The SECOM Group Road Map 2027

The SECOM Group Road Map 2027: Growing together with stakeholders

In May 2023, we announced the SECOM Group Road Map 2027, which sets forth goals for the fiscal year ending March 31, 2028.

Amid dramatic changes in recent years, social imperatives pertaining to issues such as worsening perceptions of public safety, an aging population and rising global inflation, have taken on increased 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.

Against this backdrop, we are committed to accurately identifying needs arising from such 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, thereby helping to address imperatives and ensure sustainable growth.

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 *Mimamori* ("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

- Revamped lineup of films developed to improve living environments (March 2026) → See page 38
- Launched Japan's first home-use AED equipped with an auto-shock function (July 2025) → See page 38

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

- Enhanced the integration of image-based surveillance services and surveillance cameras using System Security AZ and System Security AZ-Air, improving security features and usability (October 2025) → See pages 35–36
- Established a specialized department to boost the operational efficiency of existing services, enhance customer experiences and create new services that integrate AI technologies with other elements (April 2026) → See page 36

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

- Launched the SECOM AI Camera, which uses a built-in AI function to detect and report anomalies within a predetermined area (June 2024) → See page 36
- Announced plans to launch a dedicated customer harassment prevention service (scheduled for autumn 2026) → See page 37

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 36
- Established a dedicated department to spearhead DX promotion in security services. (April 2025)
- Provided security for Expo 2025 Osaka, Kansai, Japan, helping ensure safety and peace of mind for organizers and guests (April–October 2025)
- Contracted by the Japanese Ministry of Defense to build a remote security system for the JGSDF (February 2026) → See pages 36–37

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

- Began offering SECOM Smart Security on-line security system in Indonesia (September 2025) → See page 39
- Acquired AVTEL Holdings, a global security systems integrator, which became a wholly owned subsidiary (October 2025) → See page 39
- Acquired Radiocontact, based in Northern Ireland, reinforcing operations both there and in Ireland (May 2025) → See pages 38–39
- Built a second general hospital in Bengaluru, India, to provide advanced healthcare (scheduled to open in 2030) → See page 43

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

- Chuo Center #3 (CC3) began providing data center services (At Tokyo) (July 2024) → See page 47
- Embarked on a collaborative proof-of-concept (PoC) test for validating graphics processing unit (GPU) service business models with the aim of enhancing the security of generative AI (November 2025) → See page 47
- Began operating the Secure Data Center® TC4, which boasts outstanding security and robustness (Secom Trust Systems) (October 2025) → See page 47
- Added new features to the TMJ Generative Solutions series (TMJ) (August 2025, April 2026) → See page 47
- Launched the insurance center establishment, operation and support service for companies in the insurance industry (October 2025) → See page 47

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 five consecutive base salary increases, and by enhancing expense allowances
- Approved a resolution to introduce a restricted stock ownership plan for executive officers
- Expanded range of jobs available to female employees and fostered female leaders
- Promoted use of the in-house staff recruitment scheme
- Increased the provision of internal and external training and educational opportunities
- Introduced the *Futanowa* initiative, which seeks to instill understanding of SECOM's Philosophy (fiscal years ended March 31, 2025 and 2026)
- Encouraged entry into virtual corporate power purchase agreements (PPAs) to expand the use of renewable energy

Quantitative Targets and the Enhancement of Corporate Value

Guided by the SECOM Group's Vision for 2040, we will continue to invest in expanding profitability and improving productivity. We will communicate information regarding the initiatives outlined in the SECOM Group Road Map 2027 and enhance opportunities for constructive, quality dialogue. With the aim of realizing a 10% ROE, we will strive to achieve quantitative targets and enhance corporate value and at the same time to pursue management practices that prioritize capital efficiency. For details on our financial strategy for achieving the quantitative targets we have set, please see the message from the director in charge on pages 16–17.

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

	Results in the fiscal year ended March 31, 2026	Targets for the fiscal year ending March 31, 2028
Consolidated net sales	¥1,256.9 billion	At least ¥1,250.0 billion
Consolidated operating profit	¥160.3 billion	¥160.0–¥180.0 billion
Dividend payout ratio	36.2%	Around 45%
ROE	8.7%	10%