ¥1,250.0 billion
Consolidated operating profit	¥144.3 billion	¥160.0–¥180.0 billion
Dividend payout ratio	37.5%	Around 45%
ROE	8.7%	10%

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.



Variable and Fixed Costs for On-Line Security Systems



An Evolving Recurring Revenue-Based Business Model

Superior services and solutions that leverage advances in AI and cloud computing technologies

Group strengths that help address issues

Basic philosophy

Since our establishment, we have pursued a basic policy of striving to contribute to society through our business activities, acknowledging the importance of achieving sustainability both for ourselves and for society. We continue to promote a variety of initiatives aimed at realizing sustainability guided by the SECOM Group Basic Sustainability Policy, which was formulated following deliberations by the Board of Directors.

Framework for promotion

We have established the Sustainability Promotion Office, under the jurisdiction of the executive officer in charge of sustainability, with the objective of integrating sustainability efforts into business strategies. The Sustainability Promotion Office is charged with formulating sustainability initiatives, disseminating information across the SECOM Group, working to achieve medium- to long-term greenhouse gas reduction targets, addressing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and providing information to stakeholders. The status of sustainability initiatives is reported to the President and Representative Director and to the Board of Directors as appropriate.

The Sustainability Promotion Office also stages the SECOM Group Sustainability Meeting, which is attended by representatives of key Group companies. Participants exchange information and hold discussions to advance initiatives related to domestic and global social imperatives, the SDGs, and our response to TCFD recommendations, among others.

Support for the UNGC

In May 2018, we became a signatory to the United Nations Global Compact (UNGC) and pledged our support for the Ten Principles of the UNGC, which are classified into four categories: "Human rights," "Labour," "Environment" and "Anti-corruption."



Material sustainability issues, and KGIs and KPIs

SECOM's Philosophy calls for offering services that are beneficial for society as a whole. "The Constitutions of the SECOM Group in Business and Management" sets forth our commitment to provide services and systems that deliver peace of mind and contribute to the betterment of society. In keeping with this fundamental commitment, we continue striving to offer forward-looking services that anticipate what is needed to ensure sustainable growth for society and tirelessly pursuing service innovation. With the aim of ensuring we remain an organization that is useful and indispensable to society, we have identified six material sustainability issues, that is, issues of primary importance to sustainable growth, based on a self-assessment conducted in accordance with ISO 26000, the International Organization for Standardization's benchmark for social responsibility, and the Global Reporting Initiative (GRI)'s GRI Standards (global standards for sustainability reporting), and with consideration given to feedback from stakeholders. We have formulated key goal indicators (KGIs) and key performance indicators (KPIs) for each of these material issues to encourage deeper understanding and promote their incorporation into individual business strategies Groupwide and use the plan-do-check-act (PDCA) cycle to continuously improve our initiatives.

Earning selection for inclusion in ESG investment indices

Our efforts to address ESG-related issues and disclose related information continue to earn high marks from third-party assessment organizations around the world. Of note, we have been selected as a constituent of a number of key global ESG investment indices. These include all six indices for Japanese equities used by Japan's Government Pension Investment Fund (GPIF).*

*The six indexes used by the GPIF are the FTSE Blossom Japan Index, the FTSE Blossom Japan Sector Relative Index, the MSCI Nihonkabu ESG Select Leaders Index, the MSCI Japan Empowering Women Index (WIN), the S&P/JPX Carbon Efficient Index and the Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J).



2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

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The SECOM Group Basic Sustainability Policy

1. Provide enduring peace of mind now and in the future

We continue to provide innovative services and systems that address potential risks, thereby ensuring seamless, enduring peace of mind now and in the future.

2. Together with business partners

We promote environmental conservation initiatives across the entire supply chain with the aim of helping realize decarbonization and a recycling-oriented society. We also respect human rights, recognizing the inherent dignity of all people.

3. Earn the trust of society

We strive to ensure legal compliance and manage our operations in line with a stringent code of conduct, and to maintain sound relationships with all stakeholders by conducting our corporate activities in a manner that is transparent, just, and fair.

4. Our key players are our employees

Responsibility for sustainability lies with each individual SECOM Group employee. In addition to recognizing the importance of job satisfaction and pride in one's work, we continue to provide training and encourage awareness to ensure the achievement of our goals.

(As of December 1, 2021)

Material Sustainability Issues

Mission

Help realize a society free from concerns



Process for Identifying Material Sustainability Issues and Formulating KGIs and KPIs

Extract issues

Led by the Sustainability Promotion Office, we established a working group and extracted material sustainability issues, that is, issues with the potential to affect our ability to grow sustainably with society.

Assess the materiality of extracted issues

We plot issues on a materiality matrix, grouping plotted issues to assess the materiality thereof based on trends in social imperatives, among others.

Identify material sustainability issues

On the basis of deliberations conducted by the working group, material sustainability issues are identified. These are reported to the Board of Directors by the director in charge to be approved.

Formulate KGIs and KPIs for each issue

The working group sets KGIs. KPIs designed to ensure achievement thereof are considered by pertinent departments and final proposals for KGIs and KPIs are developed. These are reported to the Board of Directors by the director in charge for discussion.

KGIs and KPIs for Material Sustainability Issues

In the fiscal year ended March 31, 2025, we introduced two new KPIs: Health and productivity management survey score and internal audit implementation rate. We regularly evaluate progress toward the achievement of KPIs and disclose our findings while encouraging improvements.

Material sustainability issues		KGIs
1	Customer-oriented services   	Aim for zero loss of life or property
		Aim for zero customer concerns
2	Leveraging advanced technologies and partnerships    	Continue to create “Japan-first” services that deliver safety and peace of mind
3	Employee self-realization and diversity     	Realize job satisfaction for employees and create employee-friendly workplaces
		Achieve active participation for human resources by capitalizing on diversity
4	Fair corporate activities and respect for human rights     	Earn recognition in society as a company that protects human rights
		Create a corporate culture that is positive and open-minded and emphasizes a commitment to doing what is appropriate
5	Decarbonization and a recycling-based society       	Achieve carbon neutrality by 2045
		Realize a circular economy
6	Coexistence with local communities     	Earn society's trust as a company that contributes to the safety of local communities

Scope of targets: (1) SECOM CO., LTD., (2) SECOM and its consolidated subsidiaries in Japan, (3) SECOM and its consolidated subsidiaries worldwide

*1 Crime prevention rate: Indicator SECOM uses to measure progress toward achieving zero intrusions or thefts for subscribers

*2 Response rate: Percentage of calls answered, excluding calls disconnected by the customer within five seconds

*3 Cumulative total from 2021 through 2030

*4 Limited to security equipment developed by SECOM

*5 KPI added newly in the fiscal year ended March 31, 2025; Disclosure of SECOM's METI health and productivity management survey score will begin with that for the fiscal year ended March 31, 2025

KPIs	Targets and target years	Results in the fiscal year ended March 31, 2024	Scope of targets
Crime prevention rate*1 for intrusions and thefts	100% (2030)	Undisclosed	(1)
Response rate*2 to telephone calls from customers	96% (2026)	89.8%	(1)
"Peace of mind" score in surveys of SECOM Home Security subscribers	100% (2030)	96.4%	(1)
News reports on research achievements that contribute to peace of mind for society	30/year (2030)	20	(1)
Development/announcement of new systems and services that are firsts in Japan*3	Cumulative total: 10 (2030)	3 (Cumulative total: 5)	(1)
Number of verification tests conducted together with other companies, local governments, educational institutions and others*3	Cumulative total: 100 (10/year) (2030)	7 (Cumulative total: 19)	(1)
Percentage of security equipment and systems requiring no installation*4	10% (2030)	8.2%	(1)
Training hours/person	50 hours/year (2030)	28.1 hours	(1)
Paid leave usage rate	80% (2030)	66.4%	(1)
(New) Health and productivity management survey score*5	Inclusion in METI's Health and Productivity Stock Selection (2027)	—*5	(1)
Female managers as a percentage of total management team	30% (2030)	11.7%	(1)
Gender pay gap*6	85% (2030)	74.5%	(1)
Percentage of male employees taking childcare leave	50% (2025)	45.8%	(1)
Percentage of employees completing human rights and harassment prevention e-learning programs	100% (Annual)	99.7%	(1)
Contributions to lifesaving, fraud prevention and other initiatives (Commendations received from the president or a division head)	— (Annual)	375	(1)
(New) Internal audit implementation rate*5 (scope: security services offices)	100% (Annual)	100%	(1)
Decrease in greenhouse gas emissions from the fiscal year ended March 31, 2019	45% (2030)	28.3%	(3)
Renewable energy as a percentage of total energy used	100% (2045)	28.8%	(3)
EVs*7 (excluding special vehicles) as a percentage of total business vehicles	100% (2030)	39.9%	(2)
BEVs and FCVs (including motorcycles) as a percentage of total business vehicles	100% (2045)	39	(2)
Virgin plastics derived from fossil resources as a percentage of total materials used in containers and packaging*4	0% (2030)	75.6%	(1)
Plastics derived from fossil resources as a percentage of total materials used in containers and packaging*4	0% (2045)	75.7%	(1)
Participants in child safety workshops (DVD teaching materials)	100,000/year (2027)	16,771	(1)
Annual visits to SECOM's safety awareness websites	3,000,000 page visits (2027)*8	2,520,000 page visits	(1)
Partnerships with local enterprises (business collaboration, joint participation, cooperation)	10/year (Annual)	10	(1)
Participants in AED training sessions	40,000/year (2030)	27,825	(1)

*6 Average wages for female employees as a percentage of average wages for male employees; while there is no gender-based gap in wages paid, differences arise because of disparities in the composition of the labor force for individual jobs and qualification levels

*7 Electric vehicles: Hybrid vehicles (HVs), plug-in hybrid electric vehicles (PHEVs), battery electric vehicles (BEVs) and fuel-cell vehicles (FCVs)

*8 Target has been amended owing to a change in the method of calculation used

Note: For information on progress toward the achievement of KPIs, please see the sustainability section of the SECOM website.
<https://www.secom.co.jp/english/sustainability/>

The Path to Value Creation

Security service industry

1962

- Established as Nihon Keibi Hoshō Co., Ltd. Japan's first commercial security services provider (name was later changed to SECOM CO., LTD.)

1964

- Provides security services at the Olympic Village during the first Tokyo Olympics

1966

- Develops SP Alarm, Japan's first on-line security system

1974

- Lists on the Second Section of the Tokyo Stock Exchange
- Forms business alliance with Nohmi Bosai Kogyo Co., Ltd. (currently Nohmi Bosai Ltd.), Japan's top provider of fire protection services

1975

- Commences operation of the world's first computerized security system (CSS)

1978

- Establishes joint venture Taiwan Secom Co., Ltd., in Taiwan, its first overseas market
- Moves up to the First Section of the Tokyo Stock Exchange

1981

- Introduces My Alarm (currently SECOM Home Security), Japan's first home security system
- Establishes joint venture Korea Security System Co., Ltd. (currently S1 Corporation) in the Republic of Korea (ROK)

1983

- Begins providing information and communications-related services
- Changes name from Nihon Keibi Hoshō Co., Ltd. to SECOM CO., LTD.

- | | |
|------------------------------|-----------------------------------|
| ● Security services | ● Insurance services |
| ● Overseas security services | ● Geospatial information services |
| ● Fire protection services | ● BPO and ICT services |
| ● Medical services | |

Safety ("ANZEN") industry

1985

- Launches information security services

1988

- Establishes presence in Thailand

1989

- Declares 1989 the first year of the Social System Industry vision

1991

- Establishes presence in the United Kingdom and Malaysia
- Begins providing visiting nurse services

1992

- Establishes presence in the People's Republic of China (PRC), Singapore and Australia

1994

- Establishes presence in Indonesia
- Begins offering Japan's first remote image diagnosis support service

1996

- Commences management of residences for seniors

1998

- Invests in Toyo Fire and Marine Insurance Co., Ltd. (currently Secom General Insurance Co., Ltd.)
- Launches certification authority business

1999

- Invests in Pasco Corporation, a leading provider of aerial surveying services

2000

- Establishes the Secure Data Center

2001

- Develops and releases the COCO-SECOM mobile security system
- Launches MEDCOM, Japan's first unrestricted cancer treatment policy

In the 1960s, SECOM developed Japan's first on-line security system, seen by some as the precursor to the IoT. Going forward, we will continue to pursue service innovation, as well as to develop and provide innovative services and systems, with the aim of realizing our Social System Industry vision.

1991- Medical services

1983- BPO and ICT services

1978- Overseas security services

1974- Fire protection services

1962- Security services



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

Social System Industry

2004

- Introduces the SECOM AED Package Service
- Launches the SECOM Safety Confirmation Service

2006

- Establishes presence in Vietnam
- Acquires newly issued shares in Nohmi Bosai, which becomes a consolidated subsidiary

2007

- Launches ground surveying services using synthetic aperture radar (SAR) satellite images

2011

- Establishes presence in New Zealand

2012

- Acquires all outstanding shares in Nittan Co., Ltd., one of Japan's leading fire protection services providers, making the company a consolidated subsidiary
- Acquires At Tokyo Corporation, one of Japan's leading data center services firm

2014

- Opens Sakra World Hospital, a general hospital, in India

2015

- Acquires Asahi Security Co., Ltd., a leading provider of cash collection and delivery services, which becomes a consolidated subsidiary

2017

- Acquires BPO services firm TMJ, Inc.

2019

- Establishes presence in Turkey

2022

- Shifts to the Prime Market, owing to a restructuring of the Tokyo Stock Exchange's market segments
- Acquires Senon Ltd., a provider of comprehensive security services

2023

- Acquires ARTERIA Networks Corporation

2024

- Establishes presence in Ireland

Core competitive advantages

A powerful brand

- ✓ The largest customer base in Japan's security services industry
- ✓ Know-how and experience
- ✓ Name recognition and customer trust
- ✓ Ability to create business opportunities
- ✓ Top-class talent

A recurring revenue-based business model

- ✓ Stable, expanding earnings
- ✓ High marginal rate of return
- ✓ Resources to facilitate active investment in growth

Group strengths

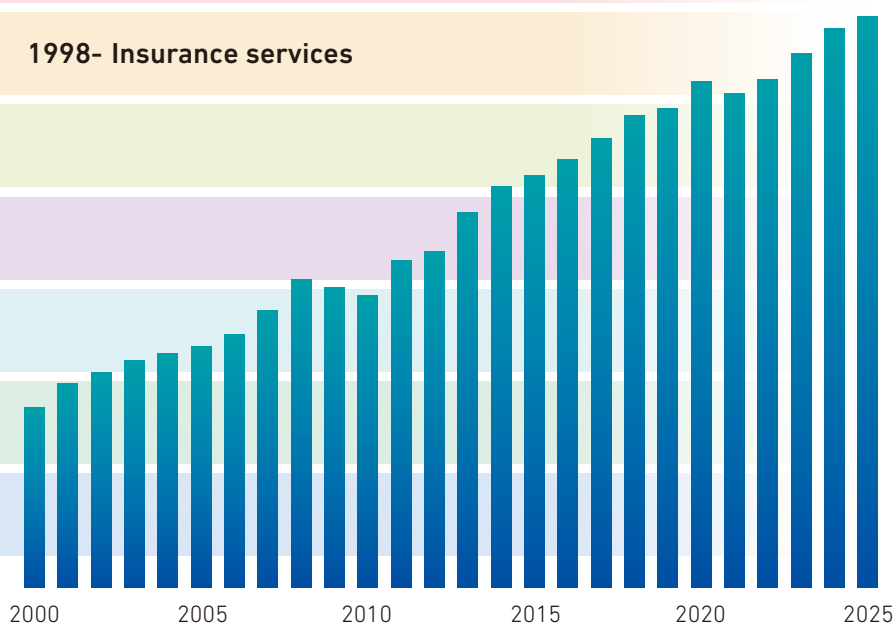
- ✓ Ability to leverage comprehensive strengths of diverse businesses to resolve issues
- ✓ Multiple per-customer contracts and a high rate of contract renewal
- ✓ Efficient sales activities that capitalize on collaboration across the Group

1999- Geospatial information services

Net sales and operating revenue

¥1,311.1 billion

1998- Insurance services



The Value Creation Process

In addition to promoting business reforms through SECOM DX, we remain committed to maximizing corporate value by reinforcing our relationship with society and addressing increasingly diverse social imperatives and ESG-related issues. Through such efforts, we will strive to continue growing together with society, as well as to fulfill our mission of helping realize a society free from concerns.



*1 Employees of SECOM Group companies (excluding variable interest entities), as of March 31, 2025

*2 The parent company, consolidated subsidiaries and equity-method companies, as of March 31, 2025



The SECOM Group's Vision for 2030 Strategies for creating the ANSHIN Platform

Enhanced value

Connection

ALL SECOM

Collaboration

SECOM Group Road Map 2027

Core strategies

- Expand monitoring and security services
- Strengthen overseas operations
- Reinforce BPO and ICT services
- Improve productivity
- Reward stakeholders

Material sustainability issues

- Customer-oriented services
- Leveraging advanced technologies and partnerships
- Employee self-realization and diversity
- Fair corporate activities and respect for human rights
- Decarbonization and a recycling-based society
- Coexistence with local communities



Resolution of social issues



Resolution of ESG-related issues



Reform of businesses through SECOM DX

A uniquely SECOM identity
(Philosophy, code of conduct, organizational culture)

Mission

Help achieve a society free from concerns

Vision

Realize the Social System Industry

Contributing to the success of the SDGs



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.

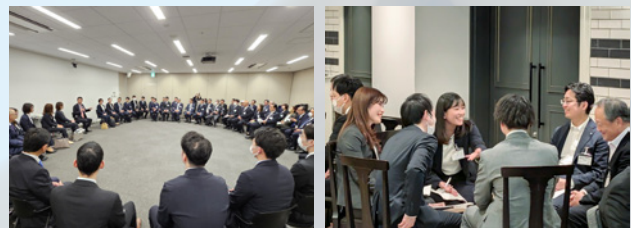
Holding *Futanowa* Heart-to-Heart Dialogs at 23 sites across Japan

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.

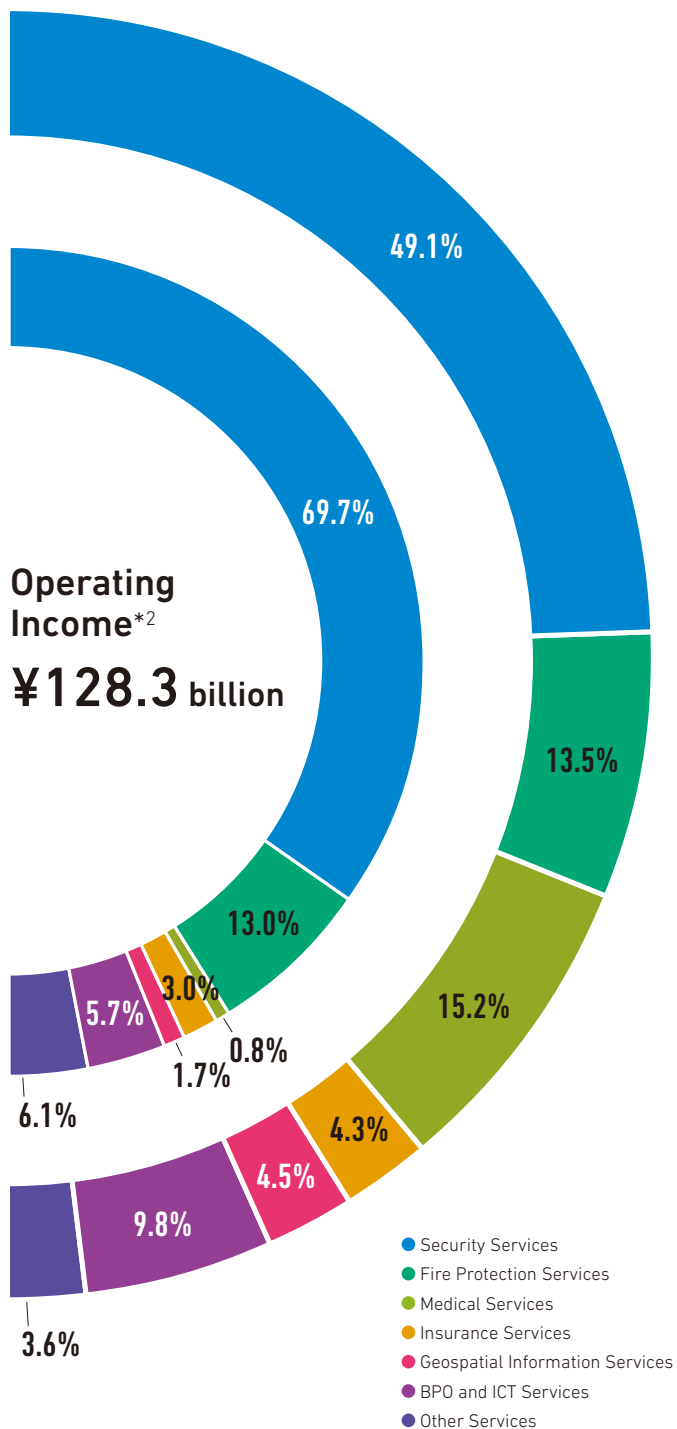


Futanowa Heart-to-Heart Dialogs

SECOM at a Glance

Net Sales and Operating Revenue*¹

¥1,311.1 billion



*1 Breakdown is based on consolidated net sales and operating revenue (excluding intersegment transactions) for the fiscal year ended March 31, 2025.

