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SECOM CO., LTD.

SECOM REPORT 2026

SECOM REPORT
2026

Year ended March 31, 2026

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.

With the increasing complexity of social imperatives, contributing factors are expected to become ever-more intertwined and interconnected. Against this backdrop, in May 2026 SECOM formulated the SECOM Group's Vision for 2040. Guided by this vision, the Company is advancing its fusion of people and technologies by integrating various data, enabling it to keep abreast of social change and reinforce the *ANSHIN* Platform*, as well as facilitating the development of proactive services and the continuous improvement of corporate value.

SECOM has also expanded into 18 countries and territories outside Japan. Currently, Group companies extend distinctive SECOM services—including security services, fire protection services, medical services, geospatial information services, and BPO and ICT 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." The *ANSHIN* Platform is a service infrastructure designed to provide seamless peace of mind to people in their everyday lives, as well as to society as a whole.

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Corporate Philosophy

Mission

We see our mission as being to help achieve **a society free from concerns**. Accordingly, throughout our history we have sought to create services and systems that benefit society as a whole.

Vision

In 1989, we declared our commitment to **the Social System Industry**. We continue to promote bold initiatives with the aim of realizing this vision.

Values

Since our establishment, we have adhered to SECOM's Philosophy, which emphasizes contributing to society through our business activities. Ideas and principles of conduct, including this philosophy, which are shared by all employees, guide everything we do and have nurtured **a uniquely SECOM identity** that remains crucial to our ability to achieve our mission.

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 solely 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 translated into the languages of countries and territories where we have operations and distributed to employees in Japan and overseas. We continue to capitalize on training and other opportunities to share the philosophy and advance its implementation.

Financial Highlights

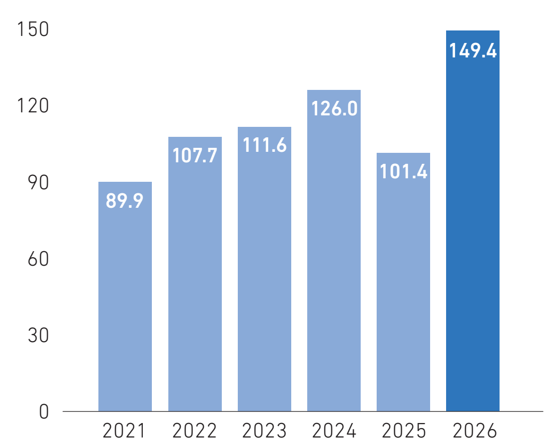
Pursuant to the applicable Japanese law, SECOM is required to publish results in line with accounting principles generally accepted in Japan (Japanese GAAP). Key financial highlights calculated using Japanese GAAP are shown below for reference.

U.S. GAAP SECOM CO., LTD. and Subsidiaries For the years ended/as of March 31	In millions of yen Years ended March 31			In thousands of U.S. dollars Year ended March 31
	2026	2025	2024	2026
Net sales and operating revenue	¥1,402,035	¥1,311,145	¥1,283,961	$ 8,762,719
Operating income	191,324	128,856	155,177	1,195,775
Net income attributable to SECOM CO., LTD.	149,436	101,440	126,032	933,976
Total assets	2,546,953	2,446,380	2,383,981	15,918,456
Total SECOM CO., LTD. shareholders' equity	1,434,665	1,376,907	1,333,831	8,966,658

			In yen	In U.S. dollars
Per share of common stock:				
Net income attributable to SECOM CO., LTD.	¥ 366.31	¥ 243.93	¥ 297.95	$ 2.29
Cash dividends	100.00	95.00	95.00	0.63
(Interim dividend)	50.00	47.50	47.50	0.31
SECOM CO., LTD. shareholders' equity	3,547.10	3,312.47	3,168.37	22.17

Notes: 1. Yen amounts have been translated into U.S. dollars, solely for the convenience of the reader, at the approximate rate of ¥160=US$1, the rate prevailing on the Tokyo Foreign Exchange Market on March 31, 2026.
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, 2026, approval was granted for a proposal to pay a year-end dividend of ¥50.00 for the fiscal year ended March 31, 2026.
6. Following the application of the Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) No. 2018-12, "Targeted Improvements to the Accounting for Long-Duration Contracts," the method used to measure insurance contract liabilities and the accounting treatment for deferred insurance contract expenses were revised. The figures presented in this report have been adjusted retroactively to reflect the impact of applying this accounting standard. For more information, please refer to page 10 of the document titled *Financial Data 2026*, which is available on the SECOM website.

Net income attributable to SECOM CO., LTD.
(U.S. GAAP)
(In billions of yen)



Note: In the fiscal year ended March 31, 2026, net income attributable to SECOM CO., LTD., increased ¥48.0 billion, to ¥149.4 billion, mainly reflecting operating income gains in the insurance services and security services segments, as well as a higher gain on other-than-temporary impairment of investment securities, against a backdrop of firm stock market conditions.

In the fiscal year ended March 31, 2025, net income attributable to SECOM CO., LTD., decreased ¥24.6 billion, to ¥101.4 billion. This was due largely to higher personnel expenses, attributable to increased investments in human resources, mainly in the security services segment, and a decrease in the insurance services segment, owing to a downward rebound from a significant gain on other-than-temporary impairment of investment securities in the previous fiscal year. Other segments also reported declines, owing largely due to a sharp downward rebound in other-than-temporary impairment of investment securities.

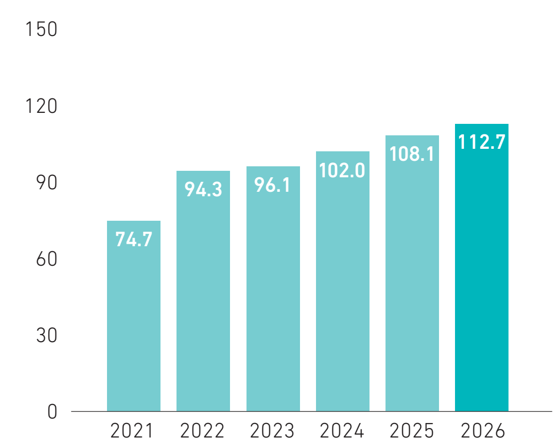
In the fiscal year ended March 31, 2024, net income attributable to SECOM CO., LTD., advanced ¥14.5 billion, to ¥126.0 billion. This primarily reflected an increase in operating income, as a higher gain on other-than-temporary impairment of investment securities and a decline in losses due to natural disasters pushed up operating income in the insurance services segment, while steady orders and systematic price adjustments underpinned a rise in the fire protection services segment. Other contributing factors included elevated gains on other-than-temporary impairment of investment securities and on private equity investments in segments other than insurance services.

Japanese GAAP SECOM CO., LTD. and Subsidiaries For the years ended/as of March 31	In millions of yen Years ended March 31			In thousands of U.S. dollars Year ended March 31
	2026	2025	2024	2026
Net sales	¥1,256,896	¥1,199,942	¥1,154,740	$ 7,855,600
Operating profit	160,333	144,297	140,658	1,002,081
Ordinary profit	182,160	175,123	166,859	1,138,500
Profit attributable to owners of parent	112,662	108,109	101,951	704,138
Total assets	2,230,127	2,145,576	2,080,781	13,938,294
Total net assets	1,499,682	1,447,736	1,390,689	9,373,013

			In yen	In U.S. dollars
Per share of common stock:				
Profit	¥ 276.17	¥ 259.97	¥ 241.02	$ 1.73
Cash dividends	100.00	97.50	95.00	0.63
(Interim dividend)	50.00	47.50	47.50	0.31
Net assets	3,250.15	3,056.12	2,908.37	20.31

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, 2026, was 36.2%.
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.

Profit attributable to owners of parent
(Japanese GAAP)
(In billions of yen)



A Message to Stakeholders

We continue to anticipate evolving social imperatives and to provide a higher level of safety and peace of mind. By advancing our fusion of people and technologies, we will ensure the achievement of sustainable growth and greater corporate value.

Yasuyuki Yoshida
President and Representative Director

With our unwavering mission and ability to constantly evolve, we will remain a company that is essential to society

Since joining SECOM in 1980, I have recognized the critical role we play in society and that we must continue to play in the future. Our corporate philosophy, including SECOM's Philosophy, has been passed down through generations of employees since SECOM's founding and underpins all my management decisions.

In striving to help realize a society free from concerns, our pursuit of safety and peace of mind will never end. As times change, such concerns take on increasingly diverse forms. Technological advances are also giving rise to new risks. What threatens safety and peace of mind? What needs to be modified and what must we preserve? We need to be persistent in asking ourselves such questions and taking action when warranted. While our mission is unchanged, we must be bold in adapting our strategies for ensuring its achievement. This is how I view the twin forces of tradition and reform propelling SECOM forward.

Six decades ago, SECOM developed Japan's first on-line security system. Since then, the Company has sought tirelessly to advance the fusion of people and technologies. In recent years, innovations in such areas as AI, robots, drones and cloud computing have driven the enhancement of security services by facilitating the collection and analysis of more detailed images and diverse data. Nonetheless, the value of peace of mind that depends on human skills—including the ability to rush to the site of an incident, assess the situation and take necessary actions—is unparalleled. It is this combination of technologies, which enhance human capabilities, and human judgment and responsiveness, that delivers true peace of mind, that is the true source of SECOM's competitiveness.

For a company to remain essential to society, it must achieve consistent improvements in profitability, thereby creating a solid operating foundation that allows for ongoing investments in the future. With this in mind, we will continue working to bolster our profitability by developing high-value-added services, improving productivity and extending services at prices commensurate with their quality. Profits generated will be allocated to investments in human resources and technologies, reinforcing our operating foundation and providing returns to shareholders. Realizing such a virtuous cycle will allow us to balance our responsibility to society with our duty to enhance corporate value.

The security services operating environment

According to Japan's National Police Agency, the number of criminal offenses reported across the country exceeded the previous year's total every year from 2021 through 2024 and in 2025 expanded by nearly 5% year-on-year, reaching approximately 770,000. We conduct an annual online survey of people's worries and concerns. In our June 2026 survey, 90% of respondents expressed concerns about the future deterioration of public safety, the highest percentage since the survey began in 2012. Against a backdrop of increasingly disparate crimes and worsening perceptions of public safety, together with factors such as the risk of business disruptions due to cyber attacks, labor shortages and the growing number of households consisting solely of seniors, the need for safety and peace of mind are rising among both corporations and individuals.

The market for security services is characterized by stable demand from commercial customers, driven by BCP-related considerations, including the need to prevent information leaks and ensure the safety of employees and facility users. Against a backdrop of labor shortages, expectations are also increasing for new added value provided by security systems that leverage cloud computing and AI. In the area of home security services, demand continues to be underpinned by mounting concerns about waning public safety, owing partially to news reports of robberies committed by individuals recruited for what are often referred to as black-market part-time jobs, as well as growing demand for services that facilitate the unobtrusive monitoring of elderly parents on the part of their children. We have a significant role to play in addressing such social imperatives and will continue pursuing a variety of related initiatives.

In August 2023, we adjusted prices for on-line security systems for residential customers, while in November 2024 we did the same for on-line security systems for commercial customers. In both cases, we were able to gain the understanding of almost all affected customers, underscoring broad appreciation of the value of the safety and peace of mind SECOM delivers. We will consider further revising prices for services to ensure they appropriately reflect the value of the services we provide, as well as escalating labor and other costs. We are also promoting efforts to improve productivity, including using AI-powered image monitoring to streamline emergency response services and revamping business processes and internal IT systems under the business process revision project, launched in May 2025. These efforts are beginning to yield positive results.

I see improving the profitability of our security services business as a priority management task. To this end, we will expand attendance management, payroll and other value-added functions that can be used in conjunction with our on-line security systems to bolster profitability, take steps to boost productivity and implement additional appropriate price adjustments. In light of continued increases in consumer prices, effective from September 2026 we raised prices for SECOM Home Security by 8%. We will continue to pay close attention to price trends with the aim of extending high-grade services that provide safety and peace of mind at suitable prices.

SECOM Group Road Map 2027: Progress and future challenges

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. Evaluating our progress necessitates technologies or concepts having moved beyond the proof-of-concept stage and transitioned into actual services and businesses, contributing to revenue growth, as well as to the resolution of social imperatives.

In the area of monitoring and security services, in March 2025 our cocobo autonomous security robot became the first such robot in Japan to earn certification for use on public roads, including at night. As a result, cocobo is currently patrolling routes at commercial complexes and office buildings. From April through October 2025, we contributed to the safe and secure staging of Expo 2025 Osaka, Kansai, Japan , providing a sitewide centrally managed system of approximately 2,000 surveillance cameras, as well as location information and access control for security guards, cocobo autonomous security robots and automated external defibrillators (AEDs). In subsequent months, we launched a number of new offerings designed to help address evolving social imperatives, including services that help customers deal with customer harassment, a significant issue in Japan. In addition, together with a major telecommunications provider, we were commissioned to develop a remote security system for the Japan Ground Self-Defense Force (JGSDF). Seeking to accelerate our response to changing needs and technological advancements, we also actively took advantage of open innovation, an increasingly important collaborative approach to innovating that combines superior third-party technologies and expertise with our own R&D. SECOM security services are currently used by more than 2.78 million customers across Japan. Our vast customer base, around-the-clock operational infrastructure and accumulated expertise on the ground continue to attract potential partners and contribute to the launch of services that leverage diverse technologies. We work with a variety of excellent partners, from major corporations to startups, to realize new ways to deliver security.

To strengthen overseas operations, we are introducing security systems with features and pricing tailored to the needs of customers in overseas markets, particularly in Association of Southeast Asian Nations (ASEAN) member states, and are also stepping up advertising and promotional efforts to further penetrate local markets. We are seeing particularly positive results in Thailand. We have begun offering SECOM Eyes on Cloud, which utilizes the cloud-based video surveillance management platform of Brivo, Inc., a U.S. company in which we have invested. In Indonesia, we are seeing an increase in contracts for SECOM Smart Security on-line security systems, which deliver improved convenience. In October 2025, we acquired AVTEL Holdings (Pte) Ltd., a global security systems integrator, which became a wholly owned subsidiary. Going forward, we will further expand the business model we have established in Thailand to other markets, capitalizing on autonomous local growth, as well as our Groupwide technologies and customer base, and making use of M&As and collaboration to extend advanced services to commercial security services customers around the world. In our overseas medical services business, the general hospital that we have operated in India since 2014 continues to see steady growth. We are currently proceeding with plans to open a second hospital in the next few years.

Efforts to reinforce BPO and ICT services also proceeded. In October 2025, Secom Trust Systems Co., Ltd., opened the new Secure Data Center® TC4. At Tokyo established a new access point within this new data center, reinforcing its data infrastructure and robust connectivity. BPO services provider TMJ, Inc., is making use of generative AI to transform its contact centers into next-generation hybrid facilities that combine human expertise and digital technologies. The ability to integrate around-the-clock physical security, cyber security, data centers and BPO services is one of the SECOM Group's unique competitive advantages.

Ongoing efforts to improve productivity include revamping our administrative systems, modifying business processes and leveraging AI in our various operations. Rather than simply reducing costs, we seek to enable employees to focus on high-value-added tasks, thereby helping to improve service quality and profitability.

In line with our goal of rewarding stakeholders, we are actively investing in human resources. We have also expanded our procurement of energy from renewable sources and built a training facility that has earned certification under the nearly zero-energy building (ZEB) standard. Thanks to these and other initiatives, we have been recognized for two consecutive years as a "double A-list company," that is, earned an A list rating in both the climate change and water security assessments conducted by the CDP, a leading global nonprofit that assists various entities with environmental disclosure.

We have positioned the SECOM Group Road Map 2027 as an action plan for management that seeks to link growth, profitability and social value. In the Road Map's final year, we will continue to implement a variety of initiatives in line with its core strategies to ensure all objectives are achieved.

Providing "Proactive Peace of Mind": The SECOM Group's Vision for 2040

Approximately a decade has passed since the formulation of the SECOM Group's Vision for 2030. In this time, social imperatives have grown increasingly complex. Looking ahead, factors contributing to this trend are expected to become ever-more intertwined and interconnected. With the operating environment changing dramatically—a consequence of more diverse incidents and accidents, increasingly intense natural disasters, accelerated demand for labor-saving solutions, strains on administrative authorities and the need to coexist with AI—we believe that it will become increasingly important not only to address incidents once they have occurred but also to detect signs of impending issues. Against this backdrop, in May 2026 we announced the SECOM Group's Vision for 2040 with the aim of clarifying our long-term strategic direction.

Our new vision emphasizes the importance of providing value to customers by extending proactive services, that is, services that detect signs of impending issues before they occur, enabling us to deliver "Peace of Mind through Anticipation." As well as responding when issues arise, we will take preemptive steps to ensure peace of mind whenever and wherever necessary.

