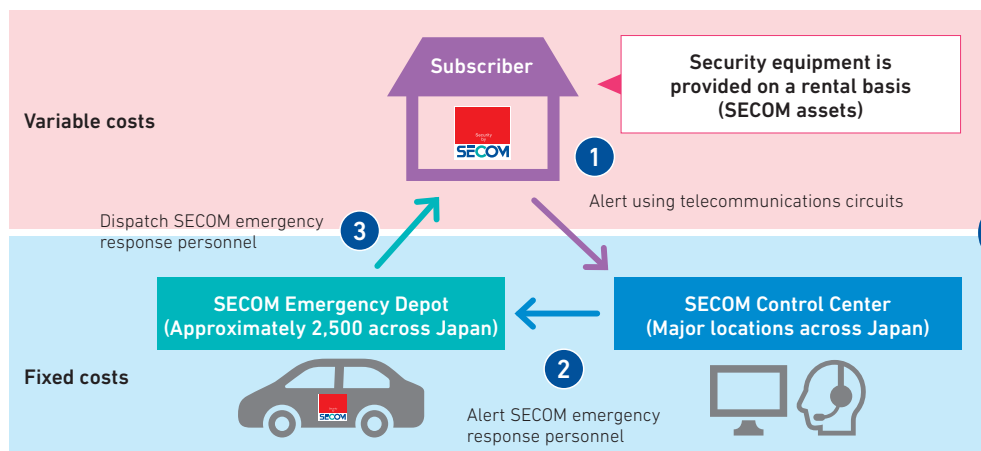


SECOM's Core Competitive Advantages

We continue to leverage three key competitive advantages—a powerful brand, a recurring revenue-based business model, and Group strengths—to advance the fusion of people and technologies and deliver safety and peace of mind to both individual and corporate customers, thereby ensuring 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