*2 Breakdown is based on total operating income for seven segments (¥147.4 billion), prior to adjustment for corporate expenses and eliminations, for the fiscal year ended March 31, 2025.

Segment



Security Services



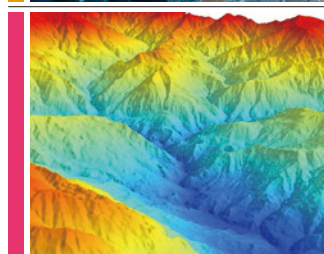
Fire Protection Services



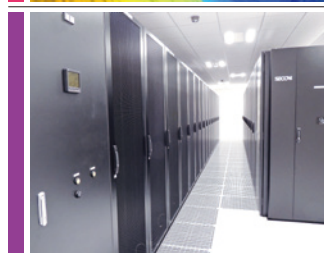
Medical Services



Insurance Services



Geospatial Information Services



BPO and ICT Services



Other Services

Principal operations	Competitive advantages	Principal consolidated Group companies*3
● On-line security systems ● Static guard services ● Armored car services ● Merchandise and other	• Integrated approach that involves taking responsibility for all aspects of the provision of on-line security systems • Robust and adaptive operating foundation comprising three components: technological prowess, human resources and an effective operational and control structure • Rental format that minimizes initial costs for subscribers and enables SECOM to take responsibility for equipment maintenance and upkeep • Solid income foundation (attributable to stable recurring revenue-based businesses) and robust customer base • Extensive lineup of security merchandise, including surveillance cameras and access control systems • Overseas operations centered on the provision of on-line security systems that reflect local market needs	SECOM CO., LTD.*4 Secom Joshinetsu Co., Ltd. Asahi Security Co., Ltd. Secom plc
● Fire alarm systems ● Fire extinguishing systems ● Maintenance services	• Two Group companies with leading shares of the Japanese fire protection services market • Comprehensive lineup of services that respond to a broad range of customer needs • Integrated service configuration encompassing R&D and planning, equipment design and production, installation and maintenance • Stable demand for equipment that complies with Japan's Fire Service Act • Ability to extend renovation proposals that draw on a wealth of experience • Expertise in fire extinguishing systems for tunnels and other large-scale structures	Nohmi Bosai Ltd.*4 Nittan Co., Ltd.
● Home medical services ● Operation of residences for seniors ● ICT-based services ● Sales of medical equipment and pharmaceuticals ● Support for affiliated medical institutions ● Operation of hospitals in India	• Conviction that protecting health and life is the ultimate expression of the SECOM commitment to delivering safety and peace of mind • Experience and extensive know-how in the provision of diverse medical services • Strong collaboration with local communities aimed at realizing effective comprehensive community healthcare systems • ICT-based services that leverage expertise accumulated in the provision of medical services and SECOM's management resources	Secom Medical System Co., Ltd. Takshasila Hospitals Operating Pvt. Ltd.
● Fire insurance policies ● Automobile insurance policies ● Cancer treatment policies	• Belief in the need for both security services, which are preventative by nature, and non-life insurance, which looks after people in the event of misfortune • Development and provision of unique fire insurance policies that take into account the risk mitigating factors of on-line security systems • Development and provision of an automotive insurance policy that includes access to emergency response services • Development and provision of a cancer treatment policy that features full coverage for all treatment costs	Secom General Insurance Co., Ltd.
● Services for public sector entities ● Services for private sector entities ● Services for overseas customers	• Service configuration overseen by the leading company in Japan's aerial surveying and geographic information system (GIS) markets • Ability to provide geospatial information based on geographic data collected by commercial satellites, aircraft, drones, vehicles and ships • Technological capabilities and expertise in the integration, processing and analysis of geographic and related data to provide geospatial information • Active efforts to cultivate new geospatial information services	Pasco Corporation
● Data center services ● Large-scale disaster preparedness services ● Information security services ● Cloud-based services ● BPO services	• Highly secure facilities and equipment and tailored support, as well as data center facilities boasting excellent connectivity that are among Japan's largest • One of Japan's leading disaster management support services • Seamless information security services encompassing the formulation of strategies, monitoring, implementation of countermeasures and restoration • ICT services that reflect technological prowess, operational capabilities and know-how that facilitates the construction and operation of network systems that leverage extensive experience in the provision of security services • Provision of high-grade contact center and other BPO services that deliver safety and peace of mind	Secom Trust Systems Co., Ltd. At Tokyo Corporation TMJ, Inc.
● Construction and installation services ● Real estate leasing ● Home services	• Provision of integrated services, from the design and installation of air conditioning, plumbing and electrical systems to building maintenance • Extensive maintenance and management services for leased buildings, primarily in Tokyo • Provision of lifestyle support services that deliver safety and peace of mind and make life more comfortable and convenient	

*3 For more information on major consolidated subsidiaries, please see pages 83–86.

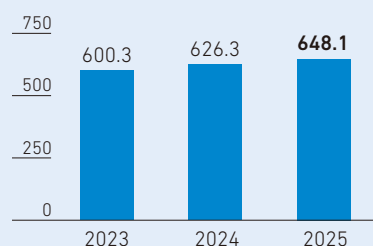
*4 Listed on the Tokyo Stock Exchange Prime Market

Security Services



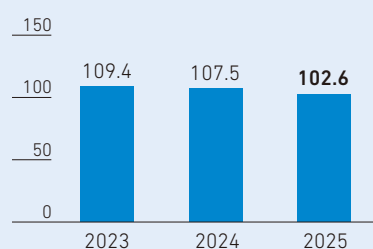
Net sales and operating revenue

(In billions of yen)



Operating income

(In billions of yen)



Business Summary

For more than a half-century, we have offered optimal security services that respond to the evolving needs of each of our customers to provide safety and peace of mind. Our mainstay on-line security systems include monitoring for intruders, fires and other irregularities by SECOM control center staff via telecommunications circuits linking a control center with security equipment installed at the subscriber's premises. In the event an irregularity is detected, control center staff swiftly appraise the situation and issue instructions to emergency response personnel at the nearest SECOM emergency depot, who rush to the subscriber's premises. If necessary, control center staff also notify the police and/or fire department.

The initial contract period for on-line security systems is five years, after which the contract is automatically renewed annually. In principle, we take care of upkeep for security equipment and provide it to

subscribers on a rental basis, enabling us to deliver seamless peace of mind. We maintain responsibility for all critical aspects of our on-line security systems, from R&D through to equipment manufacturing, security planning, installation, around-the-clock monitoring, emergency response services and equipment maintenance, which guarantees exceptional quality and reliability.

Owing to remarkable technological advances in recent years, on-line security systems can now be equipped with a variety of features that go beyond monitoring for irregularities such as intruders and fires to support

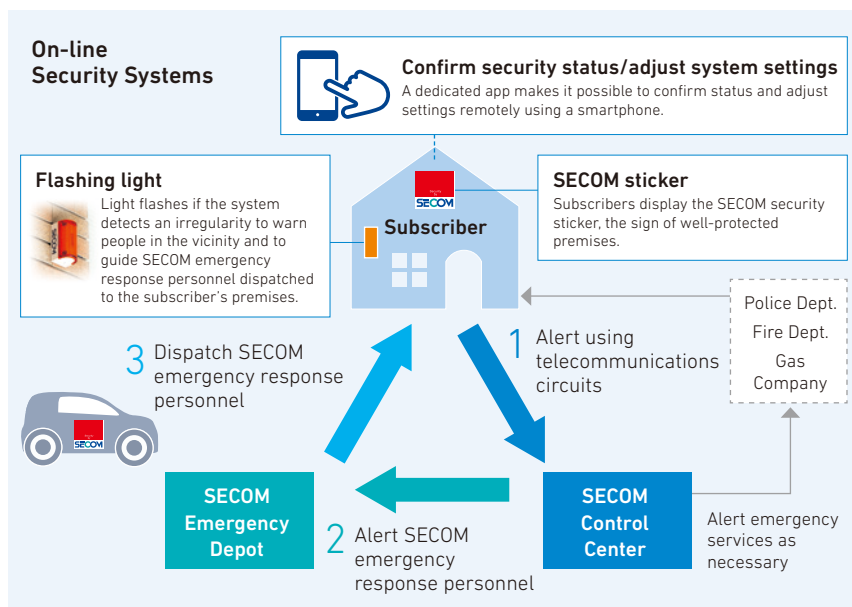
the business endeavors of commercial subscribers and the daily lives of residential subscribers. As well as new and highly convenient subscription-based services, we are promoting the development and provision of a variety of distinctively SECOM services and systems that also include around-the-clock emergency response services in the event of an incident. By thus broadening our menu of services, we are working to attract new customers, increase contract volume and encourage existing customers to take advantage of additional services. Encouraging the use of multiple services helps us strengthen relations with customers and extend contract periods. This is all possible thanks to the three components of our operating foundation, namely, our technological prowess, human resources, and operational and control structure.



SECOM control center

Technological prowess

SECOM Intelligent Systems Laboratory conducts research into new

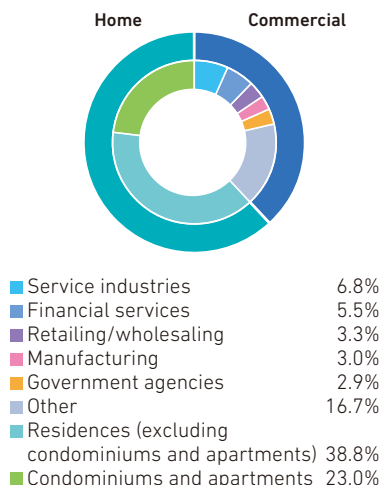


technological trends and core technologies, while the Technology Development Division capitalizes on research achievements and other optimized technologies to develop highly reliable security services. In addition to analyzing socioenvironmental changes and trends in criminal activity, our R&D team ensures that the opinions and needs of subscribers communicated to our salespeople and

emergency response personnel are reflected in prompt and precise adjustments that further bolster the quality of our on-line security systems. Given the remarkable pace of technological evolution, we are actively promoting open innovation with various partners, from major corporations to start-ups, to facilitate the swift development of essential systems that deploy state-of-the-art technologies.

Contracts for On-line Security Systems in Japan

(As of March 31, 2025)



Human resources

We recognize that our people are essential to offering high-grade services and building a robust organization. In Japan, training for new recruits, emergency response personnel, salespeople, administrative staff and other employees is provided at three training centers. This reinforces our overall responsiveness to customers by guaranteeing that employees fully understand SECOM's Philosophy and observe a code of conduct befitting security professionals, and by allowing them to acquire new and hone existing specialized knowledge and technical skills.

Operational and control structure

As well as a network that enables the effective operation of our on-line security systems across Japan, we have created a proprietary operational and control structure. This structure focuses on control centers, staffed by experienced individuals who make meticulous assessments and issue instructions, promptly dispatching emergency response personnel from one of our emergency depots—part of an industry-leading nationwide network of approximately 2,500 such depots—to ensure our ability to extend swift, precise services.

Operational highlights

Commercial security services

We offer an extensive lineup of security services, centered on on-line security systems, tailored to the needs of commercial premises. We are also working to broaden our menu of high-value-added services that link on-line security systems with various open cloud services to create a business infrastructure that supports the operations of commercial security subscribers.

Supporting the operations of subscribers with System Security AZ and AZ-Air

System Security AZ, for medium- to large-scale sites, and System Security AZ-Air, for small- to medium-scale stores and offices, are all-in-one security solutions that help manage risks by preventing crime and monitoring for fires, as well as facilitate employee attendance and facility management. These systems earn high marks for convenience and ease of operation, enabling users to confirm security status and to remotely arm or disarm the system using a dedicated smartphone app. They can also be integrated with surveillance cameras,

allowing users to remotely monitor conditions on the ground.

AZ series' systems boast outstanding flexibility and scalability. Combining an AZ series' system with the SECOM *Anshin* Employee Attendance Management Service KING OF TIME Edition enables subscribers to make use of a service that automatically enters employees' start and end times and calculates hours worked to ease the burden of such procedures. At stores with on-site staff, linking an AZ series system with the Interactive Security Service allows staff to press a dedicated button in the event of an emergency to notify SECOM, which assesses the situation in real time from monitoring of surveillance camera video and audio feeds, issues a verbal warning via loudspeaker, dispatches emergency response personnel and, if warranted, notifies the police, thereby helping ensure staff safety.

In addition, we have established SECOM AZ Certified, a standard for the integration of AZ series systems and robots, which makes it possible for other firms that manufacture cleaning robots to integrate these robots with an AZ series system, facilitating operation while security is in place, even at night. This and other features can assist subscribers in coping with cleaning staff shortages.



AZ series' security systems can also be linked to an attendance management system

Systems that leverage AI-based image analysis technology

The use of AI-based image analysis technology to recognize specified human behaviors reduces the burden on individuals responsible for monitoring facilities. The SECOM AI Camera boasts a built-in AI function that analyzes images and detects the movement of people and objects—including intrusions, obstructions and congestion—within a predetermined area, and notifies the subscriber in the event of an irregularity by displaying an alert on the surveillance monitor and sending an email. This system thus supports the operations of subscribers by facilitating the early detection of damage or accidents and expediting initial responses.

The SECOM AI Behavior Detection System simultaneously analyzes images from up to 30 surveillance cameras simply by linking a dedicated server to existing surveillance cameras. This system uses AI to detect violent behavior such as physical altercations and destructive acts, or behavior indicative of sudden illness, including falling or doubling over, and notifies the monitoring desk. This helps prevent accidents and reduces the onus on individuals in charge of monitoring. This system can also be linked with SECOM VMS, which enables the integrated management of more than 600 models of surveillance camera from 25 manufacturers worldwide, making it



SECOM VMS enables the management of surveillance footage from cameras from multiple manufacturers

particularly effective for monitoring large-scale facilities. Going forward, we will continue to combine our accumulated expertise and state-of-the-art technologies to extend safe and highly convenient services that contribute to increased social productivity.

Expanding patrol areas with the cocobo autonomous security robot

Labor shortages are becoming an increasing issue in the security services industry as the working-age population contracts. With the aim of advancing DX in the area of static guard services, in July 2024 we conducted a successful field test of our cocobo autonomous security robot linked with the SECOM AI Behavior Detection System, which confirmed the effectiveness of combining these technologies to increase static guard service efficiency. In March 2025, cocobo passed an inspection mandated under Japan's Road Traffic Act whereby it met the standards for remote-controlled small vehicles. As a result, cocobo can now be used on public roads and in open public spaces around sites during the day and at night. We will continue to broaden the scope of deployment for cocobo and provide advanced security services that bring together the capabilities of humans and robots.

Amid rapid technological advances and increasing labor shortages, DX is playing an increasing role in the security services industry, with security systems using advanced technologies in areas such as robotics and AI finding increased use in static guard services, thereby helping bolster the precision of such services while significantly reducing the need for human resources. In April 2025 we established a new position to spearhead the promotion of DX across SECOM. Under the slogan "security DX



The cocobo autonomous security robot patrols on public roads

supported by SECOM,” we will aim to extend these systems beyond SECOM Group companies, with the goal of advancing DX across the security services industry.

Home security services

SECOM Home Security has expanded beyond essential security functions such as crime and fire prevention, and the sending of alerts when irregularities are detected, to include optional services that improve safety and peace of mind. These include monitoring for gas leaks, medical emergency calls, and monitoring and confirming the safety of individuals.

In addition to an easy-to-use home controller, the increasingly popular SECOM Home Security NEO can be armed or disarmed remotely from a smartphone and features an automatic notification function that allows subscribers to receive alerts on their smartphone when someone leaves or returns home. The system can further be connected



High-performance LCD controller for SECOM Home Security NEO

with devices on the IoT. As well as a model featuring a touchscreen LCD screen, we offer controllers with buttons, recommended for seniors, and with a high-performance LCD screen equipped with face recognition capabilities, enhancing ease of operation.

SECOM Monitoring Service for Seniors is available as an option to SECOM Home Security subscribers. This service uses sensors installed in frequently used areas in the home such as bathrooms. If sensors do not detect any movement for a set period of time, an alert is sent to SECOM. Family members living apart from their parents can also use a dedicated smartphone app to confirm elderly parents’ daily routines and activity levels and to request that SECOM conduct an in-person wellness check if there is concern about a parent’s well-being.

Another SECOM Home Security option we extend is YORiSOS, a dedicated Apple Watch and iPhone app. Whether at home or on the go, a subscriber can send an emergency alert and request emergency assistance if they sense danger or feel unwell simply by pressing a button. YORiSOS also uses Apple Watch and iPhone health data to help users with everyday health management, issuing a SECOM Assist Report in the event of an issue such as an irregular heartbeat or a decline in walking stability, and advising as to the need to seek medical attention or take other appropriate steps.

To provide subscribers with distinctively SECOM healthcare services that capitalize on the operational configuration we have built in the security services business and digital platforms such as the *Mimamori* (“Monitoring”) Cloud, in February 2024 we established a



The YORiSOS app

dedicated department and shortly thereafter, in April, launched the SecuriCare* Center, which will lead our efforts to realize seamless services tailored to subscribers lifestyles under the SecuriCare label. We will continue to work with partners who share our mission to advance the business we have dubbed “securicare”** by realizing a broad range of services for customers ranging from the elderly and their families, medical institutions and care providers.

* “Securicare” is a term coined by combining “security” and “healthcare.”

Delivering outstanding penetration resistance with SECOM Anshin Glass SG

Building on our wealth of expertise in providing protection against crimes, we collaborated with a leading glass manufacturer to market a new safety glass, SECOM Anshin Glass SG. In March 2025, SECOM Anshin Glass SG earned compliance with EN356 P6B, the European standard for security glass. This positions us to recommend this product for use in global luxury brand stores, which require robust security glass. When used in combination with SECOM Home Security, installed sensors instantly detect attempts at vandalism, triggering the dispatch of SECOM emergency response personnel if necessary,

ensuring a prompt response before a crime progresses. Through offerings like this, we will continue striving to help realize a society where anyone and everyone enjoys peace of mind.

Other security services

Helping ensure the safe and secure staging of Expo 2025 Osaka, Kansai, Japan

Kansai, Japan

We are extending support for the staging of Expo 2025 Osaka, Kansai, Japan (©Expo 2025), being held on Yumeshima Island in Osaka, which opened in April 2025. This includes supplying cocobo autonomous security robots to patrol the site, security services through the SECOM Staff Operation System, and the AZ-Access control system, and automated external defibrillators (AEDs). We also created security camera systems for the entire site and provided System Security AZ, surveillance cameras and access control systems for multiple pavilions and other structures. In addition, a joint venture formed by equity method affiliate Toyo Tech Co., Ltd., the parent company and another security services company is conducting baggage inspections, crowd control and site patrols by static guards. Our involvement here builds on experience and know-how gained in the provision of security services for the Olympic Games and Paralympic Games Tokyo 2020, as well as other large-scale events, which we used to rally our diverse resources to



Security guard equipped with a wearable camera

support the staging of this important national project.

Overseas security services

Extension of services in 13 countries and territories

Our overseas debut was in 1978, when we established a presence in Taiwan. Today, our overseas security services business encompasses operations in 13 countries and territories, through which we extend diverse services and products, notably on-line security systems with emergency response services, customized to reflect local market needs.