SECOM possesses vast know-how regarding incident causes, signs and response outcomes, as well as security operations data, accumulated through its many years in operation. These are unique assets that will form the foundation of future service enhancements. Technological advances in such areas as AI, sensors and cloud computing are creating an environment that will enable us to capitalize on the value of these data assets more than ever before and further give back to society. AI makes it possible to detect signs of impending issues that people alone might miss, while people bring the experience and expertise necessary to make appropriate decisions and choose the optimal course of action. This will help advance our fusion of people and technologies—a key strength—to the next level.

The status of the risks that we face cannot always be categorized simply as inactive or active. Even in daily life, risk status ebbs and flows incessantly. The integration of data and expertise obtained from the multiple points of contact with partners in industry, government and academia, and with customers, will facilitate the early recognition of risks, helping us to deliver peace of mind on a daily basis. The businesses that comprise our diverse portfolio, namely, our security services, fire protection services, medical services, insurance services, geospatial information services, and BPO and ICT services, work together to reinforce the *ANSHIN* Platform, a service infrastructure designed to ensure peace of mind for people in their everyday lives, as well as for society as a whole.

The driving force behind our efforts to achieve the SECOM Group's Vision for 2040 will be the ability of each and every SECOM Group employee to fully grasp the vision's significance and work proactively to incorporate this understanding in their own work. In formulating this vision, a team consisting primarily of younger employees contended with critical open-ended questions regarding what Japan and the world will be like and what role SECOM will play in 2040. In July 2026, this team began staging the Group Vision Summit, a forum to help employees deepen their understanding of the SECOM Group's Vision for 2040 and exchange views on the future of the SECOM Group, in locations across Japan. My responsibility as relates to these summits is to communicate the thinking behind this vision and encourage employees to take on new challenges to incorporate the vision into their everyday actions.

Balancing growth investments with shareholder returns and improvements in capital efficiency

At our financial results briefing in May 2026, we disclosed our approach to optimizing our business portfolio, together with our capital allocation strategy. This includes comprehensively evaluating each operating segment based on factors such as growth potential, investment efficiency, market growth potential, industry profitability and relative market share. We also recognize the need to assess each individual business in terms of synergies with other businesses and social significance to ensure our ability to develop services that provide safety and peace of mind and contribute to the realization of our Social System Industry vision. The Board of Directors regularly evaluates each business from these diverse perspectives and will continue to conduct reviews that factor in environmental changes and capital costs.

The SECOM Group Road Map 2027 sets a target for return on equity (ROE) of 10% in the fiscal year ending March 31, 2028. (All figures in the Road Map are calculated in accordance with Japanese GAAP.) To improve ROE, we must first grow our businesses and expand profits. We aim to maximize profit attributable to owners of parent by offering high-value-added services, improving productivity, revising prices, growing overseas operations and revitalizing our business foundation. To optimize our capital structure, we will examine necessary capital levels for each business, remaining mindful of the cost of capital.

Capital allocation will emphasize making investments in our business foundation that support the stability of existing businesses, as well as accelerating investments in growth—including in human resources, cutting-edge technologies and M&As—that will enhance corporate value over the medium to long term. We will secure funds appropriate for a company committed to delivering safety and peace of mind to ensure we are prepared for unforeseen circumstances, and will actively promote returns to shareholders. To enhance shareholder returns, we are also proceeding with the repurchase of up to ¥100 billion in treasury shares with a purchase period from May 2026 to February 2027. The SECOM Group Road Map 2027 also sets a target for the dividend payout ratio of around 45% in the fiscal year ending March 31, 2028. Our forecast for full-term dividends in the fiscal year ending March 31, 2027, is ¥120.00 per share. We are confident that the optimal combination of investments in growth and shareholder returns will yield sustainable improvements in corporate value.

Our decision to expand disclosure reflects our desire to more clearly communicate our management philosophy and policies for allocating capital, with actual disclosure items determined based on dialog with investors. The process of determining these items deepened internal discussions and has helped strengthen management discipline. Going forward, we will continue to explain the progress of initiatives and the reasoning behind decisions in detail, as well as to further improve the quality of our management through discourse with key markets.

Supporting sustainable growth: Strengthening human resources strategies and organizational capabilities

The quality of SECOM services depends on our people. Unless employees can work with peace of mind, pride and a sense of purpose, we will be unable to provide safety and peace of mind to customers. Rather than simply representing a cost, investments in human resources help realize a virtuous cycle of higher service quality, increased productivity, greater customer trust and enhanced corporate value.

To improve employee compensation, we have implemented annual base salary increases for five consecutive years. The average increase for the fiscal year ending March 31, 2027, is 5.1%. A particular emphasis was placed on raising salaries for retired individuals who were rehired and reviewing housing allowances in urban areas. We are also taking steps to improve work environments, including reducing the workloads of employees on the front lines, inaugurating a flextime system and assisting employees with childcare or nursing care responsibilities in maintaining a healthy work–life balance. Such initiatives have led to a reduction in overtime hours and an increase in the proper use of paid vacation time, as well as to a shift of certain responsibilities from security staff to sales representatives and control center staff, among others. We will continue striving to create work environments that enable talented individuals to achieve professional growth and remain for the long term.

We encourage employees to view the SECOM Group as an employer that encourages self-actualization. We continue to make use of an in-house staff recruitment system, introduced in the fiscal year ended March 31, 2025, which encourages motivated employees to forge careers in the IS Research Institute, as well as in areas related to international operations, finance and specific projects. We have also made improvements in control center work environments and training systems to attract female employees. Currently, approximately 60 women work at SECOM control centers across Japan. To alleviate financial concerns for younger employees, we have introduced a student loan repayment support system. Through these and other efforts, we are working to remain a company that enables diverse employees to fully exercise their capabilities and seek new challenges.

To assist employees' wealth building and promote value sharing with employees, we increased our employee shareholder association incentive rate from 5% to 10%. In March 2026, employee shareholders also received a special incentive equivalent to 10 shares of common stock. We have also introduced a restricted stock ownership plan for executive officers to align executive interests with shareholder value and encourage a greater sense of participation in management. In addition, we have revamped our employee engagement survey and are encouraging cross-organizational dialog among employees from diverse departments and with different jobs through in-house initiatives such as the new Group Vision Summit. By incorporating employee feedback into initiatives, we are working to create an organization that nurtures a positive cycle of employee wellbeing and corporate growth.

By offering services at fair prices and investing income earned to secure and foster human resources and realize new technologies, we bolster service quality and productivity. This, in turn, leads to greater growth and customer trust. This repeating chain of positive achievements will continue to support sustainable competitiveness into the future.

Supporting sustainable growth: Reinforcing governance and building a more robust management foundation

We work tirelessly to improve the effectiveness of our corporate governance, a crucial underpinning for ensuring ongoing improvements in corporate value. As a company with an Audit & Supervisory Board, we place importance on balancing both execution and supervision. Effective from our Ordinary General Meeting of Shareholders in June 2026, we have six inside and five outside directors, increasing the percentage of outside directors on the Board to 45%. We have also welcomed another female outside director, as a result of which three of the 11 Board members are now women. Our current Board of Directors structure is designed to guarantee the expertise and experience necessary to achieve the targets of SECOM's Vision for 2040 and the SECOM Group Road Map 2027 and to ensure a balance between execution and supervision.

Given the rising number of issues requiring Groupwide responses, including economic security risks, sophisticated cyberattacks, privacy and information management risks associated with advances in AI and other technologies, and increasing demand for companies to ensure respect for human rights and fair trade practices across supply chains, we have also taken steps to strengthen our risk management configuration. Moreover, we have appointed an executive responsible for digital affairs, who answers directly to the president, and are promoting integrated Groupwide cybersecurity and digital governance. We recognize the reinforcement of governance as important not only to our ability to respond appropriately to risks but also to the incorporation of diverse expertise into management and the improvement of the quality and speed of decision making.

Driving steady growth while remaining true to our unwavering mission

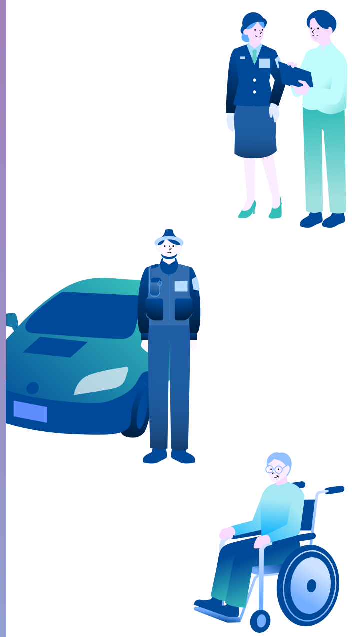
As a provider of systems essential to the social infrastructure, we have achieved steady growth by delivering stable, high-grade services. "Stable" is sometimes interpreted as resistant to change, but I see it rather as evocative of our ability to anticipate social shifts and make necessary changes while ensuring uninterrupted services and keeping the promises we have made to our customers. Looking ahead, we will strive to both maintain stability and evolve by bolstering profitability, leveraging technologies, investing in human resources and enhancing employee engagement, thereby improving capital efficiency and reinforcing governance to drive steady increases in corporate value over the medium to long term.

Each of the approximately 3.86 million security services contracts we have in Japan and around the world is a testament to the trust customers place in us to provide peace of mind. We understand the importance of this trust and will continue seeking to drive growth over the medium to long term to realize ever-better services while at the same time ensuring we are a place where our employees are happy to work. It is my firm belief that this is the key to responding effectively to the expectations of all stakeholders. It is also essential to ensure we continue to offer services that society needs.

The SECOM Group's Vision for 2040 was formulated to protect our existing competitive advantages, as well as to demonstrate our intention to move firmly toward the provision of proactive security. We remain true to our unwavering mission, but we will not hesitate to change what needs to be changed. Advancing our fusion of people and technologies will enable us to extend high-grade services that deliver safety and peace of mind in a manner that is in keeping with the times. I look forward to leading this critical transformation. Guided by this mission, which is to help achieve a society free from concerns, we are committed to growing together with society and earning the steadfast trust of customers. We look forward to stakeholders' ongoing support of our endeavors.

September 1, 2026

Yasuyuki Yoshida
President and Representative Director



The SECOM Group's Vision for 2040

2040 VISION
SECOM GROUP

**Capitalizing on the *ANSHIN* Platform,
SECOM will work to extend proactive services
that deliver "Peace of Mind through Anticipation"**

Looking ahead to 2040

Since our founding, we have sought to help achieve a society free from concerns. We have leveraged our core competitive advantage, namely, a business model that fuses people and technologies—that is, combines high-level operations conducted by professionals with expertise in diverse fields and advanced technological prowess made possible by a unique R&D framework—and the use of open innovation to help resolve social imperatives and, through innovation, to develop a broad range of new services. Through the creation of optimal services and systems, we have accumulated extensive know-how in multiple businesses and built relationships of trust with our diverse customers.

Amid demographic shifts and the evolution of technologies, social imperatives are becoming increasingly complex, with contributing factors expected to become ever-more intertwined and interconnected. We recognize the need to swiftly identify not only issues that have arisen, but also those with the potential to arise, as risk factors.

In May 2026, we formulated the SECOM Group's Vision for 2040 to clarify our strategic direction over the next decade and a half. This vision emphasizes the importance of detecting signs of impending issues and promptly taking **proactive** action to avert concerns, using the phrase **"Peace of Mind through Anticipation"** to convey the value provided to customers. We are also reinforcing the *ANSHIN* Platform, with the aim of not simply responding to incidents when they occur, but also taking preemptive steps to ensure peace of mind whenever and wherever necessary.

The *ANSHIN* Platform is a service infrastructure anchored in the relationship of trust that we have cultivated with society. Created in collaboration with industrial, governmental and academic partners who share SECOM's Philosophy, this platform is designed to provide peace of mind to people in their everyday lives, as well as to society as a whole.

Strategies for delivering Peace of Mind through Anticipation

We define delivering Peace of Mind through Anticipation as detecting signs of impending issues and promptly taking proactive action to avert concerns. We will strive to anticipate gradually evolving risks in daily life by transcending boundaries between the routine and the unexpected. Rather than simply responding to incidents when they occur, we will also take preemptive steps to realize peace of mind whenever and wherever necessary.

We have long leveraged sensor technologies to respond to issues detected. Going forward, we will integrate the diverse resources of the SECOM Group with data, technologies, and insights obtained from multiple points of contact with diverse stakeholders, including partners who share our philosophy and our customers. Through such efforts, we will create proactive services that detect signs of impending issues and promptly take action to avert concerns. Keeping abreast of evolving social imperatives and integrating a broad range of data, we will continue to advance our fusion of people and technologies, thereby further reinforcing the *ANSHIN* Platform and facilitating the development of ever-more sophisticated and proactive services in pursuit of Peace of Mind through Anticipation.

With the aim of promoting "*ANSHIN*" as a universally recognized term synonymous with peace of mind, we will also continue working to deliver Peace of Mind through Anticipation in markets around the world by extending services customized to reflect local market needs.

Delivering Peace of Mind through Anticipation: Society in the Future

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%

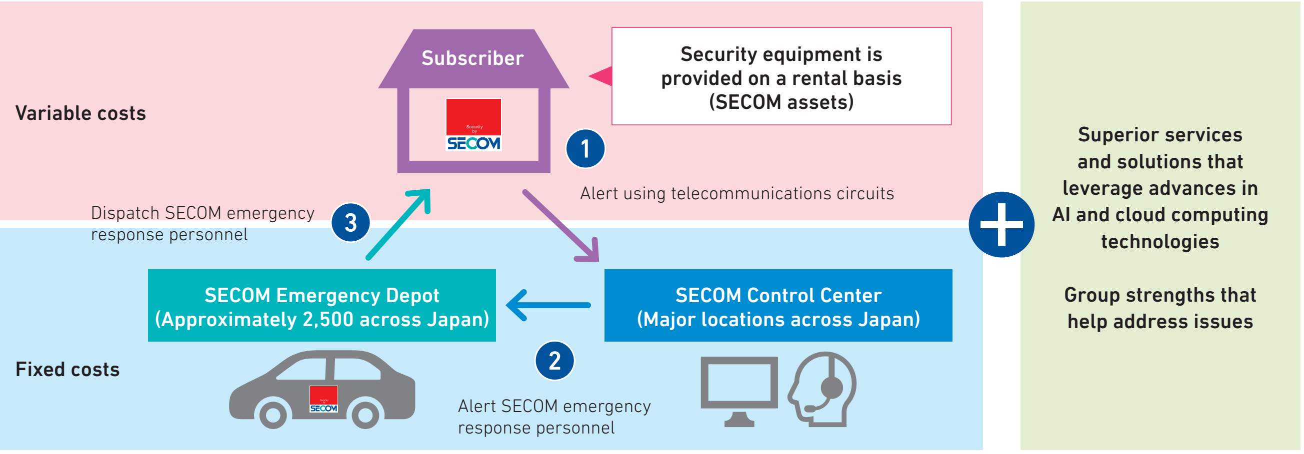
SECOM's Core Competitive Advantages

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.

A powerful brand	• Domestic market-leading 2.6 million-plus contracts for on-line commercial and home security systems • Robust local network and sales channels firmly rooted in the community and our reputation as a pioneer in the security services industry • Ability to resolve customers' apprehensions underpinned by experience and know-how accumulated over our history—the industry's longest—and by the provision of services to a broad range of customers • Brand name synonymous with safety and peace of mind nurtured through the extension of services that exceed customer expectations • Continuous efforts to promote the improvement and evolution of systems by communicating the opinions and requests of customers to our R&D team • Open innovation in collaboration with partners who share our mission and are attracted by our strong brand and domestic market–leading customer base • Recognition as an industry leader, helping attract talented human resources
A recurring revenue–based business model	• Businesses that are primarily recurring revenue based, including on-line security systems, and boast a stable earnings base whereby expanded contract volume leads to increased income • Business model that works well with economies of scale, particularly in on-line security systems, which boast a high marginal profit • Commitment to ensuring long-term relationships with customers by developing and providing services and products that surpass their expectations and respond to latent needs • Stable generation of cash thanks to recurring revenue–based businesses, facilitating continuous investments to improve quality and functionality, accommodate new contracts and drive future growth
Group strengths	• Efforts to boost per-customer income by addressing concerns through a business portfolio encompassing security services, fire protection services, medical services, insurance services, geospatial information services, BPO and ICT services, and other services • Determination to strengthen relations with customers and extend contract periods by encouraging use of multiple Group services • Focus on fortifying cooperation within the Group, yielding distinctively SECOM services and cross-selling opportunities, thereby streamlining sales activities • Steady investment in M&As and global collaborations with the aim of further reinforcing Group strengths

Variable and Fixed Costs for On-Line Security Systems

An Evolving Recurring Revenue–Based Business Model



A Message from the Head of the Finance Division

We are aiming to achieve sustainable corporate value through meticulous financial governance and financial flexibility.

I was named a director and appointed Head of Finance Division in June 2026. To date, my career with SECOM has primarily been in finance. In recent years, I have worked to improve management practices at several listed subsidiaries with a view to strengthening the SECOM Group's governance. I look forward to leveraging my accumulated experience to support efforts to enhance Group corporate value from a financial perspective.

SECOM has built a stable capacity for generating cash and a robust financial foundation over many years. In the fiscal year ended March 31, 2026, net cash provided by operating activities totaled ¥203.6 billion, while free cash flow amounted to ¥115.0 billion. (All figures herein are calculated in accordance with Japanese GAAP.) Nonetheless, we recognize that clarifying the link between the outcome of strategic investments and increases in corporate value and further improving capital efficiency remain key management challenges. To further boost corporate value, we must not only improve profitability and cash generation but also optimize the allocation of management resources by focusing on capital costs. As Head of the Finance Division, I will strive both to improve the quality of capital and to maintain financial soundness.

In this new role, I will strive to ensure meticulous financial governance and financial flexibility. In keeping with our raison d'être, which is to deliver safety and peace of mind, maintaining financial soundness will enable us to continue providing services, even if unexpected circumstances arise, as well as to be agile in allocating capital appropriately to investments in our business foundation, investments in growth and shareholder returns appropriately in response to changes in the operating environment and to business opportunities. In addition, the Finance Division will work to further heighten the visibility of the Group's operations, leverage financial data as a key management resource, and reinforce our role as an entity that supports management's decision making through the timely provision of appropriate information.

Financial strategies for achieving the targets of our Road Map

The SECOM Group Road Map 2027 sets a target for ROE of 10% by the fiscal year ending March 31, 2028. We estimate the current cost of shareholders' equity to be approximately 5%–7%. Recognizing that bolstering our ROE depends on expanding profits through both business growth and improved profitability, we will strive to ensure sustainable profit growth by extending high-value-added services, deploying DX in the security services business, and fortifying our overseas operations, thereby elevating both profitability and productivity. In addition, we will endeavor to achieve our dividend payout ratio target of around 45% through stable dividends and the flexible repurchase of treasury shares to guarantee an appropriate level of equity.

Our dividend payout ratio is projected to reach 45.9% in the fiscal year ending March 31, 2027. In May 2026, we made the decision to repurchase its own shares (up to ¥100 billion). Efforts will also be made to lower capital costs, notably through investments in human resources, promoting management practices that respect sustainability and enhancing information disclosure. We will monitor the progress of initiatives using both financial figures and business-specific KPIs as we work to ensure the SECOM Group Road Map 2027's key initiatives translate decisively into higher corporate value.

Capital allocation, investments in growth and shareholder returns

Over the two fiscal years ending March 31, 2027 and 2028, we expect net cash provided by operating activities to reach ¥390 billion. Of this, we intend to allocate approximately ¥130 billion—¥140 billion to investments in our business foundation to support the stable expansion of existing businesses and around ¥70 billion—¥150 billion to investments in growth, and, having made such investments, to ensure stable and continuous returns to shareholders. As a company committed to delivering safety and peace of mind, we place great importance on providing stable, uninterrupted services even in the event of a large-scale disaster. We will maintain approximately ¥300 billion as required capital to guarantee our ability to do so, taking into account business continuity–related risks and the potential for emergency investment needs.

Investments in our business foundation center on those aimed at expanding existing businesses, such as outlays for security equipment and internal infrastructure building. Investments in growth emphasize allocations for developing new products, constructing data centers, modernizing internal IT systems, conducting M&As, and securing and fostering human resources. For each investment opportunity, we will carefully consider a variety of factors, including growth potential, investment efficiency and compatibility with cost of capital, as well as Group synergies and risks. We will also consider making use of debt capital if needed. While adhering strictly to such investment guidelines and capitalizing on promising growth opportunities, we will also strive actively to enhance returns to shareholders through dividends and the repurchase of treasury stock.

Optimizing our business portfolio and allocating management resources

Looking ahead, we will comprehensively assess our business portfolio, looking not only at financial performance but also at synergies with other businesses and importance to society. Based on factors such as growth potential, investment efficiency, outlook for market growth, overall industry profitability and relative market share, we will classify our businesses into four categories: businesses that drive growth, businesses that maintain or improve profitability, businesses that require development and careful observation, and businesses that require restructuring.

We will prioritize the allocation of capital to accelerating the advance of businesses that drive growth and enhancing the competitiveness and cash-generating capabilities of businesses that maintain or improve profitability. For businesses that require development and careful observation, we will establish clear timelines and milestones to monitor progress, while for businesses that require restructuring we will explore Group realignment as needed. Rather than making determinations based solely on current profitability, we will evaluate contribution to overall Group performance and future potential, thereby enabling us to delineate a path forward toward the creation of a virtuous cycle of social and economic value by setting appropriate pricing, scaling up, improving operational efficiency and leveraging Group synergies.

Creating a virtuous cycle of social and economic value

In line with our fundamental goal of extending services that benefit society as a whole, we have worked tirelessly to realize the Social System Industry, thereby fulfilling our commitment to provide services and systems that deliver peace of mind and contribute to the betterment of society, which is set forth in "The Constitutions of the SECOM Group in Business and Management." To create the aforementioned virtuous cycle, we will allocate capital—including human capital, our customer base and other forms of non-financial capital—in a disciplined manner to businesses that provide value to society, yielding sustainable improvements in profitability and the increased generation of cash, which is then redirected toward future investments in growth and to shareholder returns. Creating this virtuous cycle will enable us to achieve financial flexibility, that is, an exceptional balance of financial soundness, growth potential and capital efficiency. This, in turn, will help ensure the sustainable enhancement of SECOM Group's corporate value.

SECOM Group Road Map 2027 Targets (Japanese GAAP)

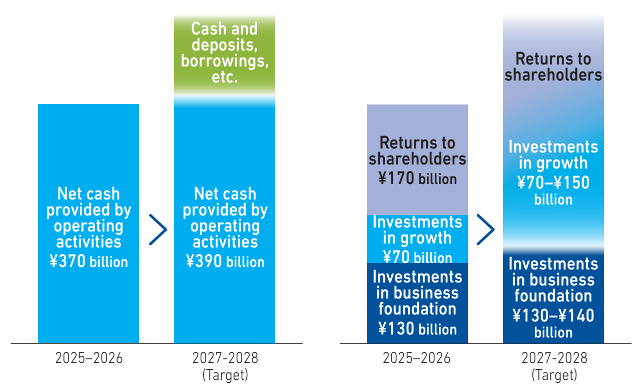
	Targets for the fiscal year ending March 31, 2028	Results in the fiscal year ended March 31, 2024	Results in the fiscal year ended March 31, 2025	Results in the fiscal year ended March 31, 2026	
Consolidated net sales	At least ¥1,250.0 billion	¥1,154.7 billion	¥1,199.9 billion	¥1,256.9 billion	Target achieved
Consolidated operating profit	¥160.0–¥180.0 billion	140.7 billion	¥144.3 billion	¥160.3 billion	Target achieved
Dividend payout ratio	Around 45%	39.4%	37.5%	36.2%	
ROE	10%	8.5%	8.7%	8.7%	

Key factors behind the achievement of targets

(1) Expansion of profits
- Creation of high-value-added services
- Improved productivity
- Pricing commensurate with quality

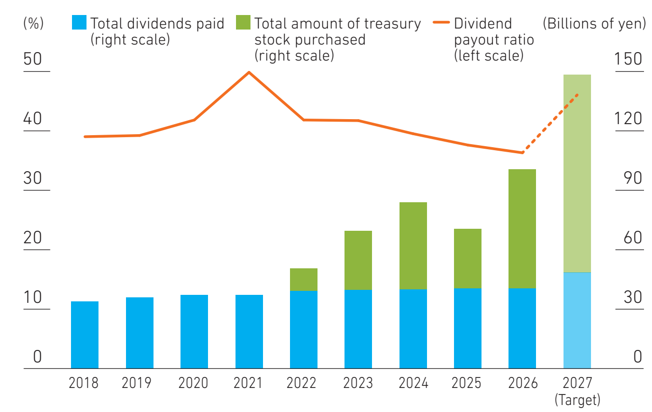
(2) Optimization of shareholders' equity

Capital Allocation



(Years ended/ending March 31)

Returns to Shareholders



(Years ended/ending March 31)

Human Resources Strategies

A Message from the Executive Officer in Charge of Human Resources

Shinji Nishikino

Executive Officer, Head of Human Resources Division

Strengthening recruitment capabilities to support business growth

Our ability to deliver services depends on the employees responsible for their provision and their ability to earn the trust of customers. We prioritize training that emphasizes ensuring that employees fully understand and act in accordance with SECOM's Philosophy and the SECOM Group Code of Employee Conduct. Our employees' pride in their work and sense of mission are essential to the quality of our services, making them a key source of our competitiveness. In addition, we believe that sustainable growth requires not only securing and fostering human resources but also creating work environments that empower them to fully demonstrate their capabilities.

Providing on-line security systems requires an operational structure that facilitates prompt responses to incidents around the clock and nationwide, so guaranteeing a sufficient number of personnel is absolutely crucial. Accordingly, even before labor shortages became a persistent issue in Japan, we viewed securing of human resources as our most important management challenge. Looking ahead, we will continue to focus on attracting top-tier talent, while at the same time deploying AI, IoT and other technologies, as well as hiring retired individuals with relevant experience, to ensure a sustainable operational structure. Because the aspirations of job seekers and the characteristics of job markets tend to differ in urban and rural areas, we tailor our recruiting initiatives to the specific realities of each location. In urban areas, we emphasize social significance and career-building opportunities, while in rural areas we highlight close local ties and ability to contribute to the community. We are stepping up collaboration with regional universities and other educational institutions, primarily through recruiting officers stationed at regional offices across the country. We are also flexibly reviewing our recruiting schedule, hiring methods and salary levels. These efforts are beginning to yield positive results, including an increase in the number of new hires and a decline in employee turnover.

Creating work environments that enable diverse talent to thrive

We consider the promotion of diversity and inclusion in our labor force as a key management priority because it allows us to leverage differing perspectives and values to energize our organization and bolster service quality. With advancing career opportunities for women viewed as a theme of particular importance, we continue to expand the roles of female employees. Thanks to both tangible and intangible improvements in work environments—including the installation of break rooms for female employees at control centers, creation of new job categories (such as equipment maintenance, which was previously handled by security guards) and expansion of the system that enables employees with childcare responsibilities to shorten their working hours—the number of female employees working in the field continues to rise steadily. Moreover, to encourage the promotion of female employees to management positions, we are working to raise awareness and facilitate the building of networks through career management training and round-table discussions for younger women. Regarding the hiring of individuals with disabilities, we acknowledge the importance of not only maintaining a satisfactory employment rate but also creating work environments that enable individuals to reach their full potential. In April 2026, we established the Inclusion Promotion Office to reinforce our system for devising and establishing employment opportunities at corporate headquarters and regional offices.

Realizing a company where all employees take pride in their work

SECOM employees are committed to contributing to society through the provision of safety and peace of mind. To help employees channel this sense of mission into pride in their work and a feeling of professional fulfillment, the Human Resources Division will continue to support autonomous career building and self-actualization, as well as to create work environments where employees want to remain for the long term. As part of an ongoing effort to enhance employee engagement, in January 2026 we significantly revamped our employee engagement survey. We also increased the frequency of this survey from annual to biannual, making it possible for us to swiftly detect signs of changes in employee motivation and organizational culture, and use feedback to improve workplaces and human resources policies. As this shows, we strive to be proactive in our approach to human resources management.

Going forward, we will explore the creation of mechanisms for career development and the exchange of talent across the SECOM Group, thereby expanding the potential for individual employees to leverage their capabilities. With the aim of translating current improvements into new growth and having delineated our vision for SECOM in the future, we will further evolve our human resources strategies in the belief that our people are the source of our competitiveness.

Initiatives to enhance employee engagement

We continue to be guided by our founders' belief in seeking self-actualization through one's work. Harkening back to this principle, and to our determination to create a vibrant organization where people are enthusiastic about their work, trust each other and are committed to providing high-grade services to customers, we designed our newly revamped employee engagement survey to ensure we properly grasp current conditions by diversifying the focus of questions beyond satisfaction with SECOM as an employer to include individual job satisfaction, communication in the workplace and awareness of work style options. We now ask employees to include their names, while at the same time prioritizing a psychologically safe environment, which we expect will allow us to more thoroughly analyze feedback, enabling us to effectively evaluate and improve the effectiveness of systems and policies. Using insights gained from this survey, we will work to enhance employee engagement through both workplace-led improvement initiatives and the development of Companywide systems.

Improvements based on insights gained from the employee engagement survey

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

Amendments to working conditions

- Stable annual salary increases (base salary increases have been implemented for five consecutive years)
- Significant increase in housing allowance in urban areas, where housing costs are soaring
- Substantial improvement in base salaries for individuals re-employed after retirement

Systemic upgrades

- Extension of the period for which employees with childcare responsibilities can shorten their working hours up until the child enters the sixth grade of elementary school in the interest of better work–life balance
- Increase in the maximum limit by which employees can reduce their working hours under the nursing care leave system to two hours
- Inauguration of a flexible working hours system that allows employees working during the day to stagger their shifts by between 30 minutes and an hour once per week
- Introduction of anniversary leave and donor leave systems

Measures to reduce workloads and encourage self-actualization

- Adoption of air-conditioned workwear developed in collaboration with a clothing manufacturer to prevent heatstroke among security staff in the summer months
- Overhaul of business processes and systems in administrative departments
- Introduction of an in-house staff recruitment system to expand career development opportunities

The Group Vision Summit: Enhancing employee understanding

The new Group Vision Summit was created as a forum for the exchange of views on our future that seeks to deepen employees' understanding of the SECOM Group's Vision for 2040, announced in May 2026, thereby encouraging them to work actively to help fulfill its objectives. Summits will be held across Japan from July through December 2026 to foster dialogue and discussion, primarily among young employees, with the aim of expanding possibilities for both employees and the SECOM Group as a whole, fostering a greater sense of ownership and underpinning efforts to address challenges as we work to realize our vision for 2040.

SPECIAL FEATURE

Accelerating the Fusion of People and Technologies to Create New Value

With social imperatives becoming increasingly complex and technologies evolving rapidly, how is SECOM further advancing its fusion of people and technologies to realize a new level of safety and peace of mind? Three individuals in new service development, open innovation and DX in security services discuss the next stage in SECOM's evolution.

From left:

Naoto Yokoo
General Manager,
Business Design Department

Hisashi Hazekawa
Head of SECOM Open Innovation

Seiya Hasegawa
Senior Manager,
Business Development Department

Embracing social change and leveraging a tradition of refusing to be content with the status quo to create safety and peace of mind for the future

Hazekawa: I was involved in the formulation of the new SECOM Group's Vision for 2040. At that time, the level of uncertainty in society felt considerably greater than it did when we devised the vision for 2030, in 2017. While technologies such as AI benefit society, they also complicate decision-making processes, and there is always a risk of unintended consequences. With the movement of people and goods expanding and values becoming increasingly diverse, we expect to see an increase in events that are difficult to foresee using conventional methods. We must continuously ask ourselves what it is that constitutes enduring peace of mind in an ever-changing society.

Yokoo: My work is in the development of new services and the deployment of AI. In addition to accelerating technological advances, we now see cyberspace–physical space data exchange, that is, the transfer of information across boundaries between cyberspace and the real world. While AI creates value, it also causes data itself to become a risk, which in turn gives rise to new threats and crimes. It is thus crucial that we are able to accurately grasp and leverage technological advances, and to prepare appropriately to counter risks. At the same time, we need to consider how to best utilize robots and AI on the ground in providing security services to support human judgment and responses. As an engineer, these are themes I deal with on a daily basis.

Hasegawa: My area is the application of labor-saving measures and technologies to security services, which at SECOM we call "Securitech." Securitech focuses particularly on the incorporation of technologies into static guard services, which have traditionally relied on human capabilities, with the aim of creating services that will be sustainable even with a shrinking labor force. For example, the realization of systems that use AI cameras to detect situations requiring action, and notify security staff and that facilitate the sharing of information among staff, means people can concentrate on making appropriate assessments and responding to irregularities. We also work to bolster the quality of security while reducing the burden on security guards by developing systems that assist with patrols and other guard duties, including the SECOM Drone XX and the cocobo autonomous security robot, as well as an AI-powered system featuring virtual characters that perform various security guard functions.