In Taiwan, publicly listed Taiwan Secom, the leading company in the local security services market, offers a broad lineup of services, ranging from safety management systems for large-scale facilities to home security. Taiwan Secom is also actively introducing cloud, AI, IoT and other advanced technologies to further enhance service quality.

Operations in the ROK are spearheaded by S1, which is also publicly listed and the local market leader, and include offering a wide variety of high-value-added security services that respond to market needs, centered on on-line security systems. S1 continues to garner praise from customers for its swift emergency response services, which it provides through a nationwide network, underscoring growth in subscriber numbers.

We have created an extensive security services network in the PRC, which encompasses bases from coastal to inland cities. We are currently reviewing our local operating configuration in response to recent changes in the operating environment as we work to rapidly grasp customer needs and respond by developing appropriate new products.

In Southeast Asia, a key regional market offering tremendous growth potential, SECOM Group companies are working to boost sales and increase the use of on-line security systems in Thailand, Malaysia, Singapore, Indonesia and Vietnam. (More details are provided below.)

In Australia, results remain firm as we build on our proven track record of offering high-grade services to the public sector to expand services to private-sector enterprises—including prominent financial institutions and large-scale commercial facilities—while continuing to secure contracts from federal government agencies. In New Zealand, where we provide security services, as well as maintenance and inspection support services, our high-performance surveillance camera systems enjoy particularly solid support from customers across the spectrum, from major supermarkets to financial institutions.

In Turkey, we extend security services, including safety management systems, to a diverse array of customers. We also continue to expand our presence across the country.

Subsidiary Secom plc delivers high-grade on-line security systems and other security services across the United Kingdom. The company has established a strong reputation, earning the trust of security-conscious clients such as government agencies, leading financial institutions and railway companies. In July 2024, we



Emergency response personnel (PRC)

further expanded its operations by entering the Irish market.

Establishing ANSHIN as a universally recognized term synonymous with peace of mind

With the goal of ensuring sustainable growth going forward, a core strategy of the SECOM Group Road Map 2027 is to strengthen our operations in promising overseas markets. Aiming to increase the share of consolidated net sales and operating revenue accounted for by overseas security services to 10%, we are working to add depth to existing businesses while also expanding into new businesses and markets where we currently lack a presence. Particularly in Southeast Asia, where affluent and middle-class populations are growing rapidly, we are stepping up efforts to raise awareness of the SECOM brand.

In Thailand, we are conducting an ambitious advertising and publicity campaign to bolster awareness of the SECOM brand. In Thailand and Indonesia, we are leveraging digital marketing and customer data analysis to recommend the most appropriate security systems, an approach that is contributing to both increased sales and higher customer satisfaction.

We are also broadening our lineup of systems tailored to local market needs. This includes expanding the provision of cloud-based interactive security systems, which are currently available in Thailand, Singapore,

Malaysia, Indonesia, Vietnam and the United Kingdom, to other countries and territories. In response to declining birth rates and an aging population, increasingly urgent social imperatives in Thailand, we launched SECOM Smart Security Care, a monitoring service for senior citizens, in March 2024. We launched a similar service in Malaysia in July 2024. We are also promoting the deployment of monitoring services that use AI cameras.

Additionally, we are enhancing our systems integration capabilities to offer advanced security services for large-scale facilities. In recent years, we have secured new contracts for large-scale data centers in Singapore and Malaysia. In Australia, we are capitalizing on our experience in the provision of large-scale systems integration services to secure recurring orders.

In another initiative, we are investing in promising new business areas to build fresh foundations for growth and realize synergies over the medium to long term. We recently invested in Eagle Eye Networks and Brivo—leaders in video surveillance as a service (VSaaS)*¹ and access control as a service (ACaaS)*² respectively—in North America. We are currently leveraging the cloud-based security systems of these two companies in other countries and territories where we currently operate, as well as exploring further opportunities to

cultivate new businesses in the U.S. and other markets.

In July 2025, we reached an agreement to acquire AVTEL Holdings, a global security systems integrator*³ serving primarily the Asia-Pacific region (East Asia, Southeast Asia and Oceania) and Europe, the Middle East and Africa (EMEA), which will become a wholly owned subsidiary. We look forward to capitalizing on AVTEL's lineup of security systems, which are used around the world, to accelerate the growth of our overseas security services business and to expand our provision of services to the Japanese offices of global companies.

To help realize a society free from concerns and to drive further growth in promising overseas markets, we are working to fortify our operating foundation, including by enhancing next-generation control center services and IT security capabilities. At the same time, we are bolstering our management foundation by improving legal and regulatory compliance, performance monitoring, and the securing and fostering of human resources. Through these efforts, as well as by promoting global awareness of the SECOM brand and accelerating autonomous growth, and expanding into new geographic and business areas, we will seek to establish ANSHIN as a universally recognized term synonymous with peace of mind.

*¹ VSaaS enables users to access, manage and analyze video surveillance information in the cloud.

*² ACaaS enables users to control and manage on-premises access control devices in the cloud.

*³ A global security systems integrator provides consulting, sales and installation services in the area of integrated security systems—including access control and video surveillance, across countries and regions—to global companies.



Monitoring service for senior citizens (Malaysia)

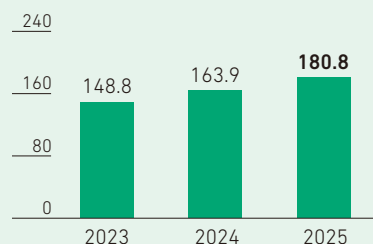


Fire Protection Services



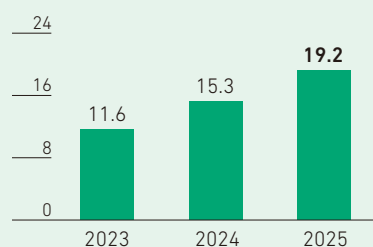
Net sales and operating revenue

(In billions of yen)



Operating income

(In billions of yen)



Operating highlights

This segment centers on the operations of Nohmi Bosai and Nittan, two leaders in Japan's fire protection services market, which offer a comprehensive range of automatic fire alarm, fire extinguishing and other fire safety systems that respond to needs for solutions for diverse applications, including office buildings, production facilities, tunnels, cultural properties, ships and residences. Both companies have established a fully integrated service framework that spans R&D, system planning, design, manufacturing, installation and maintenance. Nohmi Bosai and Nittan have built a firm reputation by not only extending the most appropriate proposals for new builds, but also recommending systems to customers in the renovations market.

A new model of Protecview

Nohmi Bosai's Protecview is an ultra-sensitive smoke detection system that facilitates early fire

detection, helping to prevent incidents and minimize damage. This system enjoys a solid track record as the first choice for use in critical environments such as data centers, semiconductor fabrication facilities and electrical rooms. In April 2025, the company launched a new model of this flagship system that features a maximum sensitivity 100,000 times greater than that of standard smoke detectors,* a significant improvement over the previous model, which was 10,000 times more sensitive than conventional systems. The updated version can also be used

as part of LAN-based fire prevention configurations. Nohmi Bosai continues to position Protecview as an effective solution to the fire protection needs of diverse customers, including operating critical infrastructure facilities and as a tool for supporting the formulation of robust business continuity plans (BCPs), thereby delivering safety and peace of mind.

* Measured using a proprietary Nohmi Bosai smoke concentration measuring device and dilution model



The new model of the Protecview smoke detection system, boasting a high-precision sensor (Nohmi Bosai)

Drone technology deployed in the development of a new smoke detector testing device

Nohmi Bosai has made use of drone technology to develop a smoke detector testing device capable of safely and effectively testing the performance of smoke detectors installed in hard-to-reach locations. Traditionally, smoke detectors installed at high elevations were tested using long testing poles; however, for detectors beyond pole reach, scaffolding was required. The



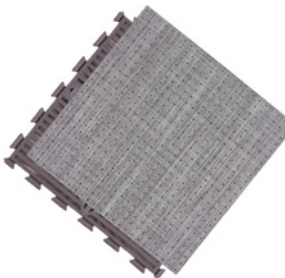
Drone-mounted smoke detector testing device
(Nohmi Bosai)

company's new drone-mounted testing device addresses this challenge, improving worker safety, reducing inspection time and cost, and helping ensure the stable performance of fire alarm systems installed in buildings. The first drone-mounted testing device approved for statutory inspections in Japan, this unit has been deployed since spring 2025 in inspections conducted for customers with subscriptions that include maintenance.

The Artiedge brand:

A new perspective on fire prevention

In December 2024, Nittan launched Artiedge, a new brand of fire prevention products developed from a fresh perspective. This brand includes Artiedge II, a fire-suppressing flooring material



Artiedge II fire-suppressing flooring material
(Nittan)

material featuring a perforated surface and a base material that traps spilled or spread gasoline beneath the floor. Only the gasoline remaining on the surface burns, significantly reducing fire intensity. Requiring no electrical, plumbing or other structural work, it is ideal as a defense against arson for any building, whether a new build or an existing structure.

Artiedge III is a detector designed specifically for hydrogen fires, which are difficult to detect because hydrogen burns with a colorless, invisible flame. Designed for use at hydrogen fueling stations—which are expected to grow in number amid global decarbonization efforts—this detector offers a wide range of monitoring functions, in addition to being highly water and dust resistance. It is also equipped with a self-diagnostic function that identifies equipment irregularities and dirt on the sensing window, allowing its use in outdoor environments. Going forward, Nittan will take steps to further strengthen its product development capabilities—one of its key competitive advantages—while expanding its lineup of groundbreaking Artiedge fire prevention solutions that

challenge preconceived notions of fire prevention products.

B Catch Now indoor location information system

Nittan's B Catch Now is an indoor location information system that uses signals from sensor beacons installed inside fire alarms to pinpoint the location of people and objects indoors in real time using a computer or smartphone. Principal applications for this system include the provision of support for first responders in the event of a fire by displaying the positions of fire extinguishers, hydrants and emergency exits, and confirming the status of evacuation efforts. B Catch Now beacons can be attached to individual pieces of equipment, making it a popular choice among healthcare and social welfare organizations. It is also increasingly being adopted for other applications, including in production facilities, where it helps optimize personnel deployment and ensure the efficient use of machinery and devices, and in offices that have introduced hot desking, where it supports workspace management and equipment tracking.



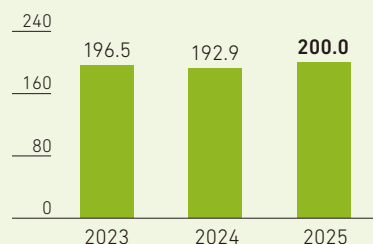
Artiedge III hydrogen fire detector
(Nittan)

Medical Services



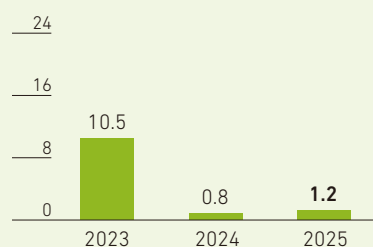
Net sales and operating revenue

(In billions of yen)



Operating income

(In billions of yen)



Operating highlights

In the belief that protecting health and life is the ultimate expression of our commitment to delivering safety and peace of mind, we provide medical services with an emphasis on four categories: medical care, personal care, healthcare and preventative care, and ICT-based services. Since launching services designed to assist home medical care in 1991, we have expanded our focus. This includes leveraging ICT to help create comprehensive community-based healthcare models that bring together a variety of services.

Medical care services

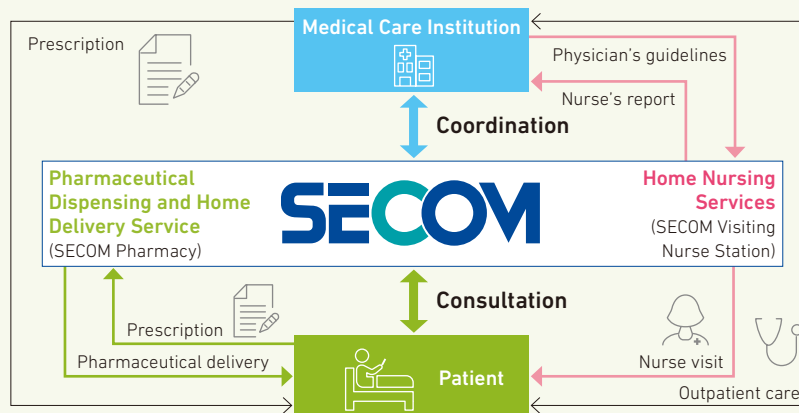
In addition to home medical care in collaboration with medical institutions, our medical care services business includes the provision of operational support for hospitals and clinics. Overseas, we capitalize on the know-how cultivated in Japan to operate hospitals that extend high-grade medical care.

Our home medical care centers on home nursing services, which involve the dispatch of visiting nurses to patients' homes from a nationwide network of 34 visiting nurse stations to provide expert medical treatment and nursing care under the direction of the patient's primary physician. We also offer pharmaceutical dispensing services for individuals receiving medical care at home, which encompass filling prescriptions at pharmacies and

delivering needed medications, transporting medical supplies such as infusion lines and syringes for home parenteral nutrition (HPN) administered via central venous catheter and medical hygiene products, and providing patient compliance instruction.

We support the operations of 20 affiliated hospitals extending diverse services, including high-level acute care, rehabilitation, convalescent care and long-term care. In addition,

Home Medical Services



we offer services that contribute to reduced costs and greater efficiency for these institutions through, among others, the sale and rental of medical equipment and the management of pharmaceuticals Group Purchasing Organizations (GPOs). We also make use of our accumulated expertise in home medical care to support the opening and operation of community clinics.

In emerging economies, where demand for an improved medical care system and higher-level services continues to grow, our efforts emphasize hospital management. In India, Sakra World Hospital, which opened in Bengaluru in 2014, endeavors to provide patient-first, meticulous medical services and to bolster the overall quality of medical care available. Operating as a 320-bed "Japanese-style" general hospital, this institution continues to see stable growth. A second hospital with approximately 450 beds, also in Bengaluru, is scheduled to open in 2028. This new facility will focus on the provision of advanced medical care, including comprehensive cancer treatment and regenerative medicine.

Personal care services

This category includes the operation of residences for seniors, bringing together our expertise in the provision of security, medical care and personal care services. We also extend visiting

personal care services and outpatient care services (adult day care) from our comprehensive home personal care services centers.

Health and preventative care services

We operate the membership-based SECOM Health Care Club KENKO and offer telephone-based health consultation services. These services are designed to assist customers' efforts to maintain or improve their health and protect themselves against illness and the need for medical or personal care.

ICT-based services

We are developing unique ICT-based services by capitalizing on the information network technologies we have cultivated in the security services field, together with the expertise we have amassed in the provision of operational support for medical institutions and of home medical care services.

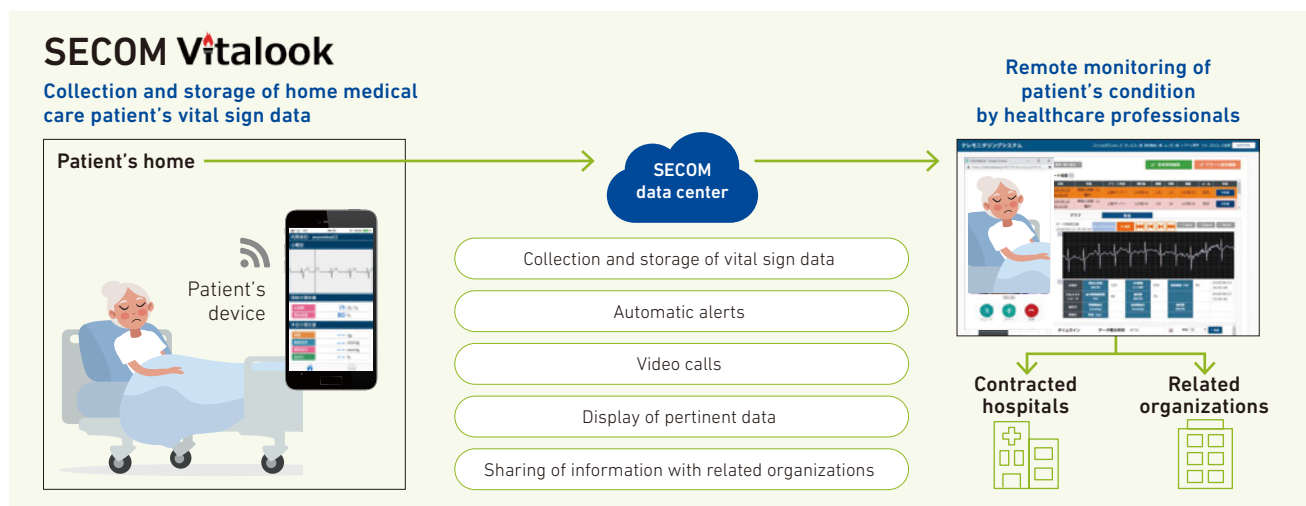
The SECOM Vitalook remote medical care support platform makes it



Medical MaaS vehicle in the city of Toba, Mie Prefecture

possible for physicians and nursing staff at contracted medical institutions to review home medical care patients' vital sign data (i.e., pulse, blood pressure, body temperature and electrocardiogram results) collected and stored at a SECOM data center, enabling them to use such data in video calls and remote auscultation. With efforts to deploy medical mobility as a service (MaaS) solutions expanding across Japan to help maintain or strengthen medical services in more remote areas facing rapid depopulation and an aging citizenry, use of SECOM Vitalook is expanding. We also extend ICT services that seamlessly support medical care and nursing care, including: SECOM LINKus, a cloud-based electronic medical records system that allows the sharing of information in electronic medical records among medical professionals; Hospi-net, a remote image diagnostic support service whereby diagnostic radiologists support primary physicians' diagnosis examining medical images and providing consultation; and SECOM SMASH, a hospital management information analysis system that helps elucidate the management status of hospitals.

Going forward, we will continue to offer services tailored to the needs of medical institutions and patients, with a view toward helping address the shortage of medical professionals and the global expansion of ICT services.

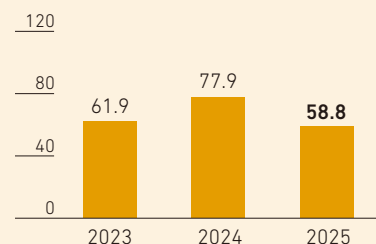


Insurance Services



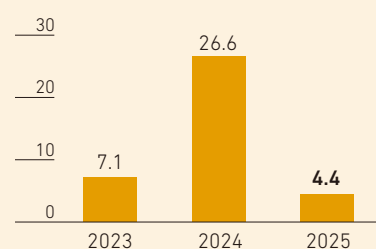
Net sales and operating revenue

(In billions of yen)



Operating income

(In billions of yen)



Operating highlights

We continue to expand our distinctive insurance services business, in line with our belief that delivering true safety and peace of mind depends on the provision of both security services, which are preventative by nature, and nonlife insurance services, which look after people when misfortune strikes.



The recently revised MEDCOM unrestricted cancer treatment policy

MEDCOM unrestricted cancer treatment policy

We developed MEDCOM, a pioneering indemnity-based unrestricted cancer treatment policy, to enable subscribers to concentrate on treatment without extraneous concerns. In addition to unlimited coverage for all inpatient hospital treatment, including private care, advanced care and care covered by public health insurance, MEDCOM covers outpatient treatment and home medical care provided under public health insurance up to ¥20 million per five-year period. In 2024, the number of medical institutions offering private care eligible for coverage increased, further

enhancing the appeal of this policy and boosting subscriptions.