Yokoo: Society has become increasingly digitalized in the years since the COVID-19 pandemic. This, together with the increasingly interconnected nature of devices and services, continues to broaden the security needs of customers. We are witnessing growing demand for enhanced security that combines on-line security systems with surveillance cameras and access control systems, and that can be used together with equipment provided by third parties. In addition to the integration of robots, elevators and gates, expectations are high for offerings that not only improve security but also support risk management and efforts to ensure business continuity. The important question for us is how SECOM services will address such needs going forward.

Hasegawa: Labor shortages and escalating labor costs are also changing people's attitudes toward the use of technology. We have been working to address key social imperatives by, for example, obtaining approval for cocobo to be used on public roads and expanding applications for drones. In some cases, though, existing legal frameworks may not anticipate some new technologies and services.

In November 2025, a pilot test of the cocobo autonomous security robot was conducted at Kyoto's Chion-in temple, the headquarters of Jodo-shu, a major Japanese Buddhist sect. (Hasegawa)

While ensuring safety is our principal objective, we also have an important duty to engage in dialog with relevant parties and help create an environment that is conducive to the successful launch of new services and systems.

Hazekawa: I agree. One thing we have done is to formulate the groundbreaking SECOM AI Ethics Principles, which establishes guidelines for the proper use of AI. Since its founding, SECOM has refused to be content with the status quo, striving always to create pioneering services. Our commitment to driving innovation, thereby ensuring our ability to continue delivering safety and peace of mind, remains unchanged. In an era of rapid change and with it becoming increasingly difficult to make accurate future predictions, our efforts to conceive new offerings must begin not with finding ways to leverage existing technologies but with a firm grasp of changes in society and lifestyles and an understanding of what is needed. One way we are doing this is by making use of open innovation. We are collaborating with a variety of companies, from big tech firms to startups, to explore and deploy a steady stream of new ideas.

Promoting the evolution of security by advancing the fusion of people and technologies

Hasegawa: People play a key role in the management of security in many places, including airports, commercial facilities and multipurpose complexes. In such places, introducing new security equipment or systems necessarily entails a comprehensive approach that encompasses business processes, onsite implementation and communications environments. AI-driven data processing has advanced dramatically, but technological progress in the physical space continues to lag behind that in cyberspace. In the area of static guard services, in particular, which involves dealing with highly complex situations, I think there will be a need for the sort of judgment and responsiveness that only people can provide even as far ahead as 2040. We will continue to monitor the latest technological trends and work to create new services that reflect continuously evolving needs.

Hazekawa: SECOM has long maintained an emergency response system whereby dedicated personnel rush to the scene when needed, which is one of its key competitive advantages. Currently, we are working to broaden the scope of our services beyond our traditional focus on identifying and responding to issues that have occurred to include the extension of proactive services that emphasize detecting early signs of issues and taking preemptive steps to prevent them from arising or from escalating further. This will enable us to deliver peace of mind to an even greater number of customers and at the same time reduce the burden on individual personnel. Risks in daily life cannot clearly be labeled either normal or irregular but rather change gradually and continuously. The proactive creation of value begins with rendering these small changes visible early on.

Yokoo: Making use of AI will further enhance both the services we provide to customers and our own operations. For example, it can be used to analyze changes—for example, whether the same events are repeating or circumstances differ from the previous day—and leverage findings, together with our accumulated knowledge and front-line expertise, to more accurately assess situations. AI can also be used to support security staff in responding to inquiries, as well as to provide guidance on the timing and procedures for equipment maintenance. If certain maintenance tasks can be performed remotely, this will reduce the need for emergency response personnel to conduct such tasks on-site, thereby helping improve both service quality and productivity. While there are still things we need to do, including enhancing our communications infrastructure, the technological potential for the effective deployment of AI is expanding.

Capitalizing on points of contact with customers and front-line expertise to deliver peace of mind into the future

Hasegawa: Regardless of how advanced our technologies become, ultimately it is people to whom we deliver services that feel safety and peace of mind. Rather than unilaterally thrusting technology on customers, our proactive approach involves taking the needs and perceptions of users into account and proposing value that is one step ahead. The ability of our security guards to spot subtle inconsistencies is the result of insights gained from experience over many years on the job. If such expertise can be collected and applied through robots and AI as front-line data, it can be used in the development of new services. The broad customer base we have built through the provision of commercial and home security services, as well as the continuous human connection we maintain through multiple points of contact with customers, are unique competitive advantages for SECOM.

Yokoo: Our efforts alone are not enough to transform our traditional ability to deliver safety and peace of mind into something proactive. In addition to collaboration with other companies and open innovation, discussions regarding systems-related considerations crucial to effective deployment are also needed. Moreover, particularly because our priority has always been to ensure safety and reliability, we must ensure the quality and dependability of the new technologies we are rapidly introducing. Our home security system, for example, has been used by subscribers for more than four decades and, thanks to ongoing improvements based on customer feedback, has grown into a key service infrastructure. SECOM's management maintains a long-term perspective on investment, and persistence is deeply ingrained. Through such challenges, employees gain experience that plays an important role in fostering new generations of talent.

The Business Design Department's base at HARAJUKU 3rd Place in Tokyo promotes creative approaches to deploying cutting-edge technologies. (Yokoo)

Hazekawa: The points of contact with society and front-line expertise that SECOM has cultivated through its businesses are of significant value to partners seeking to bring new technologies to market. While we conduct development in-house when doing so is appropriate, we otherwise actively collaborate with other companies that have superior technologies. SECOM is a provider of services, and we place considerable emphasis on creating service experiences that deliver peace of mind to our customers. Looking ahead, we will work to create new experiences by providing proactive services, as well as by extending the timeline for contact with customers back to before provision, thereby encouraging confidence that trusting in SECOM will reduce the risk of something untoward happening.

SECOM's vision for Peace of Mind through Anticipation

Hasegawa: In Japan, it has long been recognized that technology-based support will eventually become a necessity, owing to the country's shrinking labor force. We have continuously promoted the development of technologies in such areas as robotics. Interest in the use of robots has expanded in recent years, as has their ability to help address social imperatives. SECOM has honed technologies that are currently being used not only in its own services but also by security services companies with which it has partnered. Going forward, we hope to leverage these technologies more extensively to resolve challenges across the security services industry.

Yokoo: Methods for achieving peace of mind evolve with the times. AI technologies are among the technologies crucial to the provision of proactive safety and peace of mind, as set forth in the SECOM Group's Vision for 2040. As AI becomes as much a part of the social infrastructure as electricity and water, it will no doubt give rise to new crimes and threats. In light of changes like these, it is important to revisit our understanding of what constitutes safety and what gives people peace of mind, and to extend services that anticipate the evolving needs of society.

Hazekawa: Under the SECOM Acceleration Program 2026, inaugurated in late 2025, we solicited ideas from partners interested in working together on the creation of proactive products and services, in response to which a variety of proposals were submitted. Beginning with this program, we are working to translate our new concept of "Peace of Mind through Anticipation" into tangible value. We will continue to leverage sensing technologies across the SECOM Group to proactively extend peace of mind, broadening our focus beyond security services to include, for example, the early detection of health risks in medical services and of national land and natural disaster risks in geospatial information services. We will also continue to advance and further strengthen our fusion of people and technologies across the Group's diverse businesses to proactively create new value by providing Peace of Mind through Anticipation. Through these and other efforts, we will strive to ensure that the entire Group embodies the idea of a constantly evolving SECOM that delivers enduring peace of mind in an ever-changing society.

Executives and managers from different sections served as judges at the final screening of proposals submitted under the SECOM Acceleration Program 2026. (Hazekawa)

Sustainability

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, a forum for the exchange of information that 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."

WE SUPPORT UN GLOBAL COMPACT

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, and we use the plan-do-check-act (PDCA) cycle Groupwide 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 JPX Blossom Japan Index, the FTSE JPX 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).

FTSE4Good

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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

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

Progress toward the achievement of KPIs is reported to the President and Representative Director, as well as to the Board of Directors, as necessary. In addition to being incorporated into decision making, in conjunction with management strategies, insights gained are used to enhance and modify various initiatives.

Material sustainability issues	KGIs	KPIs	Targets and target years	Results in the fiscal year ended March 31, 2025	Scope of targets
1 Customer-oriented services	Aim for zero loss of life or property	Crime prevention rate*1 for intrusions and thefts	100% (2030)	99.98%	(1)
	Aim for zero customer concerns	Response rate*2 to telephone calls from customers	96% (2026)	93.0%	(1)
		"Peace of mind" score in surveys of SECOM Home Security subscribers	100% (2030)	96.9%	(1)
2 Leveraging advanced technologies and partnerships	Continue to create "Japan-first" services that deliver safety and peace of mind	News reports on research achievements that contribute to peace of mind for society	30/year (2030)	24	(1)
		Development/announcement of new systems and services that are firsts in Japan*3	Cumulative total: 10 (2030)	1 (Cumulative total: 6)	(1)
		Number of verification tests conducted together with other companies, local governments, educational institutions and others*3	Cumulative total: 100 (10/year) (2030)	8 (Cumulative total: 27)	(1)
		Percentage of security equipment and systems requiring no installation*4	10% (2030)	8.8%	(1)
3 Employee self-realization and diversity	Realize job satisfaction for employees and create employee-friendly workplaces	Training hours/person	50 hours/year (2030)	28.8 hours	(1)
		Paid leave usage rate	80% (2030)	68.8%	(1)
		Health and productivity management survey score	Inclusion in METI's Health and Productivity Stock Selection (2027)	Certified in the large enterprise category of the 2025 Health & Productivity Outstanding Entities Recognition Program	(1)
	Achieve active participation for human resources by capitalizing on diversity	Female managers as a percentage of total management team	30% (2030)	12.7%	(1)
		Gender pay gap*5	85% (2030)	76.0%	(1)
		Percentage of male employees taking childcare leave	50% (2025)	45.9%	(1)
4 Fair corporate activities and respect for human rights	Earn recognition in society as a company that protects human rights	Percentage of employees completing human rights and harassment prevention e-learning programs	100% (Annual)	99.8%	(1)
	Create a corporate culture that is positive and open-minded and emphasizes a commitment to doing what is appropriate	Contributions to lifesaving, fraud prevention and other initiatives (Commendations received from the president or a division head)	— (Annual)	305	(1)
		Internal audit implementation rate (scope: security services offices)	100% (Annual)	100%	(1)
5 Decarbonization and a recycling-based society	Achieve carbon neutrality by 2045	Decrease in greenhouse gas emissions from the fiscal year ended March 31, 2019	75% (2035)*6	48.2%	(3)
		Renewable energy as a percentage of total energy used	100% (2045)	65.0%	(3)
		EVs*7 (excluding special vehicles) as a percentage of total business vehicles	100% (2030)	47.7%	(2)
		BEVs and FCVs (including motorcycles) as a percentage of total business vehicles	100% (2045)	91	(2)
	Realize a circular economy	Virgin plastics derived from fossil resources as a percentage of total materials used in containers and packaging*4	0% (2030)	70.0%	(1)
		Plastics derived from fossil resources as a percentage of total materials used in containers and packaging*4	0% (2045)	76.1%	(1)
6 Coexistence with local communities	Earn society's trust as a company that contributes to the safety of local communities	Participants in child safety workshops (DVD teaching materials)	100,000/year (2027)	11,573	(1)
		Annual visits to SECOM's safety awareness websites	3,000,000 page visits (2027)	1,830,000 page visits	(1)
		Partnerships with local enterprises (business collaboration, joint participation, cooperation)	10/year (Annual)	15	(1)
		Participants in AED training sessions	40,000/year (2030)	32,265	(1)

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 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
*6 The previous target of a 45% reduction was achieved in the fiscal year ended March 31, 2026, so a new target was set.
*7 Electric vehicles: Hybrid vehicles (HVs), plug-in hybrid electric vehicles (PHEVs), battery electric vehicles (BEVs) and fuel-cell vehicles (FCVs)

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

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

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.

Net sales and operating revenue

¥1,402.0 billion

1999- Geospatial information services

1999
- Invests in Pasco Corporation, a leading provider of aerial surveying services

2007
- Launches ground surveying services using synthetic aperture radar (SAR) satellite images

1998- Insurance services

1998
- Invests in Toyo Fire and Marine Insurance Co., Ltd. (currently Secom General Insurance Co., Ltd.)

2001
- Launches MEDCOM, Japan's first unrestricted cancer treatment policy

1991- Medical services

1991
- Begins providing visiting nurse services

1994
- Begins offering Japan's first remote image diagnosis support service

1996
- Commences management of residences for seniors

2014
- Opens Sakra World Hospital, a general hospital, in India

1983- BPO and ICT services

1983
- Begins providing information and communications-related services

1985
- Launches information security services

1998
- Launches certification authority business

2000
- Establishes the Secure Data Center

2004
- Launches the SECOM Safety Confirmation Service

2012
- Acquires At Tokyo Corporation, one of Japan's leading data center services firms

2017
- Acquires BPO services firm TMJ, Inc.

2023
- Acquires ARTERIA Networks Corporation

1978- Overseas security services

1978
- Establishes joint venture Taiwan Secom Co., Ltd., in Taiwan, its first overseas market

1981
- Establishes joint venture Korea Security System Co., Ltd. (currently S1 Corporation) in the Republic of Korea (ROK)

1988
- Establishes presence in Thailand

1991
- Establishes presence in the United Kingdom and Malaysia

1992
- Establishes presence in the People's Republic of China (PRC), Singapore and Australia

1994
- Establishes presence in Indonesia

2006
- Establishes presence in Vietnam

2011
- Establishes presence in New Zealand

2019
- Establishes presence in Turkey

2024
- Establishes presence in Ireland

2025
- Acquires AVTEL Holdings (Pte) Ltd.

1974- Fire protection services

1974
- Forms business alliance with Nohmi Bosai Kogyo Co., Ltd. (currently Nohmi Bosai Ltd.), Japan's top provider of fire protection services

2006
- Acquires newly issued shares in Nohmi Bosai, which becomes a consolidated subsidiary

2012
- Acquires all outstanding shares in Nittan Co., Ltd., one of Japan's leading fire protection services providers, making the company a consolidated subsidiary

1962- Security services

1962
- Established as Nihon Keibi Hosho 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

1975
- Commences operation of the world's first computerized security system (CSS)

1981
- Introduces My Alarm (currently SECOM Home Security), Japan's first home security system

2001
- Develops and releases the COCO-SECOM mobile security system

2004
- Introduces the SECOM AED Package Service

2015
- Acquires Asahi Security Co., Ltd., a leading provider of cash collection and delivery services, which becomes a consolidated subsidiary

2022
- Acquires Senon Ltd., a provider of comprehensive security services

1962 | 1970 | 1980 | 1990 | 2000 | 2010 | 2020 | 2026

1974
- Lists on the Second Section of the Tokyo Stock Exchange

1978
- Moves up to the First Section of the Tokyo Stock Exchange

1983
- Changes name from Nihon Keibi Hosho Co., Ltd. to SECOM CO., LTD.

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

2022
- Shifted to the Prime Market, owing to a restructuring of the Tokyo Stock Exchange's market segments.

Security service industry → Safety ("*ANZEN*") industry → Social System Industry

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

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 continue striving to achieve sustainable growth, and at the same time to fulfill our mission of helping realize a society free from concerns.

The evolution of social imperatives continues to accelerate

Increasing importance of promptly identifying latent risks

- Sociodemo-graphic change
- Technologies
- Economy
- Environment and resources

- Diversification of crimes/accidents
- Collaboration and coexistence with AI
- Accelerating demand for labor-saving solution
- Increasingly severe natural disasters
- Pressure on national and local authorities to respond effectively

Business model based on the resolution of issues

Management foundation and strengths

Human Resources
- A corporate philosophy shared by all employees
- **72,400** Group employees*1

Organization
- An integrated portfolio that marshals diverse businesses
- **166** Group companies in seven business areas*2
- Operations in **18** countries and territories overseas

Technologies
- Business model that fuses people and technologies
- Approximately **2,500** emergency depots in Japan
- Around **60,000,000** security sensors installed at subscribers' premises

Performance
- Close ties with society and a strong track record
- More than **3.86** million security service subscribers worldwide
- Over **8.59** million SECOM Safety Confirmation Service users

Knowledge
- Know-how cultivated in Japan
- Deployment overseas of initiatives developed in Japan, a front runner in addressing challenges associated with a super-aged society and natural disasters

Business areas

- Security Services
- Fire Protection Services
- Medical Services
- Insurance Services
- Geospatial Information Services
- BPO and ICT Services
- Other Services

SECOM あんしん プラットフォーム

The SECOM Group's Vision for 2040

Capitalizing on the *ANSHIN* Platform, SECOM will work to extend proactive services that deliver "Peace of Mind through Anticipation"

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

Values

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

Mission

Help achieve a society free from concerns

Vision

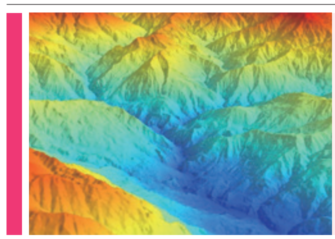
Realize the Social System Industry

Contributing to the success of the SDGs

SUSTAINABLE DEVELOPMENT GOALS

*1 Employees of SECOM Group companies (excluding variable interest entities), as of March 31, 2026
*2 The parent company, consolidated subsidiaries and equity-method companies, as of March 31, 2026

SECOM at a Glance

Segment	Percentage of Net Sales and Operating Revenue*1	Percentage of Operating income*2	Principal operations	Competitive advantages	Principal consolidated Group companies*3
 Security Services	48.1%	57.1%	• 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 Protection Services	13.3%	11.3%	• 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.
 Medical Services	15.0%	3.9%	• 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.
 Insurance Services	6.3%	16.2%	• 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.
 Geospatial Information Services	4.3%	2.2%	• 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
 BPO and ICT Services	9.3%	4.7%	• 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.
 Other Services	3.7%	4.6%	• 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	

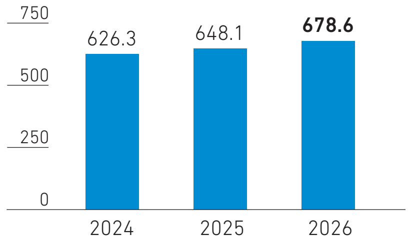
*1 Breakdown is based on consolidated net sales and operating revenue (excluding intersegment transactions) for the fiscal year ended March 31, 2026.
*2 Breakdown is based on total operating income for seven segments (¥215.0 billion), prior to adjustment for corporate expenses and eliminations, for the fiscal year ended March 31, 2026.

*3 For more information on major consolidated subsidiaries, please see pages 87–90.
*4 Listed on the Tokyo Stock Exchange Prime Market

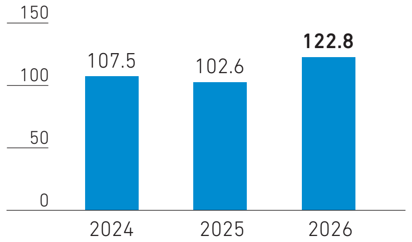
SECOM Today

Security Services

Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)



Business summary

For more than half a century, we have offered optimal security services that respond to the evolving needs of our customers to meet their needs for safety and peace of mind. Our mainstay on-line security systems include monitoring for intruders, fires and other irregularities via telecommunications circuits that link a SECOM control center with security equipment installed at the subscriber's premises. In the event that an irregularity is detected, control center staff swiftly appraise the situation and, if necessary, notify the police and/or fire department. In response to instructions from control center staff, emergency response personnel rush from the nearest SECOM emergency depot to the subscriber's premises. The initial contract period for on-line security systems, a recurring revenue–based business, is five years, after which the contract is automatically renewed annually. We take care of upkeep for security equipment and systems, which we provide to subscribers primarily on a rental basis, enabling us to deliver seamless peace of mind. The fact that 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, guarantees exceptional quality and reliability.

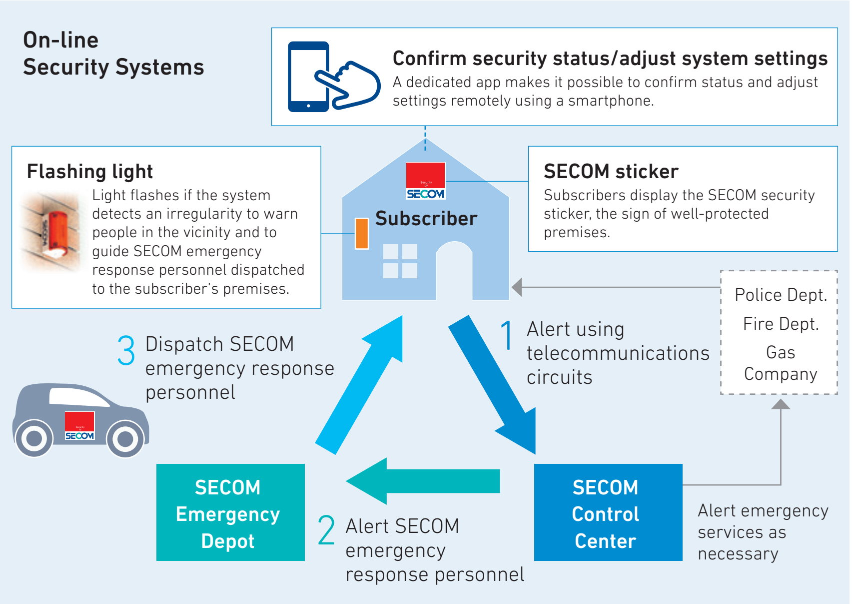
Thanks to remarkable technological advances, on-line security systems can now be equipped with a variety of features that go beyond monitoring for irregularities such as intruders and fires to support the business endeavors of commercial subscribers and the daily lives of residential

SECOM control center

subscribers. We are promoting the development of a variety of highly sophisticated, distinctively SECOM services and systems that combine around-the-clock emergency response services in the event of an incident and a convenient subscription-based format. By thus broadening our menu of services to meet emerging needs for safety and peace of mind, we are working to attract new customers. We also propose new services to existing customers to strengthen relations, as well as to extend contract periods. The experience and know-how we have cultivated over the years are reflected in our technological prowess, human resources, and operational and control structure.

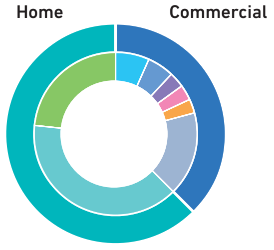
Technological prowess

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 systems. 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 employing open innovation with various partners, from major corporations to start-ups, to facilitate the rapid development of essential systems that deploy state-of-the-art technologies.

Contracts for On-line Security Systems in Japan
(As of March 31, 2026)



Note: Breakdown is of total contract volume.

Human resources

Our employees are essential to our ability to offer high-grade services, meaning that human capital is a key source of our competitiveness. 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, as well as by allowing them to acquire new and hone existing specialized knowledge and technical skills.

Operational and control structure

In addition to a nationwide network, we have created a proprietary operational and control structure to facilitate the provision of on-line security systems across Japan. 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.

Operating highlights
Commercial security services

We continue working to develop a business infrastructure that supports the operations of commercial security subscribers. To this end, we are enhancing our menu of high-value-added services, centered on on-line security systems, through integration with open cloud services.

Enhanced usability continues to underpin the expansion of the System Security AZ series

System Security AZ is an all-in-one solution for commercial security subscribers that helps support operations, by helping manage risk, including through the prevention of crime and monitoring for fires, as well as by facilitating employee attendance and facility management. This system continues to receive praise for its convenience and ease of operation, enabling users to access image sensor footage using a dedicated smartphone app and to view chronological operation logs, thereby confirming what operations have been performed, when and by whom. The app also makes it possible to check image sensor footage and security status, as well as to arm and disarm the system, remotely. We have reinforced the integration of System Security AZ and surveillance cameras, as well as improved security and usability by making it possible not only to arm and disarm the system, but also to view images from SECOM IP Camera surveillance cameras from a single app.

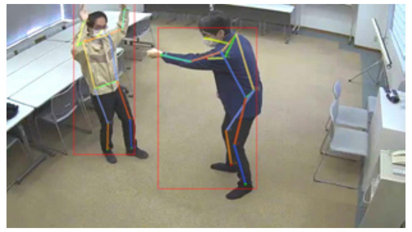
System Security AZ-Air features a compact controller that can be connected wirelessly to various security sensors, making it optimal for small and medium-sized offices, as well as for retail facilities, where aesthetics are an important consideration. System Security AZ-Air can also be linked to SECOM IP Camera surveillance cameras to facilitate the monitoring of a live feed from the AZ-Air controller or a smartphone.

System Security AZ-Access can be used at a variety of premises, including office buildings, research facilities, factories and large-scale commercial facilities, and enables the use of various authentication methods for entering and exiting, as well as the centralized management of as many as 1,000 locations. The use of SECOM Smartphone ID eliminates the need to issue IC identity cards and facilitates swift, secure authentication using a smartphone instead.

AZ Access facilitates swift authentication using the SECOM Smartphone ID app

Systems that leverage AI to reduce the burden of monitoring

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, which boasts a built-in AI function, analyzes images and detects the movement of people and objects—including intrusions, obstructions and congestion—within a predetermined area and notify the subscriber in the event of an irregularity by displaying an alert on the monitor and sending an email. This not only facilitates the early detection of damage or accidents but also expedites initial responses.



Example of human behavior (threat) detected by the SECOM AI Behavior Detection System

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

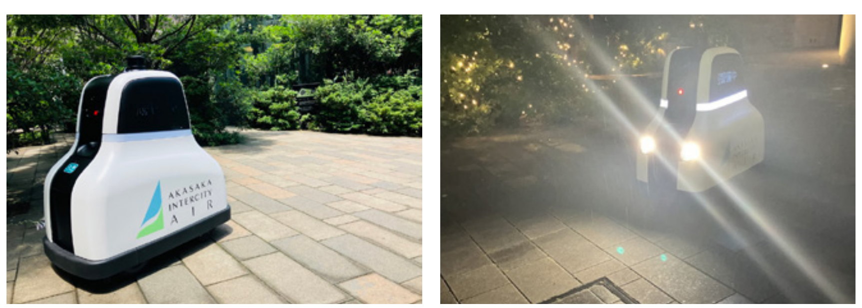
In April 2026, we established a specialized department that is tasked with boosting the operational efficiency of existing services, enhancing customer experiences and creating new services that integrate AI technologies with other elements.

Leveraging robots and AI to reduce labor requirements

Amid rapid technological advances and increasing labor shortages, DX is playing an increasing role in the security services industry, with advanced technologies in areas such as robotics and AI finding increased use in security systems, including static guard services, thereby helping bolster the precision of such services while reducing the need for human resources.

In March 2025, our cocobo autonomous security robot was approved as a remote-controlled small vehicle by meeting standards set under Japan's Road Traffic Act, meaning that cocobo can now be used on public roads and in open public spaces around sites during the day and at night. We are currently promoting the deployment of cocobo in large office buildings and event spaces, as well as conducting field tests in multipurpose complexes, temples and other large-scale facilities.

In February 2026, in collaboration with a major telecommunications provider, we were awarded a defense contract by the Japanese Ministry of Defense to build a remote automated security system for the JGSDF.



The cocobo autonomous security robot can patrol on public roads during the day and at night

Together with our partner, we are working to develop and extend a system that will lower the burden on JGSDF personnel while at the same time providing around-the-clock security. Going forward, we will continue working to help strengthen Japan's critical infrastructure and to build a social infrastructure conducive to safety and peace of mind.

Products that help address customer harassment

Customer harassment—abuse of staff by customers in the form of unreasonable demands and inappropriate behaviors—has become a serious issue, and despite the passing of laws and regulations obliging companies to take action, the difficulty of verifying the circumstances of such incidents when they occur remains a challenge.

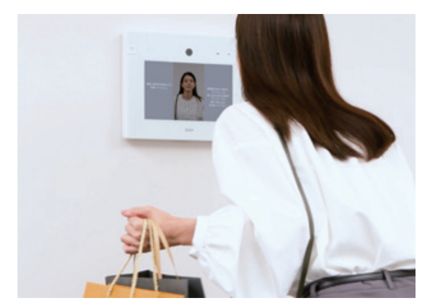
In August 2025, we completed development of the Safe Assist customer harassment protection service, which enables employees to report incidents of customer harassment to their supervisors from their iPhone or Apple Watch using a dedicated app. Employees who interact with customers in stores or other locations can start an audio recording and report if they feel concerned or sense danger to their supervisor using a HELP alert function. Supervisors can listen to the recording in real time and track the employee's location, enabling them to assess the situation swiftly and take prompt action. If the situation escalates and the employee believes their safety is at risk, they can also request SECOM to contact the police. We also offer other services that support effective efforts to address customer harassment, including COCO-SECOM, which allows users to report emergencies to SECOM, along with their location, and the Interactive Security Service, an image-based service that enables the transmission of surveillance camera video and audio to SECOM, which dispatches emergency response personnel and notifies the police.

The Safe Assist customer harassment protection service helps ensure employees' safety and peace of mind

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 equipped with facial recognition, 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.



High-performance LCD controller for SECOM Home Security NEO

SECOM Monitoring Service for Seniors, offered as an option to SECOM Home Security subscribers, 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 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.

In October 2025, SECOM Home Security received a 2025 Good Design Long Life Design Award, which recognizes timeless products and services that can be seen as models for the designs of the future while continuing to be recognized as timeless standards. The award recognized our ongoing ability to design products and services that embody the intangible value of safety and peace of mind from a multifaceted perspective and to realize interfaces appropriate for the times.

Window solutions that deliver outstanding security and improved living environments

SECOM *Anshin* Glass SG, a safety glass boasting outstanding impact and shock resistance developed through collaboration between SECOM Intelligent Systems Laboratory, which boasts a wealth of expertise in protection against crimes, and a leading glass manufacturer, recently earned compliance with EN356 P6B, the European standard for security glass. With concern in Japan rising over a series of burglaries targeting vacant houses, the use of SECOM *Anshin* Glass SG together with SECOM Home Security ensures a prompt response in the early stages of a crime, with sensors instantly detecting any attempts at vandalism, triggering the dispatch of SECOM emergency response personnel if necessary.

Our protective window film for residential interiors blocks the infrared rays from direct sunlight that passes through window glass, preventing indoor temperatures from rising and reducing the need for air conditioning. In March 2026, we revamped our lineup of products developed to improve living environments to better respond to the needs of companies seeking to enhance working conditions, promote environment-friendly initiatives and contribute to decarbonization, which has bolstered demand. Looking ahead, we will continue working to help realize a society where anyone and everyone enjoys peace of mind.

Other security services

Japan's first home-use AED with an auto-shock function

In Japan, approximately 90,000 people annually are taken to hospital by ambulance in cardiac arrest, with 67% of cases occurring at home. In July 2025, we launched SECOM MyAED, the country's first home-use automated external defibrillator (AED) equipped with an auto-shock function. This reduces the risk of hesitation by potential rescuers causing a delay in pressing the shock button and is expected to improve survival rates. As of March 31, 2026, SECOM AEDs had contributed to the saving of more than 4,000 lives, while cumulative sales had exceeded 400,000 units. Going forward, we will continue working to help ensure these lifesaving devices are available to anyone and everyone whenever they are needed.

SECOM MyAED home-use AED equipped with an auto-shock function

Overseas security services

Extension of services in 15 countries and territories

We have steadily expanded our operations in overseas markets since 1978, when we established a presence in Taiwan. With the acquisition of AVTEL Holdings in October 2025, we expanded our presence into India and the Netherlands, as a result of which our overseas security services business encompasses operations in 15 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 foremost company in the local security services market, offers a broad lineup of services ranging from security management systems for large-scale facilities to home security. Taiwan Secom is also actively deploying cloud computing, AI, IoT and other advanced technologies.

Operations in the Republic of Korea (ROK) are spearheaded by S1, which is publicly listed and the local market leader, and include the provision of a wide variety of high-value-added services tailored to customer 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 of emergency depots, underscoring growth in subscriber numbers.

We have created an extensive security services network in the PRC that centers on bases in coastal cities. We are in the process of reconfiguring our local operations in light of changes in the operating environment. We are also focusing on the launch of new products tailored to local needs. In response to the country's aging population, in July 2025, we began offering an emergency alert service.

In Southeast Asia, which we have designated as a priority region and where markets are expected to see continued growth, SECOM Group companies in Thailand, Malaysia, Singapore, Indonesia and Vietnam strive to boost sales and promote local acceptance of on-line security systems. (More details are provided below.)

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

In Turkey, we leverage a network of local partners to extend security services that range from home security to security management systems for large-scale facilities. We also promote solutions optimized for the local market.

Subsidiary Secom plc delivers high-grade on-line security systems and other security services across the United Kingdom, earning a strong reputation among security-conscious clients such as financial institutions, nationwide hotel chains and restaurants. In May 2025, we acquired Radiocontact, based in Northern

Emergency response personnel (Indonesia)

Ireland, reinforcing our operations both there and in Ireland, where we first established a presence in 2024.

Achieving further growth in promising overseas markets

Strengthening our overseas operations, particularly in promising markets, is one of the core strategies set forth in SECOM Group Road Map 2027. In line with this strategy, we are working to add depth to existing businesses and to expand into untapped markets and new business areas.

In September 2025, we began offering SECOM Smart Security, an on-line security system that delivers improved convenience, in Indonesia. Thanks to the use of digital marketing, contract volume for this system continues to increase, underpinning greater market penetration. Going forward, we aim to expand our provision of this system to other countries.