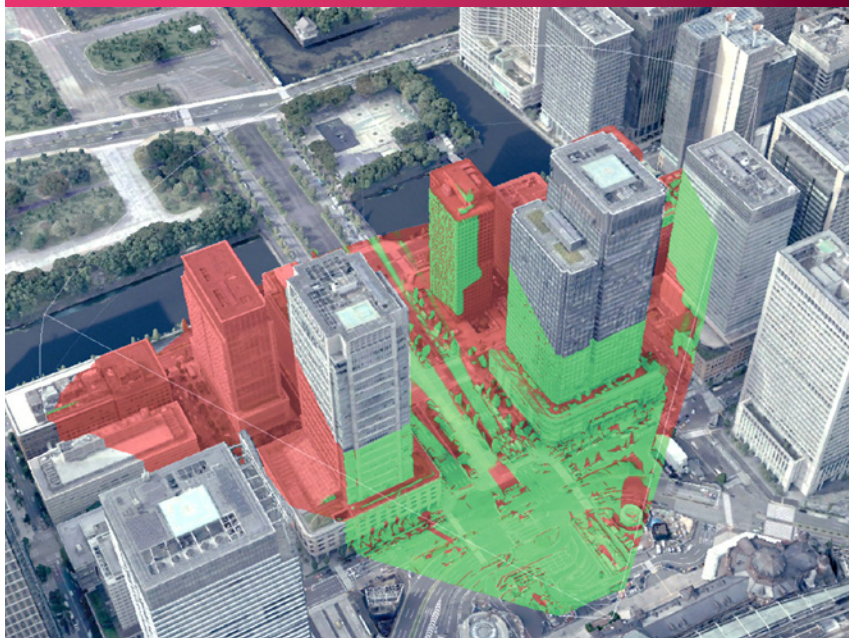
SECOM Anshin My Car

SECOM Anshin My Car is an automotive insurance policy that provides around-the-clock access to on-site assistance from SECOM emergency response personnel if requested in the event of an accident. This policy's customer-focused support services, which also include emergency response personnel contacting the police and emergency services, confirming the seriousness of the accident and photographing the site, continues to earn high marks from customers.

Fire insurance policies featuring premium discounts for subscribers with security systems

Residential fire insurance policy SECOM Anshin My Home features a discount on premiums for subscribers who have installed an on-line home security system, recognizing that such systems reduce the risk of theft and fire. The Security Discount Fire Policy, for commercial premises, gives premium discounts to subscribers who have installed a commercial on-line security system, reflecting the risk-mitigating benefits thereof, and has earned praise for its comprehensive coverage. In addition to current on-line security services subscribers, as well as individuals who are planning to install on-line security systems to also purchase fire insurance, thereby capitalizing on business opportunities presented by both the increased deployment of security systems and expanding sales of insurance policies.

Geospatial Information Services



Operating highlights

Subsidiary Pasco collects geospatial data from sensors mounted on commercial satellites, aircraft, drones, proprietary vehicles and ships, among others, which it integrates, processes and analyzes to provide a wide range of geospatial information services that help address key social imperatives. The company primarily serves Japan's public sector, which accounts for approximately 90% of segment net sales and operating revenue, while also supporting its customers in the private sector in Japan and in overseas markets.

In the fiscal year ended March 31, 2025, we acquired 75% of Pasco's voting rights through a joint tender offer with a subsidiary of a major general trading company, which acquired the remaining 25%. Capitalizing on the general trading company's expertise, Pasco is further enhancing its services for domestic private-sector and overseas customers, while also fostering and expanding new business by leveraging DX to deliver solutions tailored to specific business challenges.

Enhancing satellite-based services

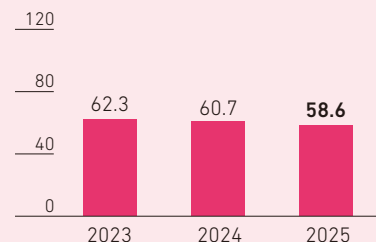
In January 2025, Pasco was selected by the Japan Aerospace Exploration Agency (JAXA) as the data service provider for the Advanced Land Observing Satellite-4 "DAICHI-4" (ALOS-4). The company will supply satellite image data and manage distribution services to support its use. The following month, Pasco entered into a capital and business alliance with Marble Visions Inc., a company established by a major systems integration firm, with the aims of developing a high-resolution, high-frequency earth observation (EO) optical satellite system. Marble Visions will drive the vertical integration of the EO satellite data supply chain, ensuring seamless operations from satellite development through to data utilization, to build a system with broad applicability.

Supporting public-sector DX efforts

Pasco's geospatial surveying technologies are being used in Project PLATEAU, an initiative led by Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) to develop 3D urban

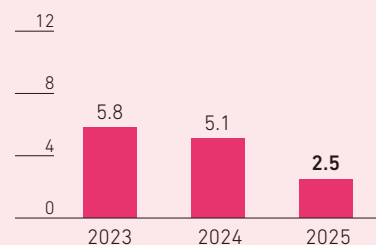
Net sales and operating revenue

(In billions of yen)



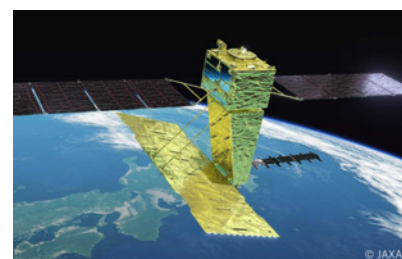
Operating income

(In billions of yen)



models for use in urban planning, as well as in protection against crimes and disasters. Since 2020, these models have been adopted by more than 50 local governments.

In acknowledgment of its contributions to bolstering understanding of flood disasters, including disaster image acquisition and the publication of critical disaster information on its website, in May 2025 Pasco was recognized as an "Official Supporter of River Basin Flood Control" by the MLIT. Looking ahead, the company will continue to promote efforts to deploy its geospatial information technologies in efforts to improve disaster awareness across society.



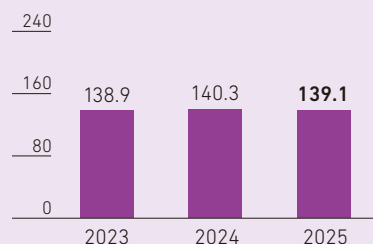
Advanced Land Observing Satellite-4 "DAICHI-4" (ALOS-4)

BPO and ICT Services



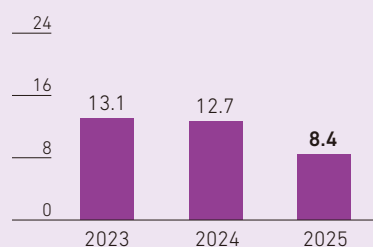
Net sales and operating revenue

(In billions of yen)



Operating income

(In billions of yen)



Operating highlights

To meet the diverse needs of customers, Secom Trust Systems builds and operates ICT services that deliver safety and peace of mind, as well as make life more comfortable and convenient. At Tokyo operates data centers that combine outstanding reliability and connectivity. TMJ extends high-grade contact center, back-office support and a wide range of other BPO services.

Large-scale disaster preparedness, information security and cloud-based services

In addition to developing and operating IT systems for the SECOM Group, Secom Trust Systems leverages its highly secure, robust Secure Data Center® to provide large-scale disaster prevention, information security and cloud-based services, among others.

For large-scale disaster preparedness Secom Trust Systems extends services that assist customers in the formulation of BCPs encompassing

everything from advance preparation to initial responses and recovery. Information security services offer comprehensive support for customers in protecting their information from cyberattacks and range from advance diagnostics and countermeasures to around-the-clock monitoring and assistance with responses in the event an incident occurs. The company also provides cloud-based services, including human resources technology, document digitization and other services that contribute to improved business efficiency. In October 2025, a new data center facility boasting even more sophisticated security, as well as an excellent environmental performance, is scheduled to open on a site adjacent to the Secure Data Center®.

The Secom Safety Confirmation Service enables subscribers to swiftly confirm the safety of employees and their families, and to ascertain damage to sites, in the event of a major disaster. This is the leading corporate safety confirmation service in the Japanese

market in terms of the number of subscribing companies and individual users.* This service continues to evolve. Recently, a new feature was added that makes it possible, using the service's Safety Report Application for smartphones, to determine the location of employees and confirm their safety when an earthquake occurs, even if they are not at their registered workplace or residence.

In the area of information security services, Secom Trust Systems is working to realize a new all-inclusive cybersecurity monitoring service that provides comprehensive monitoring of



Exterior of the TC4 Secure Data Center®

customer environments, including endpoint, network and cloud security. In September 2024, the company began offering the Managed EDR Service, which helps reduce customers' security risks and operational burden, while in December 2024 it launched the Attack Surface Assessment Service, which facilitates prompt responses to security risks.

* As of November 2024; based on desk research and interviews with 15 companies that provide safety confirmation services by excrie Inc.

Data center services

At Tokyo operates data centers boasting connectivity that facilitates access to network services extended by megacloud service companies and telecommunications carriers, as well as to overseas service providers, and no-downtime services. With the shift toward cloud-based corporate systems and increasing content capacity requirements, demand for data center services is expanding. In addition to operating Chuo Center (CC1) and Chuo Center #2 (CC2), the largest network connection hubs in the Tokyo metropolitan area, in July 2024 At Tokyo opened Chuo Center #3 (CC3), a socially and environmentally responsible data center that offers superior connectivity and is equipped to support next-generation technologies such as AI.

At Tokyo is also working to provide more robust connectivity on a nationwide scale. The ATBeX ("AT TOKYO

Business eXchange") delivers flexible connectivity among multiple different clouds, IT services and data centers. The company also opened access points in Fukuoka in 2022; Hiroshima, Okinawa and Sapporo in 2023; and Takamatsu in 2024.

In October 2024, At Tokyo partnered with fellow SECOM Group company ARTERIA Networks, which offers extensive access line services, to introduce one-stop closed connection service ATBeX Closed Access Type-A. Launched in response to rising demand for closed connections to cloud-based services against a backdrop of the accelerating migration of government and enterprise core systems to the cloud, this service facilitates secure one-stop closed connections to cloud platforms from customer locations.

BPO services

The need for safe, secure and high-grade BPO services continues to expand amid declines in Japan's labor force. As one of only a few outsourcing companies in the country that extends a full menu of BPO services, from design through to operation, TMJ has earned high marks for its high-grade contact center, back-office support and training services from a broad range of companies, including financial institutions.

In July 2024, TMJ began providing the TMJ Generative Solution, which

transforms traditional contact centers into hybrid contact centers that capitalize on both human expertise and digital technologies. By making full use of generative AI to realize a hybrid human-digital contact center, this product aims to achieve an inquiry reduction of up to 50%, reducing costs and dramatically improving productivity.

A form of abuse known as customer harassment—unreasonable demands and inappropriate behaviors by customers toward staff—has become a significant problem in Japan and awareness of the need for solutions has increased on the part of companies and other groups. In August 2024, TMJ began offering a Customer Harassment Countermeasures Training program, leveraging know-how cultivated in the provision of contact center services. Unique because it deploys a curriculum based on interpersonal skills and response strategies, this program emphasizes learning how to discern between customer harassment and genuine complaints, as well as about appropriate corporate and organizational responses, mindsets and specific measures. As a result, it has attracted widespread interest from companies and other groups across the country.



CC3's server room



A TMJ contact center



S

SOCIAL



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.



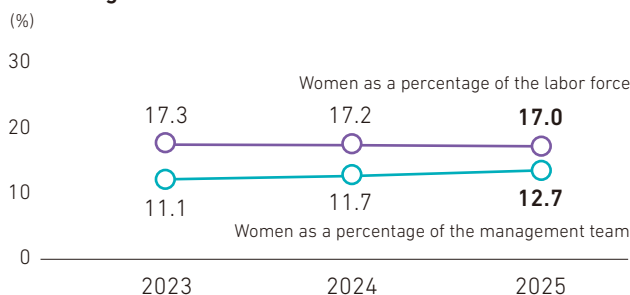
SECOM booth at Kandu Makuhari

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.

Women as a Percentage of the Labor Force and the Management Team



*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

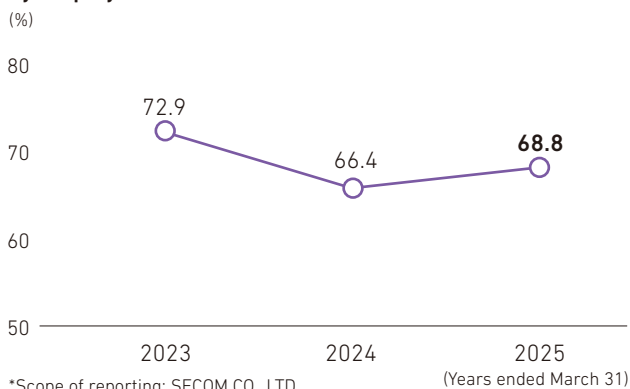
We have established systems that support work styles suited to the different stages of employees' lives and the creation of work environments that encourage job satisfaction and increase employee retention.

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.

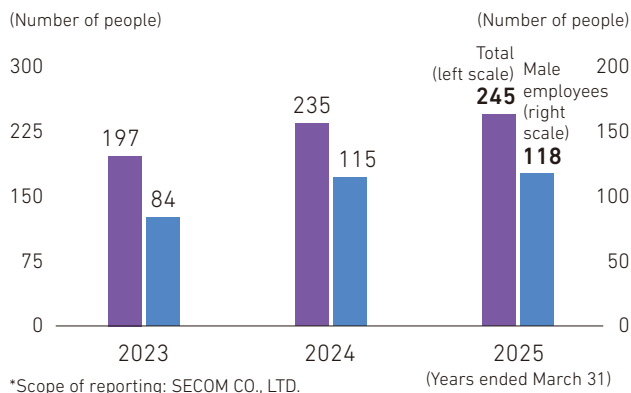
- **Flex vacation:** Enables employees to take 10 consecutive vacation days annually, in theory at any time during the year
- **Refresh vacation:** A two-week vacation available to employees every 10 years
- **Maternity leave:** Available for the six weeks prior to and eight weeks after giving birth; 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

Percentage of Annual Paid Vacation Days Taken by Employees



Employees Taking Childcare Leave



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

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GOVERNANCE

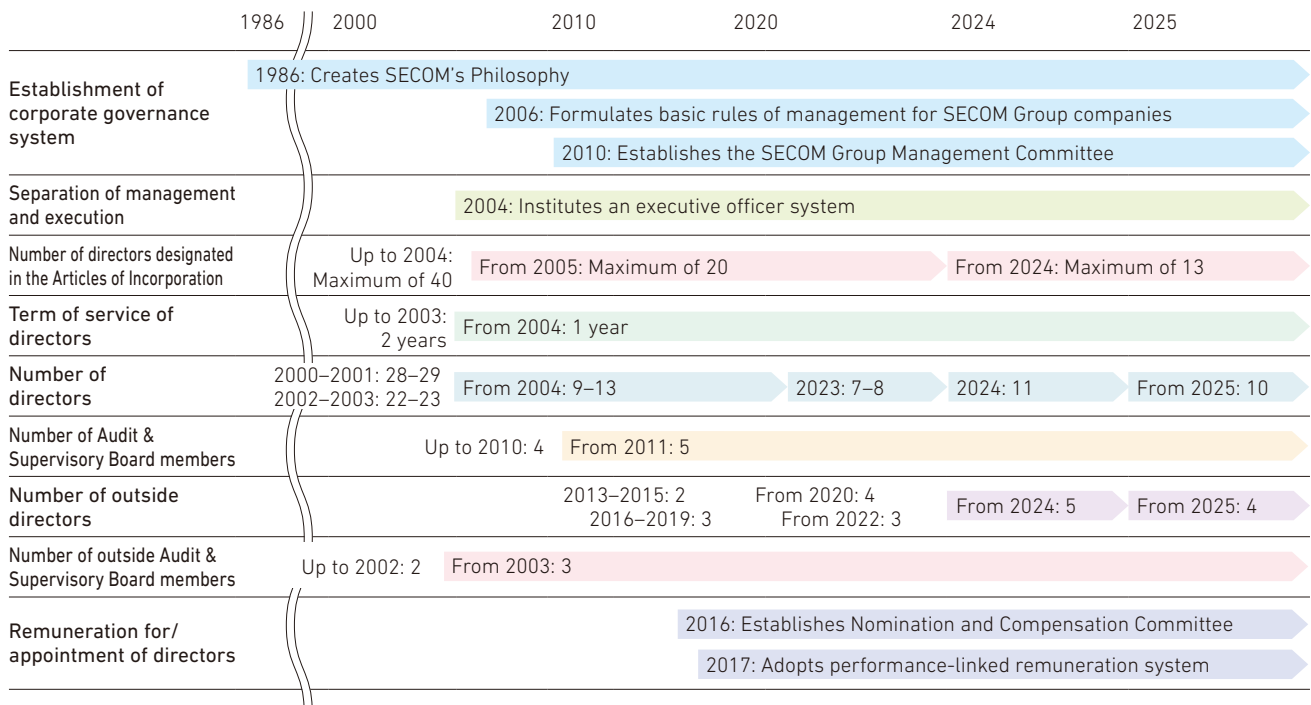



SECOM's approach

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.

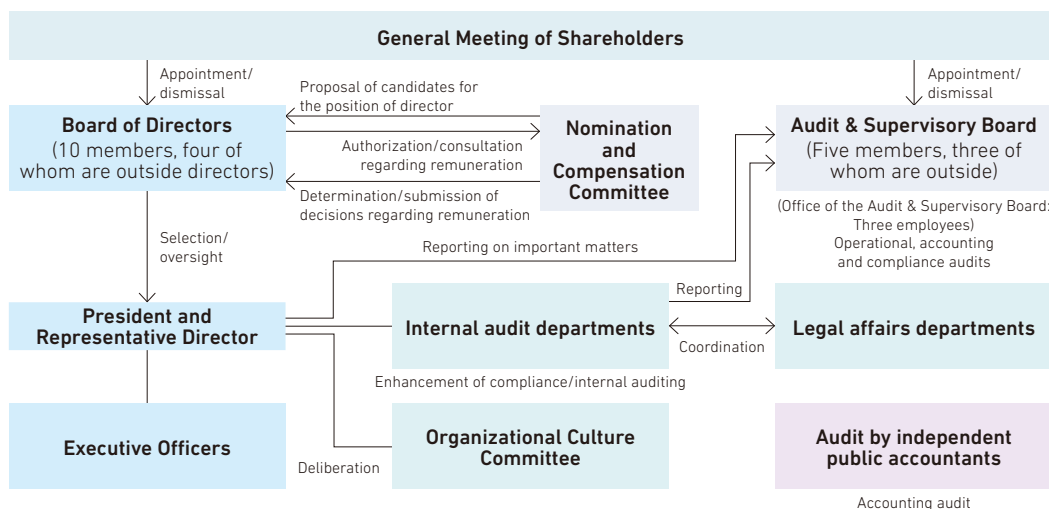
Outline of corporate governance system (as of July 7, 2025)

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

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.

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

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.
	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.
Outside Audit & Supervisory Board members	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 share-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.





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)
2. Greenhouse gas emissions across the supply chain (Scope 3)
3. Reduction of greenhouse gas emissions as against base year
4. CO₂ 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

Scope 1: Direct emissions (including those from the combustion of gasoline by vehicles, use of diesel and use of kerosene)

Scope 2: Indirect emissions (including those from the consumption of purchased electric power, cold and hot water, and steam)

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

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	

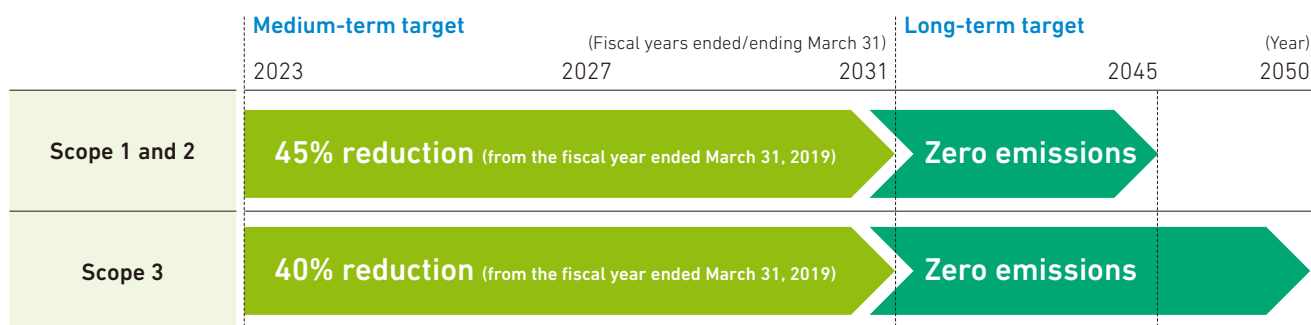
At Tokyo data center initiatives

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

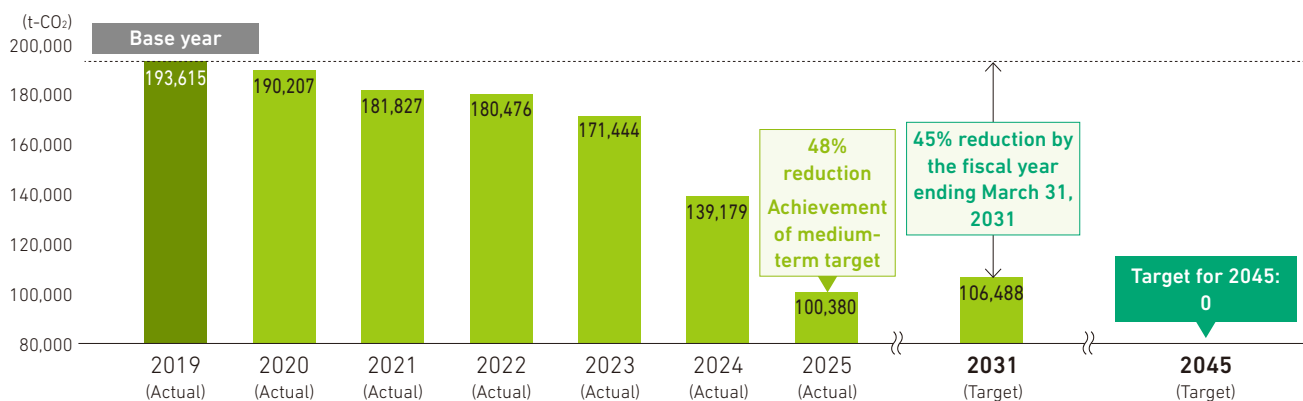
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

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.



We have prepared a report under Sustainability Accounting Standards Board (SASB) guidance for the Professional & Commercial Services sector, which most closely aligns with the business of SECOM. This report can be accessed from the IR section of our corporate website.

SECOM's SASB Index

Professional & Commercial Services Sector Sustainability Indicators (Version 2023-12)

Topic	Code	Metric
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks
	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information
	SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees
	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees
	SV-PS-330a.3	Employee engagement as a percentage
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity
	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity

Topic	Code	Activity Metric	Data*
Activity metrics	SV-PS-000.A	Number of employees by:	
		(1) full-time and part-time	(1) Full-time employees: 13,708
		(2) temporary	(2) Temporary employees: 1,132
		(3) contract	(3) Contract employees: 1,966
	SV-PS-000.B	Employee hours worked, percentage billable	Employee hours worked: 31,778,664
			Percentage billable: N/A

* Data for Activity metrics is for SECOM CO., LTD., and is as of March 31, 2025, or for the fiscal year ended March 31, 2025. Because billing for electronic security services, our principal business, is based on fixed monthly fees, "percentage billable" is not applicable.

Financial Review

Operating Results

Overview

In the fiscal year ended March 31, 2025, SECOM CO., LTD. and its consolidated subsidiaries (collectively, "the Company") sought to provide high-quality services and products that respond to the diverse needs of customers in its core security services segment, as well as in its fire protection services, medical services, insurance services, geospatial information services, BPO and ICT services, and other services segments.

Consolidated net sales and operating revenue for the period under review amounted to ¥1,311.1 billion, up 2.1%, or ¥27.2 billion, from the previous fiscal year. This was despite a decrease in the insurance services segment, owing to a downward rebound from the significant gain on other-than-temporary impairment of investment securities reported in the preceding period, and reflected, among others, increases in the security services segment, underpinned by such factors as firm sales of and upward price revisions for on-line security systems and robust sales of merchandise, as well as in the fire protection services segment, thanks to firm orders, and the medical services business. Nonetheless, operating income declined 17.2%, or ¥26.6 billion, to ¥128.3 billion, with contributing factors including higher personnel expenses, attributable to increased investments in human resources, primarily in the security services segment, and a decrease in the insurance services segment, a consequence of the aforementioned downward rebound from the preceding period's significant gain on other-than-temporary impairment of investment securities. Net income attributable to SECOM CO., LTD., was down 19.7%, or ¥24.8 billion, to ¥101.1 billion. This was due to the operating income decline, as well as to decreases in segments other than insurance services as a result of the significant downward rebound in other-than-temporary impairment of investment securities.

Net Sales and Operating Revenue

Net sales and operating revenue for the period under review amounted to ¥1,311.1 billion, up 2.1%, or ¥27.2 billion. While the insurance services segment reported a decline, mainly reflecting a downward rebound from the significant gain on other-than-temporary impairment of investment securities reported in the previous fiscal year, advances were seen in the security services segment, owing to, among others, solid sales of and upward sales price revisions for on-line security systems, which pushed up sales of electronic security services, and an increase in sales of merchandise, as well as in the fire protection services segment, thanks to firm orders, and the medical services business, which benefited from factors such as expanded revenue at affiliated medical institutions in Japan and in the pharmaceutical dispensing services business.

Costs and Expenses

Total costs and expenses increased 4.8%, or ¥53.9 billion, to ¥1,182.8 billion. Cost of sales, at ¥938.4 billion, rose 5.3%, or ¥47.3 billion, and accounted for 71.6% of net sales and operating revenue, up from 69.4%. Selling, general and administrative (SG&A) expenses advanced 5.6%, or ¥12.9 billion, to ¥241.4 billion, and was equivalent to 18.4% of net sales and operating revenue, up from 17.8%. Both cost of sales and SG&A expenses as a percentage of net sales

and operating revenue were bolstered principally by higher personnel expenses, attributable to increased investments in human resources, primarily in the security services segment, and the absence of a significant gain on other-than-temporary impairment of investment securities in the insurance services segment reported in the preceding period. Impairment loss on long-lived assets dipped ¥762 million, to ¥3.7 billion. Other factors included the absence of an impairment loss on goodwill, which was ¥4.4 billion in the preceding period due to factors such as losses on goodwill in the security services segment overseas and the real estate leasing business in Japan, and a ¥707 million gain on sales and disposal of fixed assets, net, compared with a ¥496 million loss in the preceding period.

Operating Income

Operating income declined 17.2%, or ¥26.6 billion, to ¥128.3 billion, owing to, among others, higher personnel expenses, with contributing factors including increased investments in human resources, mainly in the security services segment, and a decrease in the insurance services segment, a consequence of the aforementioned downward rebound from the significant gain on other-than-temporary impairment of investment securities reported in the preceding period. The operating margin was 9.8%, down from 12.1%.

Other Income and Expenses

Other income fell ¥10.6 billion, to ¥28.5 billion. Other expenses edged down ¥164 million, to ¥3.2 billion. Net other income thus amounted to ¥25.3 billion, a decrease of ¥10.5 billion. This was attributable largely to a decline in gain on other-than-temporary impairment of investment securities—which climbed to ¥9.8 billion in the preceding fiscal year against a backdrop of firm stock market conditions—to ¥443 million.

Income Taxes

Income taxes amounted to ¥46.5 billion, down ¥11.7 billion. This was equivalent to 30.3% of income from continuing operations before income taxes and equity in net income of affiliated companies, compared with 30.5% in the previous fiscal year.

Equity in Net Income of Affiliated Companies

Equity in net income of affiliated companies fell ¥1.7 billion, to ¥8.3 billion. This primarily reflected higher personnel expenses at some overseas companies.

Net Income Attributable to Noncontrolling Interests

Net income attributable to noncontrolling interests, at ¥14.4 billion, was down ¥2.2 billion, owing principally to operating income declines in the geospatial information services segment and in the data center services component of the BPO and ICT services segment, a result of upfront expenses.

Net Income Attributable to SECOM CO., LTD.

Net income attributable to SECOM CO., LTD., decreased 19.7%, or ¥24.8 billion, to ¥101.1 billion, and accounted for 7.7% of net sales and operating revenue, down from 9.8%. Net income attributable to SECOM CO., LTD., per share declined to ¥243.03, from ¥297.60. The figure of ¥95.00 for cash dividends per share that appears in the consolidated financial statements represents cash dividends approved and paid to shareholders

during the period under review, namely, a ¥47.50 per share year-end dividend for the fiscal year ended March 31, 2024, approved at the Ordinary General Meeting of Shareholders held on June 25, 2024, and a ¥47.50 per share interim dividend determined by the Board of Directors and paid to shareholders of record as of September 30, 2024. The year-end cash dividend for the fiscal year ended March 31, 2025, approved at the Ordinary General Meeting of Shareholders held on June 26, 2025, was ¥50.00 per share.

Segment Information

Security Services

Security services include electronic security services, which center on on-line security systems, other security services, and merchandise and other. In the fiscal year ended March 31, 2025, net sales and operating revenue in this segment rose 3.5%, or ¥21.8 billion, from the preceding period, to ¥648.1 billion. Excluding intersegment transactions, segment net sales and operating revenue totaled ¥643.9 billion, equivalent to 49.1% of overall net sales and operating revenue, up from 48.5%.

Net sales and operating revenue in the area of electronic security services totaled ¥375.3 billion, expanding 2.5%, or ¥9.3 billion. Contributing factors included firm sales of on-line commercial and home security systems and the impact of upward price revisions.

Other security services include static guard and armored car services. Static guard services, which depend on human judgment and flexible responsiveness and are provided by highly trained professional guards, generated net sales and operating revenue of ¥104.6 billion, up 4.5%, or ¥4.5 billion, underpinned by, among others, the expanded provision of airport security services and one-off projects in overseas markets. Net sales and operating revenue from armored car services, which involve the safe and reliable transport of cash, securities and other valuables using specially fitted armored cars and security professionals, rose 2.3%, or ¥1.5 billion, to ¥66.9 billion, owing largely to a greater contract volume and upward price revisions.

In merchandise and other, which includes security camera systems, access control systems, automated fire extinguishing systems and external monitoring systems that can be freestanding or linked to on-line security systems, net sales and operating revenue advanced 6.0% or ¥5.5 billion, to ¥97.2 billion, buttressed by robust sales of merchandise, notably security camera systems.

Segment operating income edged down 4.5%, or ¥4.9 billion, to ¥102.6 billion. The operating margin slipped to 15.8%, from 17.2%. Key factors behind these results included higher personnel expenses, attributable to an annual base salary increase and other measures aimed at improving working conditions, implemented in response to socioeconomic changes.

Fire Protection Services

The fire protection services segment focuses on high-grade, tailored automatic fire alarm systems, fire extinguishing systems and other fire protection systems for a wide range of applications, including office buildings, production facilities, tunnels, cultural properties, ships and homes. In the period under review, the segment's core companies, Nohmi Bosai and Nittan, leaders in Japan's fire protection services market, sought

to leverage their respective operating foundations, product development capabilities and other strengths to secure orders for such systems.

Segment net sales and operating revenue rose 10.3%, or ¥17.0 billion, to ¥180.8 billion, as elevated orders bolstered sales of fire extinguishing and fire alarm systems. As a consequence of higher segment sales, as well as improved profit margins—supported by systematic price adjustments amid escalating raw materials prices, and efforts to enhance efficiency, among others—operating income expanded 25.5%, or ¥3.9 billion, to ¥19.2 billion. The operating margin was 10.6%, up from 9.3%.

Medical Services

Medical services include the home nursing services, pharmaceutical dispensing services, support for affiliated medical institutions in Japan, sales of medical equipment and other items, the operation of a general hospital in India, the operation of residences for seniors and other personal care services, health and preventative care services, and ICT-based services, notably electronic medical report systems. The operations of variable interest entities (VIEs) of which the Company is the primary beneficiary, which manage hospitals and other health care-related institutions in Japan, are also accounted for in this segment.

Net sales and operating revenue in this segment rose 3.7%, or ¥7.2 billion, to ¥200.0 billion, reflecting increased revenue at affiliated medical institutions in Japan and in the pharmaceutical dispensing services business. Owing to a decline in impairment loss on long-lived assets, the absence of impairment losses on goodwill reported in the previous fiscal year and higher income at the Company's general hospital in India, operating income soared 53.5%, or ¥418 million, to ¥1.2 billion. The operating margin improved to 0.6%, from 0.4%.

Insurance Services

The insurance services segment continued to expand sales of an extensive lineup of distinctive non-life insurance policies, including the Security Discount Fire Policy, a commercial fire insurance policy, and SECOM *Anshin My Home*, a comprehensive fire insurance policy for homes, both of which extend discounts on premiums to customers who have installed on-line security systems, recognizing this as a risk-mitigating factor; the MEDCOM unrestricted cancer treatment policy, which covers all out-of-pocket costs for medical treatment for cancer; and SECOM *Anshin My Car*, a comprehensive automobile insurance policy that offers on-site support services provided by SECOM emergency response personnel should the policyholders be involved in an accident.

Net sales and operating revenue declined 24.5%, or ¥19.1 billion, to ¥58.8 billion, a result mainly of a loss on other-than-temporary impairment of investment securities of ¥3.4 billion, compared with a gain of ¥16.9 billion in the preceding period. Operating income fell 83.3%, or ¥22.1 billion, to ¥4.4 billion, owing primarily to the loss on other-than-temporary impairment of investment securities, as well as to higher underwriting expenses, owing to increases in commissions and collection fees and in losses arising from more frequent natural disasters.

Geospatial Information Services

Geospatial information services center on the collection of geographic data using commercial satellites, aircraft and surveying with proprietary vehicles, among others, which is integrated, processed and analyzed to provide geospatial information services to public-sector entities—including national and local governments—and customers in the private sector in Japan. These services are also offered to government agencies overseas.

Net sales and operating revenue in this segment slipped 3.5%, or ¥2.2 billion, to ¥58.6 billion, chiefly reflecting reduced revenue from domestic public-sector customers. This combined with an increase in cost of sales as a percentage of net sales and operating revenue, among others, to push operating income down 50.0%, or ¥2.5 billion, to ¥2.5 billion. The operating margin fell to 4.3%, from 8.4%.

BPO and ICT Services

BPO and ICT services, which focus on the provision of data center services, also encompass distinctively SECOM BCP support, information security and cloud-based services, certification authority and BPO services, which include the operation of contact centers.

Segment net sales and operating revenue edged down 0.8%, or ¥1.2 billion, to ¥139.1 billion. Excluding the impact of inter-segment transactions, however, segment net sales and operating revenue was ¥128.3 billion, up 1.0%, or ¥1.2 billion, thanks largely to expanded revenue in the data center business and robust sales of servers and other equipment. Operating income declined 34.3%, or ¥4.4 billion, to ¥8.4 billion, and the operating margin fell to 6.0%, from 9.1%, a consequence of elevated costs arising from upfront expenses associated with the opening of a new data center in July 2024 and SG&A expenses, owing to higher personnel expenses.

Other Services

The other services segment provides real estate leasing, as well as construction and installation services. Net sales and operating revenue in this segment advanced 7.0%, or ¥3.2 billion, to ¥49.4

billion, bolstered primarily by favorable results in the construction and installation services business. Operating income climbed 41.1%, or ¥2.6 billion, to ¥9.0 billion, underpinned by, among others, an increase in the construction and installation services business and the divestiture of certain real estate for lease. The operating margin was 18.2%, up from 13.8%.

Financial Position

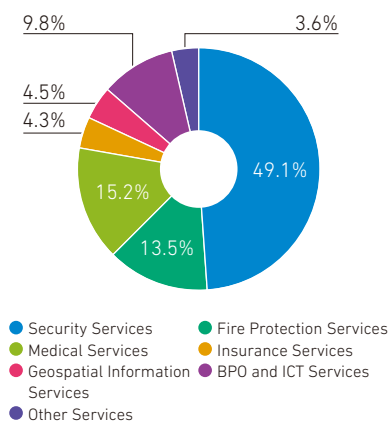
Total assets as of March 31, 2025, amounted to ¥2,440.0 billion, up ¥61.9 billion from the end of the preceding period. Total current assets, at ¥990.7 billion, increased ¥26.3 billion, and represented 40.6% of total assets. The current ratio remained level at 2.2 times.

Cash and cash equivalents, the principal component of current assets, totaled ¥418.6 billion, a decrease of ¥17.1 billion. (For further information, please see Cash Flows, which follows this section.) Notes and accounts receivable, trade, rose ¥7.9 billion, to ¥186.2 billion, a consequence of such factors as higher net sales and operating revenue in the fire protection services segment. Notes and accounts receivable, trade, are affected by the fact that net sales and operating revenue in the fire protection services and geospatial information services segments tends to be concentrated toward the end of the fiscal year. Cash deposits for armored car services advanced ¥2.4 billion, to ¥141.0 billion. Cash deposits for this purpose are funded largely through bank overdrafts and deposits and their use by the Company is restricted. Short-term investments rose ¥12.8 billion, to ¥25.2 billion, a result of such factors as the transfer of public and corporate bonds with maturities of one year or less from investment securities, as well as to the acquisition of short-term bonds.

Investments and long-term receivables, rose ¥13.7 billion, to ¥528.4 billion, and accounted for 21.7% of total assets. Primary contributing factors included investment securities of ¥298.1 billion, up ¥6.4 billion, reflecting, among others, an increase in fair value of private equity investments, as well as investments in affiliated companies of ¥155.8 billion, up ¥4.2 billion, owing primarily to a weaker yen.

Percentage of Consolidated Net Sales and Operating Revenue*

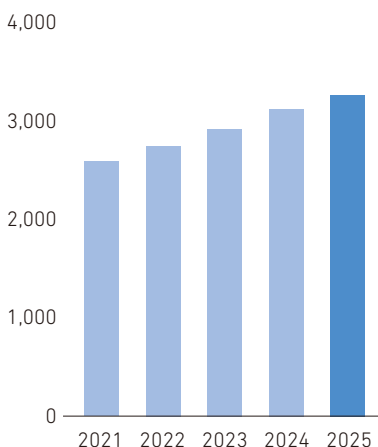
(Year ended March 31, 2025)



*Pie chart shows percentage of consolidated net sales and operating revenue (excluding intersegment transactions)

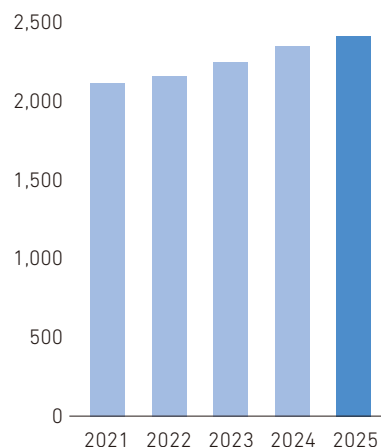
SECOM CO., LTD. Shareholders' Equity per Share

(In yen)



Total Assets

(In billions of yen)



Property, plant and equipment, less accumulated depreciation, rose ¥15.0 billion, to ¥478.4 billion, equivalent to 19.6% of total assets. Causes included increases in buildings and improvements related to the opening of a new data center, and in security equipment and control stations.

Other assets advanced ¥6.9 billion, to ¥442.5 billion, equivalent to 18.1% of total assets. This was despite the fact that operating lease right-of-use assets declined ¥4.3 billion, to ¥132.3 billion, and was due mainly to a ¥4.0 billion increase in prepaid pension and severance costs, to ¥73.6 billion, owing to higher pension investment income, and a ¥2.9 billion increase in other intangible assets, to ¥67.9 billion, due mainly to an increase in software.

Total liabilities as of March 31, 2025, amounted to ¥874.0 billion, up ¥11.3 billion, representing 35.8% of total liabilities and equity. Total current liabilities rose ¥14.9 billion, to ¥451.1 billion, and accounted for 18.5% of total liabilities and equity. Total long-term liabilities, at ¥422.9 billion, were down ¥3.6 billion, and were equivalent to 17.3% of total liabilities and equity.

Total SECOM CO., LTD. shareholders' equity climbed ¥42.7 billion, to ¥1,371.7 billion, lifting the equity ratio to 56.2%, from 55.9% a year earlier. Retained earnings advanced ¥61.2 billion, to ¥1,358.7 billion, with contributing factors including net income attributable to SECOM CO., LTD., and the payment of dividends. Owing to a weaker yen, among others, foreign currency translation adjustments increased ¥15.1 billion, to ¥45.4 billion, as a consequence of which accumulated other comprehensive income was up ¥13.6 billion, to ¥56.0 billion. Common stock in treasury, at cost, rose ¥26.7 billion, to ¥176.7 billion, reflecting such factors as the purchase of treasury stock on the open market.

Cash Flows

The Company is committed to maintaining sufficient liquidity to allow flexibility in its operations and ensure a solid financial foundation. To the best of its ability, the Company is also firmly committed to financing strategic investments with cash generated by its operating activities.