Additionally, we are enhancing our systems integration (SI) capabilities to extend sophisticated security services for large-scale facilities. In recent years, our track record, together with the high marks given to the quality of our services, have enabled us to secure orders for major projects, including for security services for power plants and data centers, in Singapore and Malaysia. In Australia, we are capitalizing on our extensive experience in SI to secure recurring orders.

In October 2025 we acquired AVTEL Holdings, a global security systems integrator*1 serving mainly the Asia–Pacific region (East Asia, Southeast Asia and Oceania) and Europe, the Middle East and Africa (EMEA), which became a wholly owned subsidiary. We look forward to this acquisition supporting the introduction of advanced security systems that comply with security standards of companies around the world. We will also capitalize 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.

In another initiative, we are investing in promising new business areas to lay the groundwork for new growth and realize synergies over the medium to long term. We have invested in Brivo, Inc.,*2 a leader in video surveillance as a service (VSaaS)*3 and access control as a service (ACaaS),*4 primarily in North America. We are leveraging Brivo's cloud-based security systems by incorporating them into existing services in other countries and territories where we currently operate. In Thailand, for example, we offer the SECOM Eyes on Cloud service, which uses Brivo's cloud-based surveillance management platform, which makes it possible for customers to manage surveillance images securely and efficiently across multiple locations and devices while helping minimize initial costs.

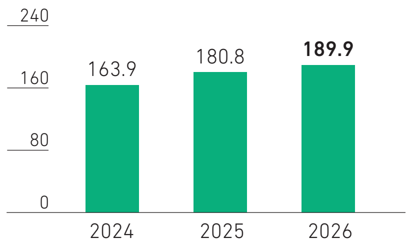
SECOM Eyes on Cloud, which uses cloud-based technology from Brivo

Going forward, we will work to fortify our operating foundation in overseas markets, including by enhancing next-generation control center services and IT security capabilities. In addition, we will promote legal and regulatory compliance, meticulous performance monitoring, and the securing and fostering of human resources, as well as build a proactive security*5 services model. By encouraging global awareness of the SECOM brand and accelerating autonomous growth, and by expanding into new geographic and business areas, we will seek to establish *ANSHIN* as a universally recognized term synonymous with peace of mind.

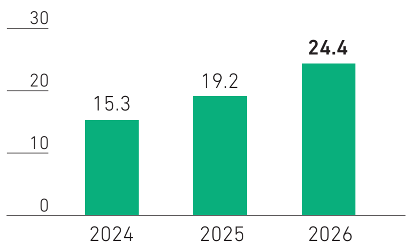
*1 A global security systems integrator provides consulting, sales and installation services in the area of integrated security systems—including access control and video surveillance, across countries and regions—to global companies.
*2 Brivo and Eagle Eye Networks, Inc., two companies in which SECOM has invested, merged in the fiscal year ended March 31, 2026, and currently operate under the name Brivo.
*3 VSaaS enables users to access, manage and analyze video surveillance information in the cloud.
*4 ACaaS enables users to control and manage on-premises access control devices in the cloud.
*5 Proactive security is an approach that emphasizes leveraging cutting-edge technologies such as AI to detect threats in advance and deter crime.

Fire Protection Services

Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)

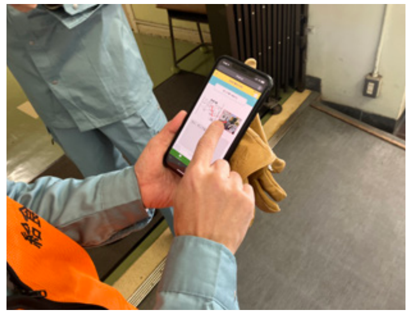


Operating highlights

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, having established fully integrated service frameworks that span R&D, systems planning, design, manufacturing, installation and maintenance. Both companies have built strong relationships with customers by responding to demand for fire prevention solutions for diverse applications in local communities, including office buildings, production facilities, tunnels, cultural properties, ships and residences. Drawing on their extensive track records, Nohmi Bosai and Nittan deliver safety and peace of mind by extending proposals for new builds, as well as recommending replacement systems to customers in the renovation market.

N-HOPS: App supporting the operation of evacuation centers

The effective operation of evacuation centers when a major disaster strikes depends on the creation of environments in which local government employees and residents can take initial steps in accordance with predetermined procedures regardless of individual experience. In May 2026, Nohmi Bosai began offering N-HOPS, an app that provides a visual guide to the actions necessary to set up and operate an evacuation center and digitally supports step-by-step implementation. In demonstration testing conducted with multiple local governments, N-HOPS earned praise for making set-up processes less time-consuming than when printed manuals are used, as well as for being customizable for individual facilities.



N-HOPS evacuation center support app (Nohmi Bosai)

Looking ahead, Nohmi Bosai will leverage the expertise it has gained in the fire protection services business to extend digital services that support the efforts of individuals in disaster situations, thereby contributing to more effective disaster responses.

Fire protection systems earn Good Design Awards

A Nohmi Bosai automatic fire alarm that integrates a manual call point and ring-shaped location lamp in a single concentric unit was recently honored with a prestigious 2025 Good Design Long Life Design Award, which recognizes designs with functionality and value that have been widely recognized over many years and which are expected to continue being used well into the future. Before this alarm was originally launched 11 years ago, standard models featured protruding, cone-shaped location lamps and separate call points, which presented a number of issues, including difficulties in locating call points in dark places and injuries caused by collisions with location lamps installed in corridors. Such issues were resolved with Nohmi Bosai's development of the ring-shaped location lamp, which has since also been adopted by many other companies. The alarm continues to receive high marks for this, as well as for the fact that it transformed what was essentially a functional device into one that supports safety without compromising the aesthetics of the space where it is installed, thereby contributing to society by delivering excellence in terms of both design and performance.

Automatic fire alarm with ring-shaped location lamp (left) and heat detector (Nohmi Bosai)

A Nohmi Bosai smoke detector/heat detector also earned a 2025 Good Design Award. The device garnered praise for achieving a balance between appearance and reliable performance, blending seamlessly with architectural aesthetics, thanks to its matte finish and sleek profile, while remaining easily recognizable by inspectors and maintenance personnel. This smoke detector/heat detector also incorporates the latest performance features, while at the same time ensuring system and installation compatibility, thereby reducing challenges associated with future updates and long-term operation. Nohmi Bosai will continue working to provide society with superior products that ensure reliable safety and environments conducive to peace of mind.

The new Nittan Multi-Panel (NMP) System for overseas markets

In April 2025, Nittan launched the NMP System, a flexible fire alarm control platform designed for a broad range of applications, including medium- and large-scale commercial complexes, for markets in the Middle East and Southeast Asia. The modular architecture facilitates the creation of an optimal system configuration for each individual project. This system also offers excellent scalability, meaning it can accommodate both complicated equipment requirements and future system expansion.

Indoor location information system and hydrogen fire detector earn acclaim

Nittan's B Catch Now was recently recognized with the Business Division Gold prize—the top award bestowed—in the PHASE FREE AWARD 2025, presented by the Phase Free Association, which recognizes highly effective products and services created for daily use that are also useful in emergency situations. B Catch Now is an indoor location information system that uses signals from sensor beacons installed in fire alarms to pinpoint the location of people and objects indoors in real time using a computer, smartphone or other device. Principal applications include the provision of support for first responders in the event of a fire by displaying the positions of people, as well as fire alarms and fire protection equipment. It is also being increasingly adopted for everyday use with the aim of improving communications and bolstering operational efficiency.

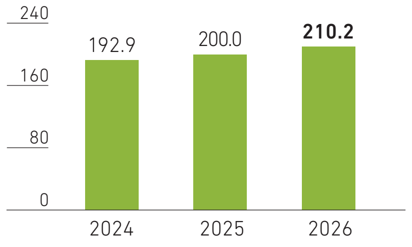
B Catch Now
indoor location information system (Nittan)

Nittan's Artiedge III–H2FD hydrogen fire detector earned a 2025 Good Design Award. Developed specifically to detect the invisible flame of burning hydrogen, thereby enhancing the safety of facilities where hydrogen is present, this device was recognized for a design that delivers dependable performance in the event of an emergency in an era when fire prevention equipment must ensure safety and at the same time be aesthetically pleasing. Nittan will continue to enhance its development capabilities, one of its key competitive advantages, and to further expand the Artiedge brand.

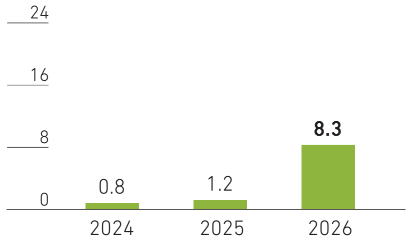
Artiedge III–H2FD hydrogen fire detector (Nittan)

Medical Services

Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)



Operating highlights

Believing that protecting health and life is the ultimate expression of our commitment to delivering safety and peace of mind, in 1991 we launched services designed to assist home medical care. Today, we provide medical services with an emphasis on four categories: medical care, personal care, healthcare and preventative care, and ICT-based services. We have also expanded our focus to include the use of ICT to help create comprehensive community-based healthcare models that bring together a variety of services.

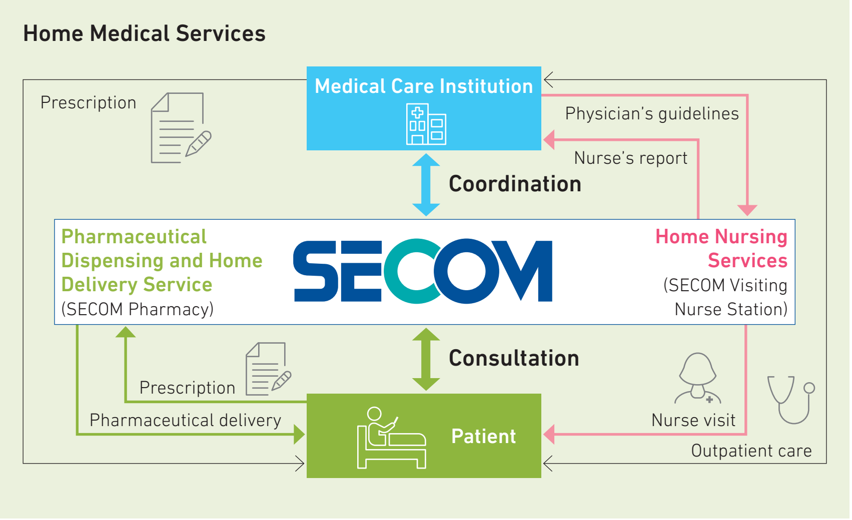
Medical care services

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 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 from a nationwide network of 34 visiting nurse stations and encompass medical treatment and nursing care services provided under the direction of the patient's primary physician. We also offer pharmaceutical dispensing and delivery services for individuals receiving medical care at home. These services include 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, delivering medical hygiene products and providing patient compliance instruction. In addition, we support the operations of 20 affiliated hospitals that extend diverse services, including high-level acute care, rehabilitation, convalescent care and long-term care. We also 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).

In emerging economies, where demand for expanded medical care and higher-grade services is strong, our efforts emphasize hospital management. Sakra World Hospital, in India, continues to see growth as a "Japanese-style" general hospital. We also plan to open a second hospital with approximately 350 beds, also in Bengaluru, in 2030, which will offer advanced care, including comprehensive cancer treatment, as well as provide top-notch education and training for doctors and nurses. This new hospital will contribute to the improvement of local medical care, as well as reinforce the infrastructure for its provision.

Artist's conception of the new hospital in Bengaluru, India, which is scheduled to open in 2030



Personal care services

This category includes the provision of visiting personal care services and outpatient care services (adult day care) from our comprehensive home personal care services centers. We also operate residences for seniors, bringing together our expertise in the provision of security, medical care and personal care services.

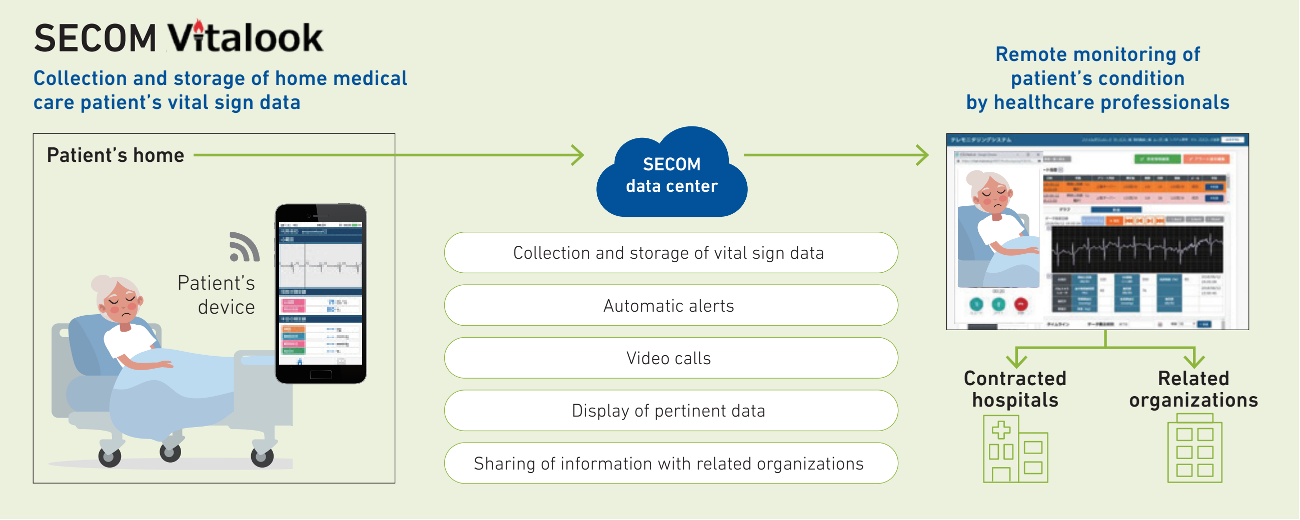
Health and preventative care services

We operate the membership-based SECOM Health Care Club KENKO and offer telephone-based health consultation services 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

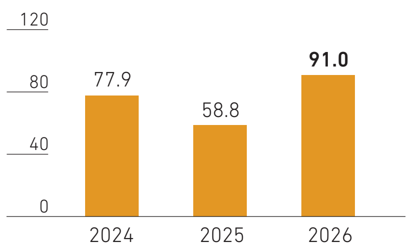
We are developing unique ICT-based services by capitalizing on our information network technologies and the expertise we have amassed in the provision of operational support for medical institutions and of home medical care services. The SECOM Vitalook remote medical care support platform enables physicians and nursing staff at contracted medical institutions to review home medical care patients' vital data—including pulse, blood pressure, body temperature and electrocardiogram results—collected and stored at a SECOM data center. The platform also supports video calls and remote auscultation. We are also seeing the expanded use of our electronic medical records services. These include SECOM LINKus, a cloud-based electronic medical records system that allows medical professionals to share information contained in electronic medical records, and Hospi-net, a remote image diagnostic support service that allows radiologists to assist primary physicians' diagnosis by examining medical images and providing consultation. SECOM SMASH, a hospital management information analysis system, continues to earn acclaim for its effectiveness, receiving a HOSPITAL DX AWARD 2026 for excellence in recognition of its highly effective data-driven approach to hospital management reform.

Going forward, we will continue striving to deliver safety and peace of mind that seamlessly supports medical institutions and patients with a view to expanding our provision of ICT-based services into global markets.

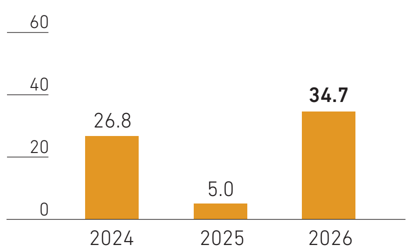


Insurance Services

Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)



Operating highlights

We continue to leverage SECOM Group resources to expand our distinctive insurance services business, in line with our belief that delivering seamless 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.


SECOM *Anshin* My Car on-site assistance

MEDCOM unrestricted cancer treatment policy

MEDCOM is an indemnity-based unrestricted cancer treatment policy that enables 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 November 2025, we released MEDCOM Biz, an unrestricted cancer treatment policy for corporate clients that provides comprehensive coverage for executives and employees regardless of an individual's cancer history. This new offering has received positive reviews as a policy that helps individuals balance treatment and their career.