In the fiscal year ended March 31, 2025, net cash provided by operating activities amounted to ¥176.4 billion. Principal components of this included net income of ¥115.4 billion and depreciation and amortization, including amortization of deferred charges, of ¥85.3 billion. Key negative adjustments included a gain on private equity investments of ¥17.5 billion and an increase in deferred charges of ¥9.7 billion. Net cash provided by operating activities was down ¥3.5 billion from the previous fiscal year, owing largely to a loss on other-than-temporary impairment of investment securities of ¥3.0 billion, compared with a gain of ¥26.6 billion in the preceding period, a ¥27.1 billion decline in net income, and a ¥4.0 billion decrease in deposits received, compared with an increase of ¥7.4 billion in the preceding period.

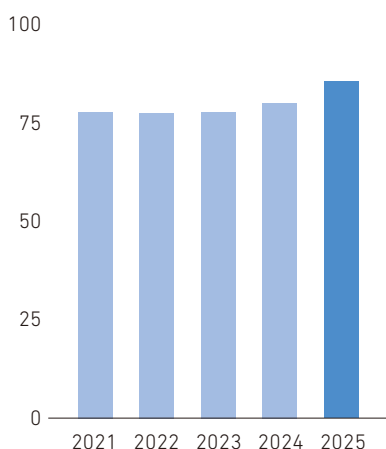
Net cash used in investing activities was ¥104.8 billion. Primary applications included payments for purchases of property, plant and equipment of ¥79.9 billion, owing to, among others, acquisition of security equipment and control stations, and of equipment for newly built data centers, and payments for purchases of intangible fixed assets of ¥17.9 billion. Net cash used in investing activities decreased ¥64.2 billion from the previous fiscal year. This reflected purchases of investment securities of ¥16.8 billion, compared with ¥93.9 billion in the preceding period as a result of investments in ARTERIA Networks in Japan, and Eagle Eye Networks and Brivo in the United States, and a ¥12.4 billion decline in proceeds from sales and redemption of investment securities.

Net cash used in financing activities amounted to ¥91.0 billion. This was due mainly to dividends paid to SECOM CO., LTD. shareholders of ¥39.7 billion and an increase in treasury stock, net, of ¥30.0 billion. Net cash used in financing activities fell ¥11.4 billion from the previous fiscal year, a consequence largely of a ¥14.0 billion smaller increase in treasury stock, net.

Owing to the Company's operating, investing and financing activities in the period under review, cash and cash equivalents at end of year totaled ¥418.6 billion, down ¥17.1 billion from cash equivalents at beginning of year of ¥435.7 billion.

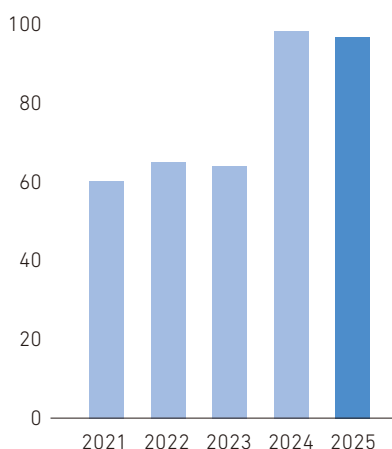
Depreciation and Amortization

(In billions of yen)



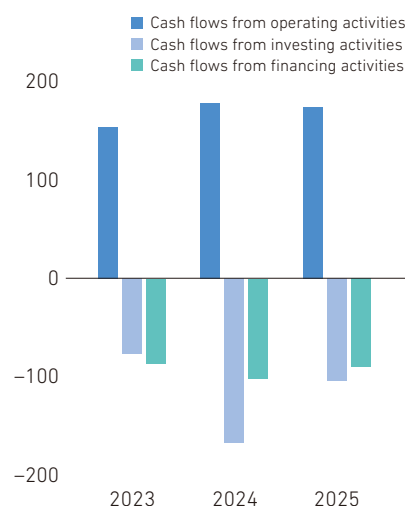
Purchases of Property, Plant and Equipment and Intangible Assets

(In billions of yen)



Cash Flows

(In billions of yen)



Consolidated Financial Statements

Consolidated Balance Sheets

SECOM CO., LTD. and Subsidiaries
March 31, 2025 and 2024

	In millions of yen		Translation into thousands of U.S. dollars
	March 31 2025	March 31 2024	March 31 2025
ASSETS			
Current assets:			
Cash and cash equivalents	¥ 418,633	¥ 435,728	\$ 2,790,887
Time deposits	38,077	24,060	253,847
Cash deposits for armored car services	141,000	138,562	940,000
Short-term investments	25,173	12,374	167,820
Notes and accounts receivable, trade	186,195	178,278	1,241,300
Due from subscribers	66,450	67,573	443,000
Inventories	51,423	52,530	342,820
Short-term deferred charges	7,349	7,205	48,993
Short-term receivables	28,403	25,719	189,353
Allowance for credit losses	(2,442)	(2,191)	(16,280)
Deferred insurance acquisition costs	3,389	3,238	22,593
Other current assets	27,009	21,271	180,060
Total current assets	990,659	964,347	6,604,393
Investments and long-term receivables:			
Investment securities	298,078	291,716	1,987,187
Investments in affiliated companies	155,811	151,635	1,038,740
Long-term receivables	39,436	38,077	262,907
Lease deposits	24,818	23,756	165,453
Other investments	13,950	13,397	92,999
Allowance for credit losses	(3,680)	(3,886)	(24,533)
	528,413	514,695	3,522,753
Property, plant and equipment:			
Land	123,787	126,074	825,247
Buildings and improvements	444,867	412,137	2,965,780
Security equipment and control stations	400,513	390,434	2,670,087
Machinery, equipment and automobiles	176,360	174,704	1,175,733
Construction in progress	16,276	32,442	108,507
	1,161,803	1,135,791	7,745,354
Accumulated depreciation	(683,375)	(672,313)	(4,555,833)
	478,428	463,478	3,189,521
Other assets:			
Operating lease right-of-use assets	132,273	136,525	881,820
Long-term deferred charges	14,162	13,085	94,413
Goodwill	138,692	137,685	924,613
Other intangible assets	67,932	65,025	452,880
Prepaid pension and severance costs	73,578	69,583	490,520
Deferred income taxes	15,846	13,674	105,640
	442,483	435,577	2,949,886
Total assets	¥2,439,983	¥2,378,097	\$16,266,553

	In millions of yen		Translation into thousands of U.S. dollars
	March 31		March 31
	2025	2024	2025
LIABILITIES AND EQUITY			
Current liabilities:			
Bank loans	¥ 33,355	¥ 29,185	\$ 222,367
Current portion of long-term debt	10,605	11,350	70,700
Notes and accounts payable, trade	42,672	42,732	284,480
Other payables	49,678	52,981	331,187
Deposits received	127,649	131,584	850,993
Deferred revenue	38,617	37,576	257,447
Accrued income taxes	25,900	26,557	172,667
Accrued payroll	62,944	47,247	419,627
Current operating lease liabilities	23,280	22,811	155,200
Other current liabilities	36,413	34,220	242,752
Total current liabilities	451,113	436,243	3,007,420
Long-term liabilities:			
Long-term debt	49,261	51,410	328,407
Guarantee deposits received	23,665	23,267	157,767
Accrued pension and severance costs	28,812	28,916	192,080
Long-term deferred revenue	16,891	15,870	112,607
Unearned premiums and other insurance liabilities	128,146	127,915	854,307
Investment deposits by policyholders	9,437	11,804	62,913
Deferred income taxes	38,077	34,374	253,847
Noncurrent operating lease liabilities	110,610	114,913	737,400
Other long-term liabilities	18,014	18,056	120,092
Total long-term liabilities	422,913	426,525	2,819,420
Total liabilities	874,026	862,768	5,826,840
Commitments and contingent liabilities			
Equity:			
SECOM CO., LTD. shareholders' equity:			
Common stock			
Authorized—1,800,000,000 shares, issued 466,599,796 shares in 2025			
Authorized—1,800,000,000 shares, issued 466,599,796 shares in 2024	66,427	66,427	442,847
Additional paid-in capital	55,875	61,376	372,500
Legal reserve	11,452	11,278	76,347
Retained earnings	1,358,655	1,297,459	9,057,700
Accumulated other comprehensive income (loss):			
Unrealized gains on securities	294	167	1,960
Pension liability adjustments	10,294	11,967	68,627
Foreign currency translation adjustments	45,430	30,332	302,866
	56,018	42,466	373,453
Common stock in treasury, at cost:			
50,925,784 shares in 2025 and 45,616,920 shares in 2024	(176,716)	(149,979)	(1,178,107)
Total SECOM CO., LTD. shareholders' equity	1,371,711	1,329,027	9,144,740
Noncontrolling interests	194,246	186,302	1,294,973
Total equity	1,565,957	1,515,329	10,439,713
Total liabilities and equity	¥2,439,983	¥2,378,097	\$16,266,553

Consolidated Statements of Income

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2025

	In millions of yen			Translation into thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Net sales and operating revenue	¥1,311,132	¥1,283,898	¥1,227,316	\$8,740,880
Costs and expenses:				
Cost of sales	938,440	891,103	861,802	6,256,267
Selling, general and administrative expenses	241,403	228,501	216,032	1,609,353
Impairment loss on long-lived assets	3,666	4,428	2,647	24,440
Impairment loss on goodwill	—	4,404	1,456	—
Gain and loss on sales and disposal of fixed assets, net	(707)	496	(173)	(4,713)
	1,182,802	1,128,932	1,081,764	7,885,347
Operating income	128,330	154,966	145,552	855,533
Other income:				
Interest and dividends	4,638	3,573	2,325	30,920
Gain and loss on sales of securities, net	187	—	—	1,247
Gain on other-than-temporary impairment of investment securities	443	9,771	478	2,953
Gain on private equity investments	17,534	18,221	11,792	116,893
Other	5,665	7,545	5,445	37,767
	28,467	39,110	20,040	189,780
Other expenses:				
Interest	1,573	1,340	1,183	10,487
Gain and loss on sales of securities, net	—	851	111	—
Other	1,627	1,173	1,298	10,846
	3,200	3,364	2,592	21,333
Income from continuing operations before income taxes and equity in net income of affiliated companies	153,597	190,712	163,000	1,023,980
Income taxes:				
Current	47,659	48,106	45,872	317,727
Deferred	(1,172)	10,107	3,584	(7,814)
	46,487	58,213	49,456	309,913
Income from continuing operations before equity in net income of affiliated companies	107,110	132,499	113,544	714,067
Equity in net income of affiliated companies	8,315	9,980	8,152	55,433
Net income	115,425	142,479	121,696	769,500
Less: Net income attributable to noncontrolling interests	(14,357)	(16,595)	(10,138)	(95,713)
Net income attributable to SECOM CO., LTD.	¥ 101,068	¥ 125,884	¥ 111,558	\$ 673,787

	In yen			Translation into thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Per share data:				
Net income attributable to SECOM CO., LTD.	¥243.03	¥297.60	¥258.34	\$1.62
Cash dividends per share	¥ 95.00	¥ 95.00	¥ 90.00	\$0.63

Consolidated Statements of Comprehensive Income

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2025

	In millions of yen			Translation into thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Comprehensive income:				
Net income	¥115,425	¥142,479	¥121,696	\$ 769,500
Other comprehensive income (loss), net of tax:				
Unrealized gains on securities	127	1,388	(3,644)	847
Pension liability adjustments	(1,262)	7,030	2,716	(8,413)
Foreign currency translation adjustments	16,992	12,380	16,885	113,279
Total comprehensive income	131,282	163,277	137,653	875,213
Less: Comprehensive income attributable to noncontrolling interests	(16,662)	(18,512)	(11,188)	(111,080)
Comprehensive income attributable to SECOM CO., LTD.	¥114,620	¥144,765	¥126,465	\$ 764,133

Consolidated Statements of Changes in Equity

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2025

	In millions of yen									
	Number of shares issued	Common stock	Additional paid-in capital	Legal reserve	Retained earnings	Accumulated other com- prehensive income (loss)	Common stock in treasury, at cost	SECOM CO., LTD. shareholders' equity	Noncontrolling interests	Total
Balance, March 31, 2022	466,596,098	¥66,419	¥63,014	¥10,972	¥1,139,866	¥ 8,678	(¥ 79,437)	¥1,209,512	¥135,437	¥1,344,949
Comprehensive income:										
Net income	—	—	—	—	111,558	—	—	111,558	10,138	121,696
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	(3,644)	—	(3,644)	—	(3,644)
Pension liability adjustments	—	—	—	—	—	2,490	—	2,490	226	2,716
Foreign currency translation adjustments	—	—	—	—	—	16,061	—	16,061	824	16,885
Total comprehensive income	—	—	—	—	—	—	—	126,465	11,188	137,653
Issuance of new stocks	3,698	8	8	—	—	—	—	16	—	16
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	—	(39,060)	—	—	(39,060)	—	(39,060)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	—	(3,199)	(3,199)
Transfer to legal reserve	—	—	—	95	(95)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	—	60	—	—	—	—	60	24,861	24,921
Gains on disposal of treasury stock	—	—	0	—	—	—	0	0	—	0
Net changes in treasury stock	—	—	—	—	—	—	(29,788)	(29,788)	—	(29,788)
Balance, March 31, 2023	466,599,796	66,427	63,082	11,067	1,212,269	23,585	(109,225)	1,267,205	168,287	1,435,492
Comprehensive income:										
Net income	—	—	—	—	125,884	—	—	125,884	16,595	142,479
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	1,388	—	1,388	—	1,388
Pension liability adjustments	—	—	—	—	—	6,152	—	6,152	878	7,030
Foreign currency translation adjustments	—	—	—	—	—	11,341	—	11,341	1,039	12,380
Total comprehensive income	—	—	—	—	—	—	—	144,765	18,512	163,277
Issuance of new stocks	—	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	—	(40,483)	—	—	(40,483)	—	(40,483)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	—	(2,864)	(2,864)
Transfer to legal reserve	—	—	—	211	(211)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	—	(3,257)	—	—	—	—	(3,257)	2,367	(890)
Gains on disposal of treasury stock	—	—	1,551	—	—	—	3,248	4,799	—	4,799
Net changes in treasury stock	—	—	—	—	—	—	(44,002)	(44,002)	—	(44,002)
Balance, March 31, 2024	466,599,796	66,427	61,376	11,278	1,297,459	42,466	(149,979)	1,329,027	186,302	1,515,329
Comprehensive income:										
Net income	—	—	—	—	101,068	—	—	101,068	14,357	115,425
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	127	—	127	—	127
Pension liability adjustments	—	—	—	—	—	(1,673)	—	(1,673)	411	(1,262)
Foreign currency translation adjustments	—	—	—	—	—	15,098	—	15,098	1,894	16,992
Total comprehensive income	—	—	—	—	—	—	—	114,620	16,662	131,282
Issuance of new stocks	—	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	—	(39,698)	—	—	(39,698)	—	(39,698)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	—	(3,114)	(3,114)
Transfer to legal reserve	—	—	—	174	(174)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	—	(7,316)	—	—	—	—	(7,316)	(5,604)	(12,920)
Gains on disposal of treasury stock	—	—	1,815	—	—	—	3,276	5,091	—	5,091
Net changes in treasury stock	—	—	—	—	—	—	(30,013)	(30,013)	—	(30,013)
Balance, March 31, 2025	466,599,796	¥66,427	¥55,875	¥11,452	¥1,358,655	¥56,018	(¥176,716)	¥1,371,711	¥194,246	¥1,565,957

	Translation into thousands of U.S. dollars								
	Common stock	Additional paid-in capital	Legal reserve	Retained earnings	Accumulated other comprehensive income (loss)	Common stock in treasury, at cost	Total SECOM CO., LTD. shareholders' equity	Noncontrolling interests	Total
Balance, March 31, 2024	\$442,847	\$409,173	\$75,187	\$8,649,727	\$283,107	(\$ 999,860)	\$8,860,181	\$1,242,013	\$10,102,194
Comprehensive income:									
Net income	—	—	—	673,787	—	—	673,787	95,713	769,500
Other comprehensive income (loss), net of tax:									
Unrealized gains on securities	—	—	—	—	847	—	847	—	847
Pension liability adjustments	—	—	—	—	(11,153)	—	(11,153)	2,740	(8,413)
Foreign currency translation adjustments	—	—	—	—	100,652	—	100,652	12,627	113,279
Total comprehensive income	—	—	—	—	—	—	764,133	111,080	875,213
Issuance of new stocks	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	(264,654)	—	—	(264,654)	—	(264,654)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	(20,760)	(20,760)
Transfer to legal reserve	—	—	1,160	(1,160)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	(48,773)	—	—	—	—	(48,773)	(37,360)	(86,133)
Gains on disposal of treasury stock	—	12,100	—	—	—	21,840	33,940	—	33,940
Net changes in treasury stock	—	—	—	—	—	(200,087)	(200,087)	—	(200,087)
Balance, March 31, 2025	\$442,847	\$372,500	\$76,347	\$9,057,700	\$373,453	(\$1,178,107)	\$9,144,740	\$1,294,973	\$10,439,713

Consolidated Statements of Cash Flows

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2025

	In millions of yen			Translation into thousands of U.S. dollars
	Years ended March 31	Years ended March 31	Years ended March 31	Year ended March 31
	2025	2024	2023	2025
Cash flows from operating activities:				
Net income	¥115,425	¥142,479	¥121,696	\$ 769,500
Adjustments to reconcile net income to net cash provided by operating activities—				
Depreciation and amortization, including amortization of deferred charges	85,264	81,014	78,718	568,427
Accrual for pension and severance costs, less payments	(4,879)	(4,592)	(2,661)	(32,527)
Deferred income taxes, including discontinued operations	(1,172)	10,107	3,584	(7,814)
Gain and loss on sales and disposal of fixed assets, net	(707)	496	(173)	(4,713)
Impairment loss on long-lived assets	3,666	4,428	2,647	24,440
Gain and loss on private equity investments	(17,534)	(18,221)	(11,792)	(116,893)
Impairment loss on goodwill	—	4,404	1,456	—
Gain on sales of securities, net	(215)	(1,393)	(2,713)	(1,433)
Loss on other-than-temporary impairment of investment securities	2,975	(26,642)	(2,609)	19,833
Equity in net income of affiliated companies	(8,315)	(9,980)	(8,152)	(55,433)
Changes in assets and liabilities, net of effects from acquisitions and disposals:				
(Increase) decrease in cash deposits for armored car services	(2,438)	(3,102)	1,060	(16,253)
(Increase) decrease in receivables and due from subscribers, net of allowances	(5,743)	(10,575)	(3,797)	(38,287)
(Increase) decrease in inventories	827	(7,112)	(8,960)	5,513
Increase in deferred charges	(9,707)	(9,024)	(8,026)	(64,713)
Increase (decrease) in notes and accounts payable	(3,867)	600	2,117	(25,780)
Increase (decrease) in deposits received	(3,971)	7,431	(99)	(26,473)
Increase (decrease) in deferred revenue	1,595	(738)	(1,148)	10,633
Increase (decrease) in accrued income taxes	(944)	3,428	(4,015)	(6,293)
Increase (decrease) in guarantee deposits received	251	(61)	(136)	1,673
Increase (decrease) in unearned premiums and other insurance liabilities	231	(1,119)	(3,980)	1,540
Increase (decrease) in accrued consumption tax	(1,983)	3,160	(1,376)	(13,220)
Other, net	27,606	14,886	4,568	184,040
Net cash provided by operating activities	176,365	179,874	156,209	1,175,767
Cash flows from investing activities:				
(Increase) decrease in time deposits	(12,783)	(14,778)	(173)	(85,220)
Proceeds from sales of property, plant and equipment	6,328	3,757	6,514	42,187
Payments for purchases of property, plant and equipment	(79,905)	(85,552)	(52,846)	(532,700)
Payments for purchases of intangible assets	(17,880)	(13,843)	(12,004)	(119,200)
Proceeds from sales and redemptions of investment securities	21,639	34,075	53,331	144,260
Payments for purchases of investment securities	(16,776)	(93,943)	(48,829)	(111,840)
(Increase) decrease in short-term investments	(4,000)	2,731	(2,554)	(26,667)
Proceeds from sale of subsidiaries, net of cash and cash equivalents disposed of	(14)	—	(156)	(93)
Acquisitions, net of cash acquired	(637)	—	(18,929)	(4,247)
(Increase) decrease in short-term receivables, net	(8)	(40)	(187)	(53)
Payments for long-term receivables	(1,488)	(479)	(737)	(9,920)
Proceeds from long-term receivables	1,001	794	1,509	6,673
Other, net	(323)	(1,751)	(2,264)	(2,153)
Net cash used in investing activities	(104,846)	(169,029)	(77,325)	(698,973)
Cash flows from financing activities:				
Proceeds from long-term debt	2,617	1,100	2,837	17,447
Repayments of long-term debt	(12,337)	(15,074)	(16,701)	(82,247)
Increase (decrease) in bank loans, net	4,117	(914)	(1,275)	27,447
Increase (decrease) in investment deposits by policyholders	(2,367)	(2,559)	(2,603)	(15,780)
Dividends paid to SECOM CO., LTD. shareholders	(39,698)	(40,483)	(39,060)	(264,654)
Dividends paid to noncontrolling interests	(3,114)	(2,864)	(3,427)	(20,760)
Payments for acquisition of shares of consolidated subsidiaries from noncontrolling interest holders	(10,284)	(611)	(38)	(68,560)
Increase in treasury stock, net	(30,012)	(44,002)	(29,788)	(200,080)
Other, net	31	2,933	2,847	207
Net cash used in financing activities	(91,047)	(102,474)	(87,208)	(606,980)
Effect of exchange rate changes on cash and cash equivalents	2,433	2,580	1,546	16,220
Net increase in cash and cash equivalents	(17,095)	(89,049)	(6,778)	(113,966)
Cash and cash equivalents at beginning of year	435,728	524,777	531,555	2,904,853
Cash and cash equivalents at end of year	¥418,633	¥435,728	¥524,777	\$2,790,887