SECOM *Anshin* My Car

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

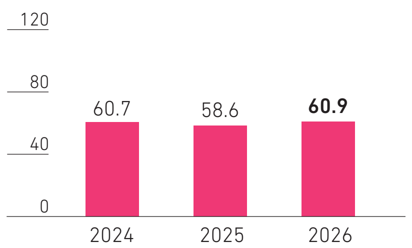
Fire insurance policies with premium discounts for subscribers with security systems

Residential fire insurance policy SECOM *Anshin* My Home features discounts 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, offers premium discounts to subscribers who have installed a commercial on-line security system, reflecting the risk-mitigating benefits thereof, while also providing comprehensive coverage. By proposing fire insurance to current on-line security services subscribers, as well as to people who are considering installing such systems, we strive to both drive business growth and create value by encouraging the widespread deployment of security systems and expanding insurance sales.

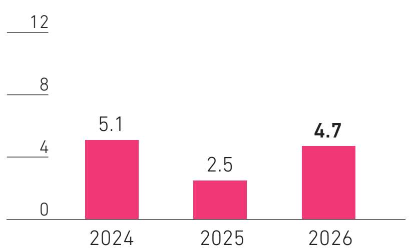
Geospatial Information Services


©Airbus DS

Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)



Operating highlights

Subsidiary Pasco collects geospatial data from sensors mounted on commercial satellites, aircraft, drones, proprietary vehicles and ships, among others, which it 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 customers in the private sector in Japan and in overseas markets. In April 2026, Pasco announced PASCO Group 2040 Vision, which redefines its value proposition and growth strategy and underscores its determination to leverage geospatial information technology to help create a better future for society and the company.

Satellite-based services

In September 2025, Pasco entered into distributor agreements with Japanese small satellite operators and began providing observation data from the QPS-SAR and StriX synthetic aperture radar (SAR) satellites, which are capable of capturing high-frequency images, as well as from the GRUS optical satellite. In November 2025, the company began providing data from the Advanced Land Observing Satellite-4 "DAICHI-4" (ALOS-4) in collaboration with the Japan Aerospace Exploration Agency (JAXA) and partner firms. Going forward, Pasco will continue working to support the revitalization of Japan's space industry by promoting and expanding the use of data from domestically built small satellites, while at the same time providing observation, analysis and related services.

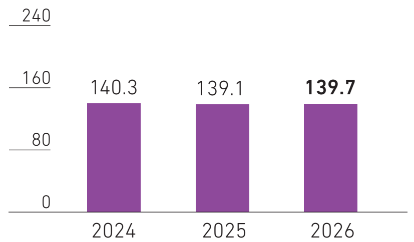
Using drones for disaster response and infrastructure management

In January 2026, Pasco signed a basic agreement with a general trading company and a manufacturer of high-precision light detection and ranging (LiDAR) technology for drones to collaborate on the practical application of fixed-wing drones capable of vertical takeoff and landing for aerial surveying. Pasco also conducted verification testing aimed at expanding the range of applications for 3D laser measurement technology to improve the sophistication and efficiency of, and reduce the labor needed for, surveying work in such areas as disaster response, disaster prevention and wide-area infrastructure management, as well as to support the sustainable development of the aerial surveying business.

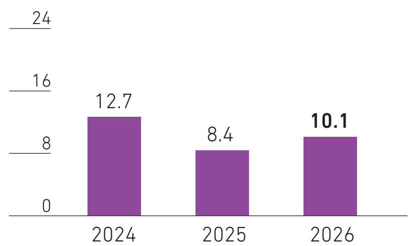

A high-performance eVTOL fixed-wing drone, manufactured by Wingcopter GmbH of Germany, equipped with an unmanned aerial vehicle-mounted YellowScan Voyager scanner
(Photo courtesy of ITOCHU Corporation)

BPO and ICT Services

Net sales and operating revenue
(In billions of yen)



Operating income
(In billions of yen)



Operating highlights

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 contact center, back-office support and a wide range of other BPO services. Services provided by all three companies continue to be highly evaluated by customers.

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

Secom Trust Systems, which develops and operates IT systems for the SECOM Group, leverages its highly secure and robust Secure Data Center® to provide large-scale disaster preparedness, information security and cloud-based services, among others. In the area of large-scale disaster preparedness, the company extends services that assist customers in the formulation of BCPs encompassing everything from advance preparations to initial response and recovery. The Secom Safety Confirmation Service is the leading crisis management system in Japan. In July 2025, the company also integrated this system with SmartHR—Japan's leading cloud-based human resources and labor management software—via application programming interface, enabling it to assist customers in improving their operational efficiency and accelerating digital transformation (DX). In June 2026, Secom Trust Systems received an ITreview Grid Award "Leader" award in the safety confirmation systems category. This was the fifth consecutive year we have been honored with this award. The ITreview Grid Award program is conducted by ITreview, a noted review platform for business-use IT products and cloud-based services.

In the area of information security services, Secom Trust Systems offers comprehensive support for customers in protecting their information from cyberattacks. These services range from advance diagnostics and countermeasures to around-the-clock monitoring and assistance with responses in the event an incident occurs. The company is working to realize a new all-inclusive cybersecurity monitoring service, which will incorporate its Attack Surface Assessment Service, facilitating prompt responses to security risks, as well as provide monitoring for customer environments, including endpoint, network and cloud security.

Secom Trust Systems also provides cloud-based services, including human resources technology and document digitization. In August 2025, the digital certificates attached together with electronic signatures for services such as the SECOM *Anshin* Eco Document Service became compatible with online filings for the Beneficial Ownership of Legal Persons List maintained by Japan's Ministry of Justice, thereby contributing to companies' efforts to promote DX.

Secom Trust Systems' highly secure, robust Secure Data Center® ensures the safe storage of customer data and facilitates the simultaneous provision of multiple ICT services. The Secure Data Center® TC4, a new facility that began operating in October 2025, was designed with a 1,000-rack capacity to facilitate both housing to colocation services, as well as the use of hybrid environments, including support for on-site, public cloud and private cloud integration.


Inside the Secure Data Center® TC4

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. In addition to Chuo Center (CC1) and Chuo Center #2 (CC2), the largest network connection hubs in the Tokyo metropolitan area, the company operates Chuo Center #3 (CC3), which is equipped to support next-generation technologies such as AI.

As part of an effort to provide more robust connectivity on a nationwide scale by opening access points for its ATBeX ("AT TOKYO Business eXchange") network platform service, in 2025 At Tokyo launched ATBeX Tokyo West Access Point within the Secom Trust Systems' Secure Data Center®.

At Tokyo is also working to expand the use—and enhance the security—of generative AI through collaboration with other companies. In November 2025, At Tokyo embarked on a proof-of-concept (PoC) test for validating graphics processing unit (GPU) service business models with one of Japan's foremost GPU data center operators. In 2026, the company collaborated with major systems integration and data protection firms to launch Secure Data Vault, a backup solution that supports companies' efforts to counter the danger of ransomware attacks.


At Tokyo's CC3

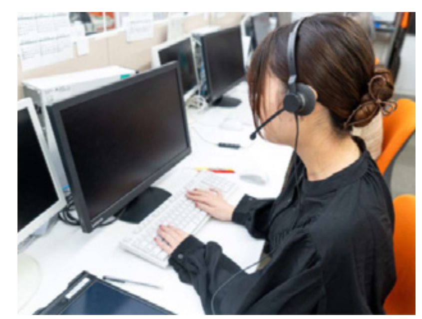
BPO services

The need for high-grade contact center, back-office support and training services continues to increase 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 praise for the quality of its services, which deliver safety and peace of mind.

The TMJ Generative Solutions series comprises a range of services that transform traditional contact centers into hybrid contact centers, which combine human expertise and digital technologies. New additions, notably an automated customer service quality evaluation function, introduced in August 2025, and an AI role-playing training tool, added in April 2026, are driving dramatic improvements in contact center productivity and the reduction of costs.

With the revision of Japan's Insurance Business Act, rules governing the operation of insurance agencies have become more stringent. In October 2025, TMJ—which has extensive experience in the provision of services to companies in the insurance sector—launched an insurance center establishment, operation and support service, an optimized package of BPO services specifically for companies in the insurance industry. This new offering enables TMJ to assist companies in addressing challenges facing the insurance industry and at the same time to expand the scope of its own operations.

With Japan's Ministry of Education, Culture, Sports, Science and Technology having set a target for enrolling 400,000 international students, increasing the efficiency of administrative tasks that require specialized skills has become a common theme for universities across the country. In March 2026, a private university–affiliated company that provides solutions to support the admission of international students selected TMJ's subsidiary in the Philippines to outsource certain of these services, commending the subsidiary's multilingual support capabilities and operational design capabilities. TMJ will continue to support universities' efforts to streamline administrative tasks and attract international talent.


A TMJ contact center

ESG Initiatives

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 have introduced a variety of systems to strengthen the competitiveness of our recruiting efforts. These include 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 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.

Average Hours Spent by Employees in Training

Fiscal year ended March 31, 2025	28.8 hours
Fiscal year ended March 31, 2026	**36.1 hours**

*Scope of reporting: SECOM CO., LTD.

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.

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. 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 KPI and are working to promote effective related initiatives.

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 related to the elimination of occupational and other accidents, including employee working hours and efforts to maintain and improve health, enhance work environments, ensure safety and prevent danger. 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, as well as 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

Participants in Training Aimed at Preventing Occupational Accidents

Fiscal year ended March 31, 2024	2,582
Fiscal year ended March 31, 2025	2,510
Fiscal year ended March 31, 2026	**2,498**

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

Introducing air-conditioned vests to protect security services staff against extreme heat

With the number of extremely hot days in Japan increasing every year, the country's Ordinance on Industrial Safety and Health was revised to make it mandatory for employers to take appropriate steps to prevent heatstroke in the workplace from June 2025. To avert heatstroke among security services staff, in the summer of 2025 we introduced air-conditioned workwear with small built-in fans. Of note, in collaboration with a clothing manufacturer we developed an air-conditioned vest that makes the wearer feel cool even when worn over uniforms and protective vests and is made with a special recycled polyester material that is both superbly functional and environment-friendly. Employees who have worn the vest have reacted positively, with comments focusing on improved comfort and reduced perspiration despite high temperatures.

Air-conditioned vest developed together with a clothing manufacturer

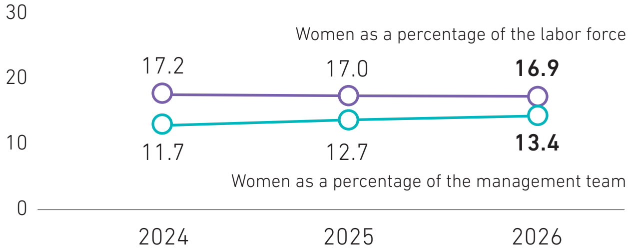
Diversity

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.

With the aim of creating a work environment where female employees can work confidently and with peace of mind, we have formulated an action plan for advancing career opportunities for women and are working to expand the range of jobs open to women and to nurture female leaders. Female employees have also been appointed to the position of security services office manager, previously not available to women. Additionally, in April 2026 we established the Inclusion Promotion Office within the Human Resources Department to promote the creation of work environments that enable all employees, including those with disabilities, to approach their jobs with enduring peace of mind.

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



*Scope of reporting: SECOM CO., LTD.

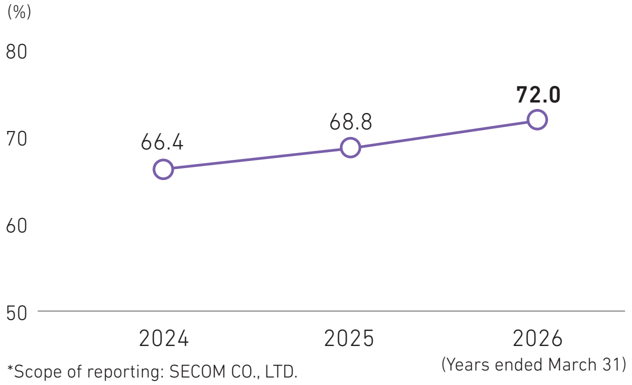
Work–life balance

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. In April 2026, we introduced a system that enables employees working day shifts to stagger their working hours. A range of vacation and leave programs have also been established to support employees in maintaining a healthy work–life balance.

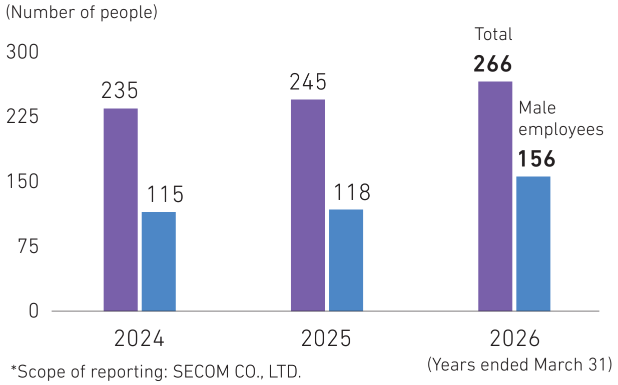
- **Flex vacation:** Enables employees to take 12 consecutive vacation days annually, in theory at any time during the year
- **Refresh vacation:** A two-week vacation available to employees every 10 years
- **Maternity leave:** Available for the six weeks prior to and eight weeks after giving birth; 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.
- **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 sixth 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



*Scope of reporting: SECOM CO., LTD.

Employees Taking Childcare Leave



*Scope of reporting: SECOM CO., LTD.

Employee engagement

Initiatives to boost employee job satisfaction—including raising base salaries for the fifth consecutive year and expanding incentives offered as part of our employee shareholder association, 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, we conduct an annual anonymous employee job satisfaction survey. In the fiscal year ended March 31, 2026, the content of the survey was revised significantly to emphasize not only satisfaction with SECOM as an employer but also individual job satisfaction and communication in the workplace. Survey findings inform efforts to design systems and formulate policies. With the aim of encouraging business growth and enhancing employee satisfaction, we also expanded incentives offered as part of our employee shareholder association and in March 2026 granted each member employee a special incentive payment equivalent to 10 shares of common stock.

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.

For the second consecutive year, we implemented, the *Futanowa* initiative, launched in the fiscal year ended March 31, 2025, which seeks to improve employee job satisfaction, motivation and engagement. To encourage the practical application of SECOM's Philosophy and the concept of "*futa*," meaning positivity and open-mindedness, and to foster a unique corporate culture that embodies SECOM's Philosophy, we also held employee–director dialogs and employee networking events at sites across Japan.

Leveraging the power of sports to energize SECOM and forge connections with local communities

Founded in 1985, the Kawagoe Sayama SECOM Rugguts rugby club, SECOM's corporate sports team, strives to leverage the power of sports to enhance brand value, foster a sense of solidarity among SECOM Group employees and cultivate human resources. Having competed in Division 3 of Japan Rugby League since 2024, the Rugguts earned a long-awaited promotion to Division 2 for the 2025/2026 season. Many SECOM Group employees support the club by attending matches held all over the country, creating opportunities for interaction that transcend departmental boundaries and encouraging esprit de corps. SECOM Rugguts conduct a variety of activities aimed at contributing to the local community, including holding tag rugby sessions for local children, participating in community events and taking part in local clean-up efforts.

Celebrating the team's long-awaited promotion to Division 2

G GOVERNANCE

SECOM's approach

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

Corporate governance

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

Initiatives to Strengthen Corporate Governance

	1986 / 2000 / 2010 / 2020 / 2026
Establishment of corporate governance system	1986: Creates SECOM's Philosophy 2006: Formulates basic rules of management for SECOM Group companies 2010: Establishes the SECOM Group Management Committee
Separation of management and execution	2004: Institutes an executive officer system
Number of directors designated in the Articles of Incorporation	Up to 2004: Maximum of 40 → From 2005: Maximum of 20 → From 2024: Maximum of 13
Term of service of directors	Up to 2003: 2 years → From 2004: 1 year
Number of directors	2000–2001: 28–29 2002–2003: 22–23 → From 2004: 9–13 → 2023: 7–8 → 2024: 11 → 2025: 10 → From 2026: 11
Number of Audit & Supervisory Board members	Up to 2010: 4 → From 2011: 5
Number of outside directors	2013–2015: 2 2016–2019: 3 → From 2020: 4 From 2022: 3 → 2024: 5 → 2025: 4 → From 2026: 5
Number of outside Audit & Supervisory Board members	Up to 2002: 2 → From 2003: 3
Remuneration for/appointment of directors	2016: Establishes Nomination and Compensation Committee 2017: Adopts performance-linked remuneration system

Basic philosophy

With the aim of earning the continued support of our customers, shareholders, business partners, employees, local communities, and other stakeholders and 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.