Segment Information

Information by business and geographic segments for the years ended and as of March 31, 2025, 2024 and 2023 is as follows:

(1) Business Segment Information

		In millions of yen			In thousands of U.S. dollars
		Years ended March 31			Year ended March 31
		2025	2024	2023	2025
Net sales and operating revenue:					
Security services—	Customers	¥ 643,942	¥ 623,102	¥ 597,071	\$4,292,946
	Intersegment	4,139	3,169	3,235	27,593
		648,081	626,271	600,306	4,320,539
Fire protection services—	Customers	177,096	160,601	145,662	1,180,640
	Intersegment	3,739	3,282	3,125	24,927
		180,835	163,883	148,787	1,205,567
Medical services—	Customers	199,957	192,600	196,246	1,333,047
	Intersegment	72	251	239	480
		200,029	192,851	196,485	1,333,527
Insurance services—	Customers	55,741	75,189	58,876	371,607
	Intersegment	3,028	2,685	3,012	20,187
		58,769	77,874	61,888	391,794
Geospatial information services—	Customers	58,372	60,501	62,086	389,147
	Intersegment	179	204	226	1,193
		58,551	60,705	62,312	390,340
BPO and ICT services—	Customers	128,334	127,090	127,854	855,560
	Intersegment	10,815	13,225	11,012	72,100
		139,149	140,315	138,866	927,660
Other services—	Customers	47,690	44,815	39,521	317,933
	Intersegment	1,692	1,355	1,560	11,280
		49,382	46,170	41,081	329,213
Total		1,334,796	1,308,069	1,249,725	8,898,640
Eliminations		(23,664)	(24,171)	(22,409)	(157,760)
Total net sales and operating revenue		¥1,311,132	¥1,283,898	¥1,227,316	\$8,740,880

Segment Information

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Segment expenses:				
Security services—				
Cost of sales.....	¥430,068	¥407,147	¥387,350	\$2,867,120
Selling, general and administrative expenses	112,559	108,207	100,813	750,393
Impairment loss on long-lived assets	1,008	918	154	6,720
Other	1,805	2,474	2,569	12,033
Total.....	545,440	518,746	490,886	3,636,266
Fire protection services—				
Cost of sales.....	118,748	109,729	100,790	791,653
Selling, general and administrative expenses	42,447	38,855	36,749	282,980
Impairment loss on long-lived assets	456	—	—	3,040
Other	5	21	(311)	34
Total.....	161,656	148,605	137,228	1,077,707
Medical services—				
Cost of sales.....	176,264	166,957	164,797	1,175,093
Selling, general and administrative expenses	22,152	21,199	20,010	147,680
Impairment loss on long-lived assets	810	2,466	742	5,400
Other	(397)	1,447	432	(2,646)
Total.....	198,829	192,069	185,981	1,325,527
Insurance services—				
Cost of sales.....	41,215	39,186	43,200	274,767
Selling, general and administrative expenses	13,080	12,115	11,597	87,200
Impairment loss on long-lived assets	—	—	—	—
Other	33	2	1	220
Total.....	54,328	51,303	54,798	362,187
Geospatial information services—				
Cost of sales.....	43,612	43,719	44,370	290,747
Selling, general and administrative expenses	12,310	12,091	11,542	82,067
Impairment loss on long-lived assets	19	302	1,726	127
Other	68	(487)	(1,133)	452
Total.....	56,009	55,625	56,505	373,393
BPO and ICT services—				
Cost of sales.....	116,052	114,436	113,541	773,680
Selling, general and administrative expenses	12,940	12,143	11,946	86,267
Impairment loss on long-lived assets	1,346	742	25	8,973
Other	432	246	242	2,880
Total.....	130,770	127,567	125,754	871,800
Other services—				
Cost of sales.....	33,802	32,020	28,352	225,347
Selling, general and administrative expenses	6,618	6,571	5,725	44,120
Impairment loss on long-lived assets	27	—	—	180
Other	(68)	1,198	(515)	(454)
Total.....	40,379	39,789	33,562	269,193
	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Operating income (loss):				
Security services.....	¥102,641	¥107,525	¥109,420	\$ 684,273
Fire protection services.....	19,179	15,278	11,559	127,860
Medical services.....	1,200	782	10,504	8,000
Insurance services.....	4,441	26,571	7,090	29,607
Geospatial information services.....	2,542	5,080	5,807	16,947
BPO and ICT services.....	8,379	12,748	13,112	55,860
Other services.....	9,003	6,381	7,519	60,020
Total.....	147,385	174,365	165,011	982,567
Corporate expenses and eliminations	(19,055)	(19,399)	(19,459)	(127,034)
Operating income	¥128,330	¥154,966	¥145,552	\$ 855,533
Other income	28,467	39,110	20,040	189,780
Other expenses	(3,200)	(3,364)	(2,592)	(21,333)
Income from continuing operations before income taxes	¥153,597	¥190,712	¥163,000	\$1,023,980

	In millions of yen		In thousands of U.S. dollars
	March 31		March 31
	2025	2024	2025
Assets:			
Security services	¥ 884,150	¥ 870,512	\$ 5,894,333
Fire protection services	214,593	202,181	1,430,620
Medical services	202,102	205,725	1,347,347
Insurance services	261,961	266,027	1,746,407
Geospatial information services	74,844	80,315	498,960
BPO and ICT services	290,813	279,241	1,938,753
Other services	140,751	128,098	938,340
Total	2,069,214	2,032,099	13,794,760
Corporate items	214,958	194,363	1,433,053
Investments in affiliated companies	155,811	151,635	1,038,740
Total assets	¥2,439,983	¥2,378,097	\$16,266,553

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Depreciation and amortization:				
Security services	¥ 54,848	¥ 53,611	¥ 51,739	\$365,654
Fire protection services	3,004	2,958	2,955	20,027
Medical services	7,373	7,728	7,829	49,153
Insurance services	3,349	2,658	2,328	22,327
Geospatial information services	1,927	1,825	1,773	12,847
BPO and ICT services	12,587	10,114	9,917	83,913
Other services	1,379	1,325	1,303	9,193
Total	84,467	80,219	77,844	563,114
Corporate items	797	795	874	5,313
Total depreciation and amortization	¥ 85,264	¥ 81,014	¥ 78,718	\$568,427

Capital expenditure:				
Security services	¥ 60,088	¥ 54,352	¥ 66,278	\$400,587
Fire protection services	4,166	3,377	4,043	27,773
Medical services	5,555	11,167	5,620	37,033
Insurance services	2,396	3,354	3,075	15,973
Geospatial information services	1,861	2,362	2,600	12,407
BPO and ICT services	27,552	26,255	20,961	183,680
Other services	1,442	2,423	8,108	9,613
Total	103,060	103,290	110,685	687,066
Corporate items	1,329	1,023	795	8,860
Total capital expenditures	¥104,389	¥104,313	¥111,480	\$695,926

The capital expenditures in the above table represent the additions to property, plant and equipment and intangible assets of each segment.

The Company has no single customer that accounts for more than 10 percent of total revenues.

The following table is a breakdown of security services revenue to external customers by service category. The security services business is managed as a single operating segment by the Company's management.

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Electronic security services	¥375,290	¥365,980	¥356,962	\$2,501,933
Other security services:				
Static guard services	104,606	100,063	89,200	697,373
Armored car services	66,896	65,367	62,920	445,973
Merchandise and other	97,150	91,692	87,989	647,667
Total security services	¥643,942	¥623,102	¥597,071	\$4,292,946

Segment Information

(2) Geographic Segment Information

Net sales and operating revenue attributed to countries based on the geographical location of customers for the years ended March 31, 2025, 2024 and 2023 and long-lived assets as of March 31, 2025 and 2024 were as follows:

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Net sales and operating revenue:				
Japan	¥1,241,303	¥1,220,710	¥1,168,628	\$8,275,353
Other	69,829	63,188	58,688	465,527
Total	¥1,311,132	¥1,283,898	¥1,227,316	\$8,740,880

	In millions of yen		In thousands of U.S. dollars
	March 31		March 31
	2025	2024	2025
Long-lived assets:			
Japan	¥842,426	¥826,731	\$5,616,173
Other	20,446	19,286	136,307
Total	¥862,872	¥846,017	\$5,752,480

There are no individually material countries other than Japan with respect to net sales and operating revenue and long-lived assets.

Other Financial Data

Summary of Selected Financial Data

SECOM CO., LTD. and Subsidiaries
Years ended/as of March 31

	In millions of yen					
	2025	2024	2023	2022	2021	2020
Composition of consolidated net sales and operating revenue by segment						
Net sales and operating revenue.....	¥1,311,132	¥1,283,898	¥1,227,316	¥1,166,098	¥1,135,339	¥1,132,632
Security services:	643,942	623,102	597,071	563,623	555,060	561,067
As a percentage of net sales and operating revenue...	49.1%	48.5%	48.6%	48.3%	48.9%	49.5%
Electronic security services.....	375,290	365,980	356,962	348,749	344,882	344,992
As a percentage of net sales and operating revenue...	28.6	28.5	29.1	29.9	30.4	30.5
Other security services—						
Static guard services	104,606	100,063	89,200	75,459	69,370	70,054
As a percentage of net sales and operating revenue...	8.0	7.8	7.3	6.5	6.1	6.2
Armored car services.....	66,896	65,367	62,920	62,467	62,841	63,602
As a percentage of net sales and operating revenue...	5.1	5.1	5.1	5.4	5.5	5.6
Subtotal.....	171,502	165,430	152,120	137,926	132,211	133,656
Merchandise and other	97,150	91,692	87,989	76,948	77,967	82,419
As a percentage of net sales and operating revenue...	7.4	7.1	7.1	6.6	6.9	7.2
Fire protection services.....	177,096	160,601	145,662	148,804	140,599	151,861
As a percentage of net sales and operating revenue...	13.5	12.5	11.9	12.8	12.4	13.4
Medical services.....	199,957	192,600	196,246	195,826	182,573	187,101
As a percentage of net sales and operating revenue...	15.2	15.0	16.0	16.8	16.1	16.5
Insurance services	55,741	75,189	58,876	51,769	58,291	43,515
As a percentage of net sales and operating revenue...	4.3	5.9	4.8	4.4	5.1	3.8
Geospatial information services	58,372	60,501	62,086	56,371	53,908	53,535
As a percentage of net sales and operating revenue...	4.5	4.7	5.1	4.8	4.7	4.7
BPO and ICT services.....	128,334	127,090	127,854	115,544	112,144	99,833
As a percentage of net sales and operating revenue...	9.8	9.9	10.4	9.9	9.9	8.8
Other services.....	47,690	44,815	39,521	34,161	32,764	35,720
As a percentage of net sales and operating revenue...	3.6	3.5	3.2	3.0	2.9	3.3
Net income attributable to SECOM CO., LTD., cash dividends and SECOM CO., LTD. shareholders' equity						
Net income attributable to SECOM CO., LTD.	¥ 101,068	¥ 125,884	¥ 111,558	¥ 107,731	¥ 89,913	¥ 87,136
Cash dividends paid ⁽²⁾	39,698	40,483	39,060	38,196	37,104	37,104
SECOM CO., LTD. shareholders' equity	1,371,711	1,329,027	1,267,205	1,209,512	1,142,323	1,088,738
Consolidated financial ratios						
Percentage of working capital accounted for by:						
Debt—						
Bank loans	2.3	2.1	2.2	2.4	2.7	3.3
Current portion of long-term debt.....	0.7	0.8	0.9	1.2	1.2	1.5
Straight bonds	0.2	0.2	0.2	0.3	0.3	0.3
Other long-term debt.....	3.2	3.4	3.3	3.7	4.0	3.4
Total debt.....	6.4	6.5	6.6	7.6	8.3	8.5
SECOM CO., LTD. shareholders' equity.....	93.6	93.5	93.4	92.4	91.7	91.5
Total capitalization.....	100.0	100.0	100.0	100.0	100.0	100.0
Return on total assets (percentage) ^(a)	4.1	5.3	4.9	4.9	4.2	4.2
Return on equity (percentage) ^(b)	7.4	9.5	8.8	8.9	7.9	8.0
Percentage of net sales and operating revenue absorbed by ^(c) :						
Depreciation and amortization	6.5	6.3	6.4	6.7	6.9	5.7
Rental expense under operating leases	2.6	2.6	2.6	2.5	2.6	2.4
Ratio of accumulated depreciation to depreciable assets (percentage)						
.....	66.9	68.8	68.9	68.0	66.6	65.3
Net property turnover (times) ^(c)	2.74	2.77	2.81	2.75	2.65	2.73
Before-tax interest coverage (times) ^{(c) (d)}	98.6	143.3	138.8	139.8	125.2	117.5

Note: Installation revenue is included in the corresponding electronic security services.

Summary of Selected Financial Data

	2025	2024	2023	2022	2021	2020
Number of shares outstanding						
Issued.....	466,599,796	466,599,796	466,599,796	466,596,098	466,591,852	466,587,996
Owned by SECOM CO., LTD.....	50,925,784	45,616,920	37,526,220	30,430,436	30,069,130	30,067,176
Balance.....	415,674,012	420,982,876	429,073,576	436,165,662	436,522,722	436,520,820
Per share information:						
Net income attributable to SECOM CO., LTD. per share (in yen) ⁽¹⁾	¥ 243.03	¥ 297.60	¥ 258.34	¥ 246.42	¥ 205.98	¥ 199.61
Cash dividends paid per share (in yen) ⁽²⁾	95.00	95.00	90.00	87.50	85.00	85.00
SECOM CO., LTD. shareholders' equity per share (in yen) ⁽³⁾	3,299.97	3,156.96	2,953.35	2,773.06	2,616.87	2,494.13
Cash flow per share (in yen) ^{(1) (e)}	352.60	393.41	350.17	338.62	301.30	266.94
Price/Book value ratio.....	1.54	1.74	1.38	1.60	1.78	1.80
Price/Earnings ratio	20.93	18.41	15.80	17.99	22.61	22.48
Price/Cash flow ratio.....	14.43	13.93	11.66	13.09	15.45	16.81
Stock price at year-end (in yen)	5,087	5,480	4,082	4,434	4,657	4,487

Notes: (a) Net income attributable to SECOM CO., LTD. / Total assets
 (b) Net income attributable to SECOM CO., LTD. / SECOM CO., LTD. shareholders' equity
 (c) Including discontinued operations
 (d) (Income before income taxes and equity in net income of affiliated companies + Interest expense) / Interest expense
 (e) (Net income attributable to SECOM CO., LTD. + Depreciation and amortization – Dividends approved) / Average number of shares outstanding during each period

(1) Per share amounts are based on the average number of shares outstanding during each period.
 (2) Subsequent to March 31, 2025, cash dividends of ¥20,784 million (¥50 per share) were approved at the general shareholders' meeting on June 26, 2025.
 (3) Per share amounts are based on the number of shares outstanding at the end of each period, less treasury stock.
 (4) The Company implemented a 2 for 1 common stock split on October 1, 2024. On the assumption that the stock split was implemented at the beginning of the year ended March 31, 2020, number of shares outstanding and per share information are computed.

Common Stock Data

SECOM CO., LTD.
As of March 31

SHAREHOLDER INFORMATION	2025	2024	2023	2022	2021	2020
Number of shareholders	42,717	39,195	24,202	23,401	21,739	23,297
Common shares held by:						
Financial institutions.....	37.99%	37.71%	36.98%	39.13%	39.44%	38.65%
Securities firms	2.21	2.22	3.22	3.05	2.81	1.95
Other domestic corporations.....	2.64	2.67	2.73	2.78	2.45	2.50
Foreign investors	40.89	42.45	41.44	40.96	41.55	42.76
Individuals and others	5.36	5.17	7.59	7.56	7.31	7.70
Treasury stock	10.91	9.78	8.04	6.52	6.44	6.44
Total.....	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

PRICE INFORMATION (TOKYO STOCK EXCHANGE)

		Price per share (in yen)		Nikkei Stock Average (in yen)	
		High	Low	High	Low
2023	April–June	¥4,940.5	¥4,063.0	¥33,706.08	¥27,472.63
	July–September	5,242.5	4,554.5	33,753.33	31,450.76
	October–December	5,430.0	4,924.0	33,681.24	30,526.88
2024	January–March	5,930.0	5,055.0	40,888.43	33,288.29
	April–June	5,607.5	4,560.5	39,838.91	37,068.35
	July–September	5,615.0	4,327.0	42,224.02	31,458.42
2025	October–December	5,603.0	5,096.0	40,281.16	37,808.76
	January–March	5,386.0	5,035.0	40,083.30	35,617.56

Note: SECOM implemented a 2 for 1 stock split with an effective date of October 1, 2024. Price per share has been adjusted to reflect this stock split.

Financial Information and References/Other Financial Data

Common Stock Data

COMMON STOCK ISSUES

Date	Additional shares issued (In thousands)	Shares outstanding after issue (In thousands)	Share capital after issue (In thousands of yen)	Allotment ratio to shareholders	Remarks
June 15, 1974	1,968	9,200	¥ 460,000	—	Issue at market price (¥900)
Dec. 21, 1974	2,760	11,960	598,000	3 for 10	Stock split
May 21, 1975	1,196	13,156	657,800	1 for 10	Stock split
May 21, 1975	1,244	14,400	720,000	—	Issue at market price (¥1,134)
Dec. 1, 1975	4,320	18,720	936,000	3 for 10	Stock split
May 31, 1976	1,880	20,600	1,030,000	—	Issue at market price (¥2,570)
June 1, 1976	2,060	22,660	1,133,000	1 for 10	Stock split
Dec. 1, 1976	6,798	29,458	1,472,900	3 for 10	Stock split
Nov. 30, 1977	2,042	31,500	1,575,000	—	Issue at market price (¥1,700)
Dec. 1, 1977	6,300	37,800	1,890,000	2 for 10	Stock split
Dec. 1, 1978	7,560	45,360	2,268,000	2 for 10	Stock split
June 1, 1981	3,000	48,360	2,418,000	—	Issue at market price (¥2,230)
Dec. 1, 1981	4,836	53,196	2,659,800	1 for 10	Stock split
Jan. 20, 1983	5,320	58,516	3,000,000	1 for 10	Stock split
Nov. 30, 1983	194	58,710	3,280,942	—	Conversion of convertible bonds
Nov. 30, 1984	1,418	60,128	5,329,282	—	Conversion of convertible bonds
Nov. 30, 1985	186	60,314	5,602,945	—	Conversion of convertible bonds
Jan. 20, 1986	6,031	66,345	5,602,945	1 for 10	Stock split
Nov. 30, 1986	2,878	69,223	11,269,932	—	Conversion of convertible bonds
Nov. 30, 1987	1,609	70,832	15,021,200	—	Conversion of convertible bonds
Jan. 20, 1988	3,541	74,373	15,021,200	0.5 for 10	Stock split
Nov. 30, 1988	439	74,812	16,063,099	—	Conversion of convertible bonds
Nov. 30, 1989	1,808	76,620	21,573,139	—	Conversion of convertible bonds
Jan. 19, 1990	22,986	99,606	21,573,139	3 for 10	Stock split
Mar. 31, 1990	1,446	101,052	25,070,104	—	Conversion of convertible bonds
Mar. 31, 1991	2,949	104,001	32,244,732	—	Conversion of convertible bonds
Mar. 31, 1992	2,035	106,036	37,338,751	—	Conversion of convertible bonds
Mar. 31, 1993	267	106,303	37,991,568	—	Conversion of convertible bonds
Mar. 31, 1994	6,986	113,289	56,756,263	—	Conversion of convertible bonds
Mar. 31, 1995	477	113,766	58,214,178	—	Conversion of convertible bonds
Mar. 31, 1996	613	114,379	59,865,105	—	Conversion of convertible bonds
Mar. 31, 1997	1,825	116,204	65,253,137	—	Conversion of convertible bonds
Mar. 31, 1998	29	116,233	65,327,060	—	Conversion of convertible bonds
Mar. 31, 1999	159	116,392	65,709,927	—	Conversion of convertible bonds
Nov. 19, 1999	116,410	232,802	65,709,927	10 for 10*	Stock split
Mar. 31, 2000	273	233,075	66,096,852	—	Conversion of convertible bonds
Mar. 31, 2001	25	233,100	66,126,854	—	Conversion of convertible bonds
Mar. 31, 2002	175	233,275	66,360,338	—	Conversion of convertible bonds
Mar. 31, 2003	6	233,281	66,368,827	—	Conversion of convertible bonds
Mar. 31, 2005	8	233,289	66,377,829	—	Conversion of convertible bonds
July 27, 2017	1	233,290	66,385,263	—	Issue of new shares as restricted stock compensation
July 26, 2018	2	233,292	66,392,692	—	Issue of new shares as restricted stock compensation
July 26, 2019	2	233,294	66,401,083	—	Issue of new shares as restricted stock compensation
July 22, 2020	2	233,296	66,410,237	—	Issue of new shares as restricted stock compensation
July 21, 2021	2	233,298	66,419,390	—	Issue of new shares as restricted stock compensation
July 27, 2022	2	233,300	66,427,074	—	Issue of new shares as restricted stock compensation
Oct. 1, 2024	233,300	466,600	66,427,074	10 for 10*	Stock split

Note: The above is a record of SECOM's common stock issues since the common stock was listed on the Tokyo Stock Exchange in June 1974.

*One share was split into two.

Corporate Information

(As of June 30, 2025)

Headquarters:	5-1, Jingumae 1-chome, Shibuya-ku, Tokyo 150-0001, Japan
Independent auditors:	KPMG AZSA LLC
Administrator of the register of shareholders:	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan

MAJOR CONSOLIDATED SUBSIDIARIES

	Issued capital (In millions of yen)	Percentage of equity/ voting rights	Lines of business	(As of June 30, 2025)
Domestic				
Security services				
Secom Joshinetsu Co., Ltd.	¥3,530	100.0%	Security services	
Secom Hokuriku Co., Ltd.	201	59.1	Security services	
Secom Yamanashi Co., Ltd.	15	70.0	Security services	
Secom Mie Co., Ltd.	50	51.0	Security services	
Secom Sanin Co., Ltd.	290	64.3	Security services	
Secom Kochi Co., Ltd.	50	40.0	Security services	
Secom Miyazaki Co., Ltd.	30	68.3	Security services	
Secom Ryukyu Co., Ltd.	76	50.0	Security services	
Secom Jastic Co., Ltd.	100	100.0	Security services	
Secom Jastic Joshinetsu Co., Ltd.	40	(100.0)	Security services	
Secom Jastic Hokuriku Co., Ltd.	10	(100.0)	Security services	
Secom Jastic Yamanashi Co., Ltd.	10	(100.0)	Security services	
Secom Jastic Sanin Co., Ltd.	10	(100.0)	Security services	
Secom Jastic Kochi Co., Ltd.	10	(100.0)	Security services	
Secom Jastic Miyazaki Co., Ltd.	10	(100.0)	Security services	
Secom Static Hokkaido Co., Ltd.	50	100.0	Security services	
Secom Static Tohoku Co., Ltd.	50	100.0	Security services	
Secom Static Nishi-Nihon Co., Ltd.	50	100.0	Security services	
Secom Static Kansai Co., Ltd.	50	100.0	Security services	
Secom Static Ryukyu Co., Ltd.	10	(100.0)	Security services	
Secom Sado Co., Ltd.	24	(100.0)	Security services	
Japan Safety Guard Co., Ltd.	100	60.0	Security services	
Japan Nuclear Security System Co., Ltd.	200	50.0	Security services	
Meian Co., Ltd.	60	51.0	Security services	
Secom Tech Sanin Co., Ltd.	23	(100.0)	Installation of security equipment	
Secom Techno Joshinetsu Co., Ltd.	30	(100.0)	Installation of security equipment	
Secom Win Co., Ltd.	15	76.7	Installation of security equipment and facilities	
Secom Industries Co., Ltd.	499	100.0	Manufacturing of security equipment	
Otec Electronics Co., Ltd.	200	82.0	Manufacturing and sales of security systems	
Secom Alpha Co., Ltd.	271	100.0	Sales of security equipment	
Secom Mine Security Co., Ltd.	30	100.0	Security services	
Asahi Security Co., Ltd.	100	100.0	Security services	
Secom Tosec Co., Ltd.	30	98.0	Security services	
Aroba Inc.	255	100.0	Software development	
Senon Ltd.	100	54.9	Security services	
Oriental Security Service Co., Ltd.	10	(100.0)	Security services	
Far East Security Co., Ltd.	70	(100.0)	Security services	
Kyokuto Keibi Center Co., Ltd.	10	(100.0)	Security services	

Notes: 1. () indicates the percentage of equity/voting rights held by both SECOM CO., LTD. and certain of its subsidiaries, or by certain subsidiaries independently.
2. Subsidiaries are categorized into segments above according to their major lines of business.

(Continued)

MAJOR CONSOLIDATED SUBSIDIARIES

	Issued capital (In millions of yen)	Percentage of equity/ voting rights	Lines of business	(As of June 30, 2025)
Fire protection services				
Nohmi Bosai Ltd.	¥13,302	(50.4)%	Manufacturing and sales of fire protection equipment and facilities	
Kyushu Nohmi Co., Ltd.	30	(100.0)	Installation and maintenance of fire protection equipment	
Chiyoda Service Co., Ltd.	20	(70.0)	Building management	
Nohmi Engineering Corp.	80	(100.0)	Installation of fire protection equipment	
Nohmi System Co., Ltd.	20	(100.0)	Maintenance of fire protection equipment	
Iwate Nohmi Co., Ltd.	30	(100.0)	Installation of fire protection equipment	
Tohoku Nohmi Co., Ltd.	32	(100.0)	Installation of fire protection equipment	
Aomori Nohmi Co., Ltd.	20	(100.0)	Installation of fire protection equipment	
Nissin Bohsai Co., Ltd.	50	(100.0)	Installation of fire protection equipment	
Chiba Nohmi Co., Ltd.	10	(100.0)	Installation of fire protection equipment	
Shikoku Nohmi Co., Ltd.	20	(100.0)	Installation of fire protection equipment	
Nohmi Techno Engineering Co., Ltd.	40	(100.0)	Installation of environmental monitoring systems	
Akita Nohmi Co., Ltd.	20	(100.0)	Installation of fire protection equipment	
Fukushima Nohmi Co., Ltd.	20	(100.0)	Installation of fire protection equipment	
Niigata Nohmi Co., Ltd.	20	(100.0)	Installation of fire protection equipment	
Hokkaido Nohmi Co., Ltd.	20	(100.0)	Installation of fire protection equipment	
Yashima Bosai Setsubi Co., Ltd.	20	(85.0)	Installation of fire protection equipment	
System Service Co., Ltd.	80	(100.0)	Installation and maintenance of fire protection equipment	
Sakamoto Densetsu Co., Ltd.	20	(100.0)	Installation of electrical equipment	
Systems Co., Ltd.	88	(100.0)	Installation and maintenance of fire protection equipment	
Nittan Co., Ltd.	2,303	100.0	Installation, sales and maintenance of fire protection equipment	
Nittan Hokkaido Service Center Co., Ltd.	10	(100.0)	Installation and maintenance of fire protection equipment	
Consilium Nittan Marine Ltd.	42	(50.0)	Sales of fire protection equipment	
Medical services				
Secom Medical System Co., Ltd.	100	100.0	Home health/nursing care and other medical-related services	
Mac Corp.	95	(100.0)	Sales of medical equipment	
Yoshikikaku Co., Ltd.	20	(100.0)	Operation of restaurants and shops at medical facilities	
Kensei Co., Ltd.	100	(100.0)	Management of pharmacies	
Secomfort Tama Co., Ltd.	100	(100.0)	Management of nursing homes	
Alive Medicare Co., Ltd.	50	(100.0)	Establishment and management of nursing homes	
Secomfort Co., Ltd.	100	(100.0)	Management of nursing homes	
Secomfort West Co., Ltd.	100	(100.0)	Management of nursing homes	
US Chemical Co., Ltd.	3	(100.0)	Management of pharmacies	
Secom Medipharma Co., Ltd.	10	(100.0)	Wholesaling of pharmaceuticals	

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2. Subsidiaries are categorized into segments above according to their major lines of business.

(Continued)

MAJOR CONSOLIDATED SUBSIDIARIES

	Issued capital (In millions of yen)	Percentage of equity/ voting rights	Lines of business	(As of June 30, 2025)
Insurance services				
Secom Insurance Service Co., Ltd.	¥ 100	(100.0)%	Non-life insurance agency	
Secom General Insurance Co., Ltd.	16,809	97.3	Non-life insurance	
Geospatial information services				
Pasco Corp.	8,758	75.0	Geospatial information services	
GIS Hokkaido Co., Ltd.	50	(100.0)	Geospatial information services	
GIS Kanto Co., Ltd.	40	(56.6)	Geospatial information services	
Mid Map Tokyo Corp.	15	(60.0)	Geospatial information services	
Higashi-Nihon Sogo Keikaku Co., Ltd.	200	(100.0)	Geospatial information services	
Satellite Image Marketing Corp.	60	(100.0)	Geospatial information services	
BPO and ICT services				
Secom Trust Systems Co., Ltd.	1,469	100.0	Information, communication, information security services, and development and sales of software	
At Tokyo Corp.	13,379	50.9	Data center business	
TMJ, Inc.	100	100.0	BPO services	
BiOS, Inc.	39	(90.0)	Bilingual IT services	
Other services				
Arai & Co., Ltd.	3,000	86.7	Real estate leasing	
Arai Corporation, Inc.	10	(100.0)	Management of real estate	
Secom Credit Co., Ltd.	400	100.0	Credit services	
Secom Corp.	100	100.0	Clerical services	
Secom Auto Service Co., Ltd.	45	100.0	Sales and maintenance of vehicles	
Wonder Dream Co., Ltd.	100	100.0	Employee welfare for SECOM Group	
Secom Business Plus Co., Ltd.	20	100.0	General office services	
Secom Home Service Co., Ltd.	32	100.0	Lifestyle support services	
Secom Engineering Co., Ltd.	100	100.0	Design, construction and maintenance of facilities	
Toko Create Co., Ltd.	50	96.6	Electrical engineering	
Kumalift Co., Ltd.	100	100.0	Manufacture, sales and maintenance of freight elevators	

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2. Subsidiaries are categorized into segments above according to their major lines of business.

(Continued)

MAJOR CONSOLIDATED SUBSIDIARIES

	Issued capital	Percentage of equity/ voting rights	Lines of business	(As of June 30, 2025)
Overseas				
Security services				
Secom plc	£44,126 thousand	100.0%	Security services	
Scan Alarms Ltd.	£20 thousand	(100.0)	Holding company	
Scan Alarms & Security Systems (UK) Ltd.	£50 thousand	(100.0)	Security services	
Bluestream Technology Ltd.	€0.1 thousand	(100.0)	Security services	
Radiocontact Ltd.	£10 thousand	(100.0)	Security services	
Secom (China) Co., Ltd.	¥5,550 million	100.0	Holding company	
Dalian Secom Security Co., Ltd.	US\$2,000 thousand	(100.0)	Security services	
Shanghai Secom Security Co., Ltd.	Rmb80,000 thousand	(85.0)	Security services	
Beijing Jingdun Secom Electronic Security Co., Ltd.	US\$2,500 thousand	(80.0)	Security services	
Qingdao Secom Security Co., Ltd.	US\$1,000 thousand	(100.0)	Security services	
Guangdong Secom Security Co., Ltd.	US\$4,500 thousand	(100.0)	Security services	
Shaanxi Secom Security Co., Ltd.	Rmb30,000 thousand	(100.0)	Security services	
Zhejiang Secom Security Co., Ltd.	Rmb15,000 thousand	(97.0)	Security services	
Liaoning Secom Security Co., Ltd.	Rmb10,000 thousand	(60.0)	Security services	
Tianjin Secom Security Co., Ltd.	Rmb11,050 thousand	(100.0)	Security services	
Jiangsu Secom Security Co., Ltd.	Rmb15,000 thousand	(100.0)	Security services	
SECOM Security Hong Kong Ltd.	HK\$3,000 thousand	100.0	Security services	
PT. Secom Indonesia	US\$4,111 thousand	80.0	Security services	
PT. Secom Bhayangkara	I.RPA3,200 million	(53.3)	Security services	
PT. Secom Realty Indonesia	I.RPA97,972 million	(99.9)	Real estate leasing	
Thai Secom Security Co., Ltd.	THB378,934 thousand	49.0	Security services	
Secom Australia Pty. Ltd.	AUD21,172 thousand	100.0	Security services	
Secom Technical Services Unit Trust	AUD5,951 thousand	(100.0)	Security services	
Secom Guardall NZ Ltd.	NZD1,604 thousand	(100.0)	Security services	
Secom Vietnam Security Service JSC	VND160,949 million	(88.2)	Security services	
Secom (Singapore) Pte. Ltd.	S\$5,000 thousand	100.0	Security services	
Secom Smart (Singapore) Pte. Ltd.	S\$26,476 thousand	100.0	Security services	
Secom Smart (Malaysia) Sdn. Bhd.	MYR24,505 thousand	100.0	Security services	
Secom Aktif Güvenlik Yatirim A.S.	TRY245,018 thousand	50.0	Security services	
Secom Aktif Elektronik Guvenlik Cozumleri A.S.	TRY320,649 thousand	(100.0)	Security services	
Other services				
Shanghai Nohmi Secom Fire Protection Equipment Co., Ltd.	US\$14,300 thousand	(100.0)	Manufacturing and sales of fire protection equipment and facilities	
Nohmi Taiwan Ltd.	NT\$15,000 thousand	(100.0)	Manufacturing and sales of fire protection equipment and facilities	
Nittan Europe Ltd.	£1,194 thousand	(100.0)	Sales of fire protection equipment	
Nittan Asean Co., Ltd. – Vietnam Headquarters	US\$3,236 thousand	(100.0)	Manufacturing of fire protection equipment	
Anbao Corp.	US\$1,820 thousand	(95.1)	Installation and maintenance of fire protection equipment	
Viet Bao Firefighting and Preventing Equipment JSC	US\$654 thousand	(96.6)	Sales of fire protection equipment	
Secom Medical System (Singapore) Pte. Ltd.	S\$142,098 thousand	(100.0)	Holding company	
Takshasila Hospitals Operating Pvt. Ltd.	INR7,176 million	(60.0)	Hospital management	
Pasco Philippines Corp.	PHP108,953 thousand	(100.0)	Geospatial information services	
Pasco (Thailand) Co., Ltd.	THB129,000 thousand	(100.0)	Geospatial information services	
PT. Nusantara Secom InfoTech	US\$3,304 thousand	(100.0)	Geospatial information services, and development and sales of software	
TMJP BPO Services, Inc.	PHP35,900 thousand	(99.9)	BPO services	
The Westec Security Group, Inc.	US\$0.3 thousand	100.0	Holding company	
ClearLight Partners II, LLC	—	(99.0)	Investment	
ClearLight Partners III, LLC	—	(98.0)	Investment	

Notes: 1. () indicates the percentage of equity/voting rights held by both SECOM CO., LTD. and certain of its subsidiaries, or by certain subsidiaries independently.
2. Subsidiaries are categorized into segments above according to their major lines of business.

Regarding Publication of SECOM Report 2025

SECOM Report 2025 aims to deepen readers' understanding of our efforts to advance the five core strategies outlined in the SECOM Group Road Map 2027, with the goal of providing safety and peace of mind in any situation and achieving the SECOM Group's Vision for 2030. This year's special feature offers an in-depth look at our human resources strategy, which we recognize as critical to medium- and long-term growth and which is essential to the quality and value of our services and solutions.

Going forward, we will continue to promote the proactive disclosure of growth strategies, as well as financial and nonfinancial information, while also striving to further improve our corporate value over the medium to long term through dialog with our diverse stakeholders.



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

Guidelines referenced

Guidelines referenced in the preparation of this report were the International Integrated Reporting Framework, established by the International Financial Reporting Standards (IFRS) Foundation and the Guidance for Collaborative Value Creation, put out by Japan's Ministry of Economy, Trade and Industry (METI).

Scope of reporting

In principle, this report provides information on SECOM CO., LTD., and its consolidated subsidiaries, equity-method companies and variable interest entities. (In instances where the scope differs, an explanation is provided.)

Reporting period

This report is for the fiscal year ended March 31, 2025. (Some information for early in the subsequent period is included.)

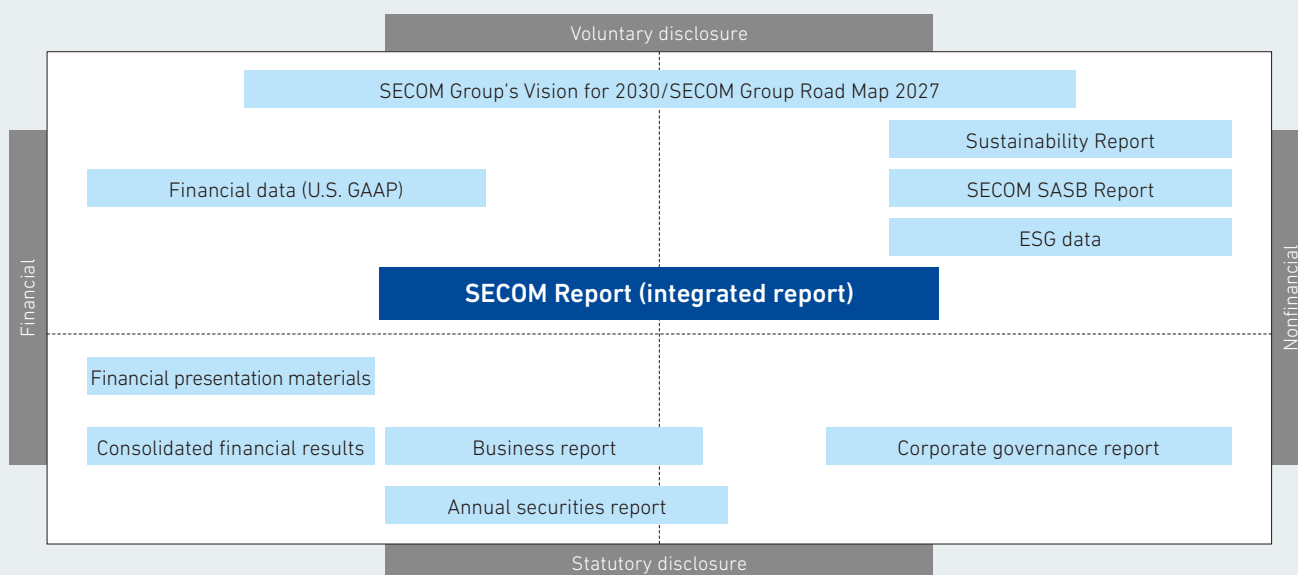
Accounting principles

Unless otherwise indicated, all financial data has been prepared in accordance with U.S. GAAP.

Forward-looking statements

This report contains forward-looking statements about future plans and strategies, as well as forecasts and expectations regarding SECOM's performance. Actual results may differ materially from these statements.

Framework for Communicating with Stakeholders



Access IR information

<https://www.secom.co.jp/english/ir/>



Access sustainability-related information

<https://www.secom.co.jp/english/sustainability/>



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