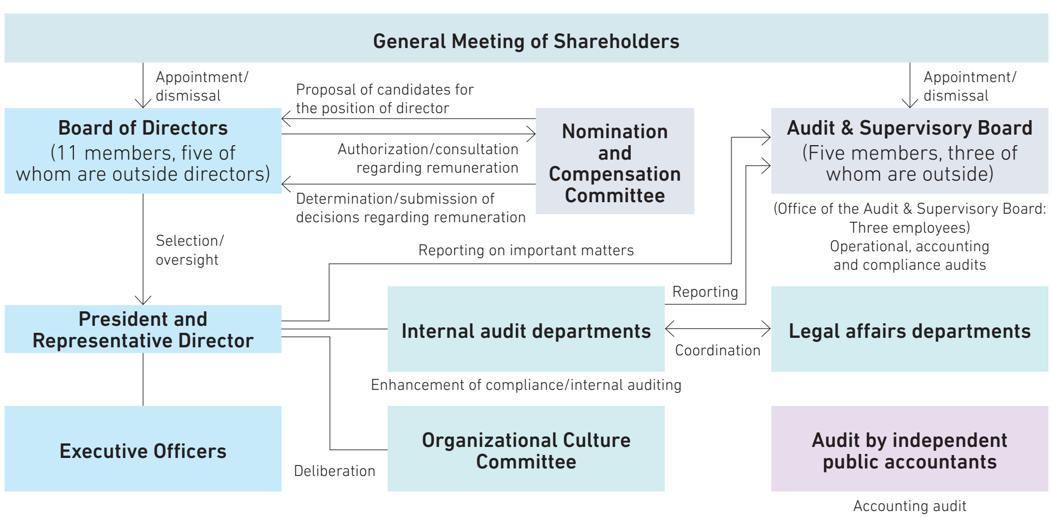
In line with Japan's Corporate Governance Code and at the direction of top management, outside members of the Board of Directors and Audit & Supervisory Board provide independent oversight of the management team's performance in a manner that takes into account the interest of stakeholders and ensures 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 1, 2026)

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 coordinate with the internal audit departments to audit and supervise the discharge of duties by directors and executive officers. Under our corporate governance framework, five 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. Since 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 11 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 11 members are responsible for business execution, while the remaining five 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 aims to strengthening field divisions and enhance customer service by clarifying responsibilities and authority, thereby accelerating business execution. We currently have 30 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, 2026
	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
Takashi Nakada Executive Director	●				●	●	●	12/12
Makoto Inaba Executive Director	●		●		●			12/12
Noriyuki Fukuoka Director	●		●		●			—*2
Kiyoshi Hine Director	●	●	●		●			—*2
Hajime Watanabe Outside Director	●	●	●					12/12
Miri Hara Outside Director	●	●		●				12/12
Kosuke Matsuzaki Outside Director	●			●		●	●	12/12
Yukari Suzuki Outside Director	●			●		●		12/12
Junko Yazawa Outside Director	●			●	●			—*2
Seiya Nagao Audit & Supervisory Board Member	●	●	●		●			12/12*3 (—*4)
Yasuhiro Tsuji Audit & Supervisory Board Member	●		●		●	●		12/12 (12/12)
Hideki Kato Outside Audit & Supervisory Board Member	●		●	●		●		11/12 (11/12)
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. Appointed to the position of director on June 26, 2026.
3. Number of meetings attended during tenure as a director.
4. Appointed to the position of Audit & Supervisory Board member on June 26, 2026.

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, 2026

Participation in meetings of the Board of Directors	98.3%
Participation in meetings of the Audit & Supervisory Board	98.3%
Information sessions with directors and other executives of the parent company, subsidiaries and affiliated companies	63 times
Audits conducted by Audit & Supervisory Board members at remote locations	91 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 (seven 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 (15 times in the fiscal year ended March 31, 2026).

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, 2026)

	Name	Principal activities
Outside directors	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, 2026

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)	347	222	—	57	67	6
Audit & Supervisory Board members (excluding outside members)	52	52	—	—	—	2
Outside directors	51	51	—	—	—	5
Outside Audit & Supervisory Board members	34	34	—	—	—	3
Total	484	359	—	57	67	16

Note: The Company's target for consolidated operating profit in the fiscal year ended March 31, 2026, was ¥150,000 million. The actual result was ¥160,333 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 2026 and responses were collated by the Board's secretariat in February. Findings were subsequently discussed by the Board.

Summary of findings

Composition of the Board of Directors

The opinion was expressed that the diversity of the Board of Directors has been ensured, 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, opportunities are provided for them to exchange opinions and deepen understanding of operations outside the framework of Board of Directors meetings, briefings are given in advance to stimulate discussion during Board of Directors meetings, multiple discussions are conducted during meetings, and progress reports are provided subsequent to the passing of resolutions. Both outside directors and outside Audit & Supervisory Board members actively made comments and expressed the view that the atmosphere was conducive to free and open discussion. Various other opinions were also conveyed based on the previous year's survey, notably that improvements had been made 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 ongoing progress reports, and regarding measures to further invigorate 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

Hajime Watanabe

Outside Director

Principal position currently held in another organization
Chairman and Representative Director, Watanabe Pipe Co., Ltd.

This is my 11th year of involvement in the management of SECOM. During this time, expectations of the SECOM Group have risen further, driven up by social changes, and our dialog with shareholders and investors has become increasingly constructive. I am a great admirer of the vision of SECOM founder Makoto Iida of providing safety and peace of mind to society and the corporate culture it has engendered. SECOM's commitment to this spirit, together with its ability to accurately grasp evolving social imperatives and make necessary changes, continues to underpin its sustainable growth. In my view, the decision in May 2026 to disclose initiatives related to capital allocation and our business portfolio, as well as management's commitment to capital efficiency, are a meaningful step forward for SECOM. That said, disclosure is not an end unto itself. As an outside director, I strive to verify the results of investments after they are made, closely monitoring whether the cost of capital and investment discipline are reflected in business-specific decision-making processes and whether discussions are being conducted with an awareness of investment efficiency.

As Japan's Corporate Governance Code, which was revised in July 2026, also indicates, the responsibilities of independent outside directors have increased in significance. Getting a comprehensive picture of a corporate group that has more than 70,000 employees Groupwide is never easy. In addition to study sessions prior to Board of Directors meetings, strategic support functions—including that of the corporate secretary—must now be further enhanced, as must systematic opportunities for outside directors to learn about SECOM's operations and businesses. The atmosphere at Board of Directors meetings encourages open communication, and for major investments we are meticulous in comparing multiple options, anticipated risks and investment benefits. Even after decisions are made, we hold multiple discussions to verify progress and outcomes. I seek to contribute to better decision making by raising issues and arguments from an external perspective and by stimulating active discussion, at times by making difficult criticisms.

SECOM has built a broad customer base over its many years providing security services, at the same time accumulating vast knowhow in this business. Nevertheless, there is room to strengthen systems for drawing on ideas that may be lying dormant on the front lines, combining them with AI and other technologies and swiftly testing and commercializing new services and systems. There is also still room for improvement in collaboration among SECOM's individual businesses. For example, there is a particular affinity between fire protection services and security services. Further leveraging Group synergies, including across businesses, will uniquely position us to provide comprehensive security that our competitors cannot. In addition to defining how each business contributes to value creation for the entire Group and allocating necessary capital and human resources accordingly, it is vital to maintain a firm rule that processes must be reviewed if improvements do not progress.

Notwithstanding advancements in digitalization and efficiency, responding to security emergencies ultimately depends on people. Protecting employees in the field, improving work environments and ensuring they receive appropriate evaluations are essential to ensuring SECOM's continued competitiveness. It is particularly important to more clearly demonstrate to young employees and security services staff what sorts of growth opportunities and career paths will be available to them once they have gained the appropriate experience. Improved working conditions must be combined with opportunities for acquiring sufficient skills, rotations across different jobs and departments and systems—such as the in-house staff recruitment system—that enable motivated employees to take on new challenges. Empowering young employees to design their own future and fostering sustainable improvements in recruitment and retention by delegating authority to staff on the ground and creating work environments that give managers responsibility and discretion is also crucial to fostering future generations of management talent.

The SECOM Group's Vision for 2040 goes far beyond its predecessor, the SECOM Group's Vision for 2030, and sets forth heightened expectations for SECOM's future. Of course simply formulating a vision is not enough to increase corporate value. It is necessary to translate the path outlined into concrete business plans, investment policies, milestones and KPIs, and to clarify who is in charge of execution. As an outside director, my role is not only to support management but also to objectively evaluate progress and effectiveness and, when warranted, urge course corrections. Further enhancing the Board of Directors' monitoring function will enhance our ability to fulfill our responsibility to ensure SECOM remains a company trusted by its stakeholders.

Miri Hara

Outside Director

Principal position currently held in another organization
Representative Certified Public Tax Accountant, Tax Corporation Yokohama Benten Accounting, Inc.
Outside Director, Nippon Sanso Holdings Corporation

In my view, the discussions of SECOM's Board of Directors are highly transparent and efforts are constantly being made to reinforce governance. Outside directors must constantly question whether management decisions are fair to all shareholders and whether they will yield improvements in corporate value over the long term. Transparency is not merely the provision of vast quantities of information. It is also necessary that options considered, assumptions used and anticipated risks and disadvantages are clearly explained and that thorough discussions take place. It is also essential for the Board to continuously review results and challenges surrounding matters that have been resolved. At present, SECOM's outside directors are individuals with extensive experience in their respective fields who leverage their expertise to facilitate active discussions and encourage swift decision making.

I was initially surprised at the phrase "Peace of Mind through Anticipation" when it was introduced in May 2026 as the key message of the SECOM Group's Vision for 2040. I think it is significant that SECOM has moved beyond the common view that security is dealing with issues after they arise to adopt a truly proactive stance. The fact that younger employees played a role in the formulation of the vision is also meaningful, not in the least because it resulted in something that resonates more with the generation that will lead SECOM in the future. The flip side of advances in AI and data utilization is of course the emergence of new risks related to privacy and information management. When putting the new vision into action, it will be important that a mechanism is in place to ensure a balance between growth and governance.

Since being appointed, I have engaged in ongoing dialog with female employees and have conveyed their wishes—including for the expansion of the system that allows employees to reduce their working hours and creation of networking opportunities for female employees—to the Board of Directors and the Human Resources Division. While previous proposals have led to the creation of a variety of systems, looking forward, we need to consider a comprehensive system for fostering motivated female employees from early on through to their promotion to management and executive positions, creating a methodical path that ensures they gain the necessary pertinent experience. In addition to creating work environments that enable employees to remain employed even after major life events, notably having and raising children, we must recognize the increased burden and contributions of employees who assume a greater workload to cover for colleagues taking leave. In other words, rather than seeing the advancement of career opportunities for female employees simply as an issue affecting a limited number of people, we must recognize it as a key management challenge that, if effectively addressed, will enhance SECOM's growth potential, and proceed with urgency and a commitment to achieving tangible results.

In discussions with employees, comments about our annual employee job satisfaction survey included that there were too many questions, making it too much work to complete, and that the actual objective of the survey was unclear. After extensive discussions during Board of Directors meetings, the decision was made to revamp the survey beginning in the fiscal year ended March 31, 2026, to make it easier for employees to respond. As always, reflecting the findings of the survey in actual improvements in specific divisions and communicating to employees how management has responded remain important tasks. In the absence of sufficient feedback, employee understanding of the need for the survey will once again decline. It is my hope that we can create a virtuous cycle whereby employee opinions are collected, management takes action in response and employees actually feel and appreciate the resulting changes.

It is also crucial that we go beyond simply listing data in compliance with regulations when disclosing information on human capital and sustainability. We must clarify links with management strategies, as well as human resources strategies, and use quantifiable KPIs and monitoring by the Board of Directors to demonstrate impact on the improvement of corporate value. Expanding KPIs for human capital, continuously verifying materiality and improving the integrated reports will enable SECOM to more accurately communicate its medium- to long-term growth potential. As an outside director, I will continue to ask management necessary questions and strive to help raise the level of both disclosure and execution.

Directors, Audit & Supervisory Board Members and Executive Officers

(As of June 26, 2026)

Directors


Yasuyuki Yoshida
President and Representative Director


Tatsuro Fuse
Senior Executive Director


Takashi Nakada
Executive Director


Makoto Inaba
Executive Director


Noriyuki Fukuoka
Director


Kiyoshi Hine
Director


Hajime Watanabe
Outside Director


Miri Hara
Outside Director


Kosuke Matsuzaki
Outside Director


Yukari Suzuki
Outside Director


Junko Yazawa
Outside Director

Audit & Supervisory Board Members


Seiya Nagao
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
- Takashi Nakada — Executive Director
- Makoto Inaba — Executive Director
- Noriyuki Fukuoka — Director
- Kiyoshi Hine — Director

Executive Officers

- Osamu Ueda — Managing Executive Officer
- Osamu Nagai — Managing Executive Officer
- Yasufumi Kuwahara — 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
- Hiromichi Matsui — Executive Officer
- Atsushi Dono — Executive Officer
- Kenichi Sato — Executive Officer
- Keiji Hayashi — 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, 2024	Year ended March 31, 2025	Year ended March 31, 2026
Number of reports	171	221	**197**

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. The Cyber Security Improvement Committee considers and promotes the implementation of measures to strengthen cyber security across the entire SECOM Group. 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, 2026)

- 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.

protecting your PRIVACY
17000663

SECOM's approach

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

Environmental management

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

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

Environmental performance indicators

1. Greenhouse gas emissions (Scope 1 and 2)
2. Greenhouse gas emissions across the supply chain (Scope 3)
3. Reduction of greenhouse gas emissions as against base year
4. CO_2 emissions per unit of production (emissions intensity)
5. Electricity used and percentage thereof accounted for by that generated using renewable energy
6. Consumption of fuel by vehicles and percentage of vehicles replaced by electric models
7. Resources with market value/recycled resources and industrial waste

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

Addressing climate change

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

Initiatives to fight climate change

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

Addressing climate change is a global challenge. At the same time, it is an issue that is crucial to our ability to ensure the stable and continuous provision of security, data center, medical and other services. This recognition prompted us to declare our support for the TCFD in 2019. We subsequently conducted an assessment in line with the TCFD's recommendations through which we identified the following risks and opportunities related to climate change as having the potential to impact our business activities. The Sustainability Promotion Office plays a central role in assessing climate change–related risks and opportunities and proposing responses. We continue to collect and examine a broad range of information on medium- to long-term risks and opportunities, including on climate trends and the outlook for carbon taxes and emissions regulations, from the Science Based Targets initiative (SBTi), the RE100, the TCFD and other sources. The SECOM Group Sustainability Meeting, which is attended by representatives of Group companies, is held as necessary to share information on climate change–related risks, policies for reducing greenhouse gas emissions and related issues, as well as to promote initiatives aimed at meeting our target of achieving carbon neutrality by 2045.

Note: For more information on SECOM's climate change–related medium- and long-term targets, KGIs and KPIs, please see pages 26–27.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Principal Climate Change–Related Risks and Opportunities

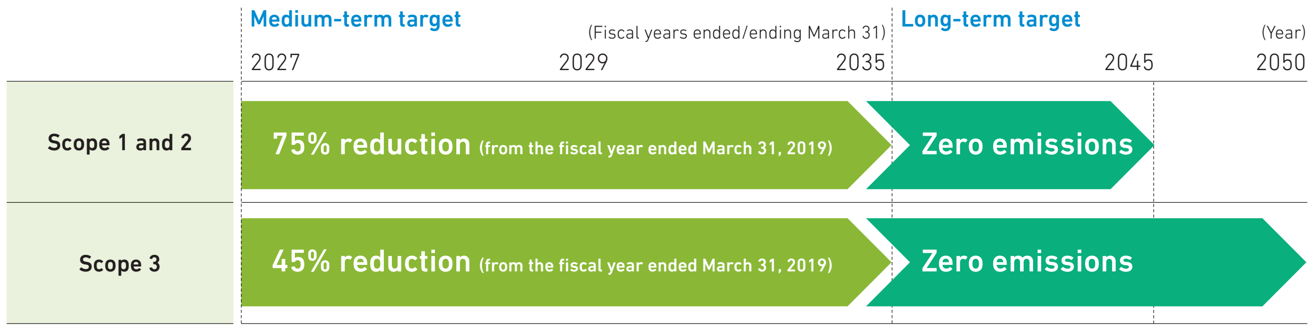
	Key challenges	Potential financial impact
Physical risks	Suspension of operations due to heatstroke/infectious diseases affecting security guards	High
	False readings by security equipment due to rising temperatures	
	Flood damage to sites caused by rising sea levels	
	Delays in the procurement of security 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	

Entering into virtual PPAs to expand the use of renewable energy

Since 2024, we have promoted entry into virtual corporate PPAs, contracts with power producers whereby customers purchase the environmental value of renewable energy, with the actual electricity being sold to the grid. To secure renewable energy from diverse sources, we primarily procure solar and onshore wind power. Going forward, we will continue to use electric power from new power plants that use energy from renewable sources, as well as to expand the long-term, stable use of renewable energy, thereby not only reducing our own CO_2 emissions but also contributing to the percentage of energy used by society at large accounted for by renewable energy.

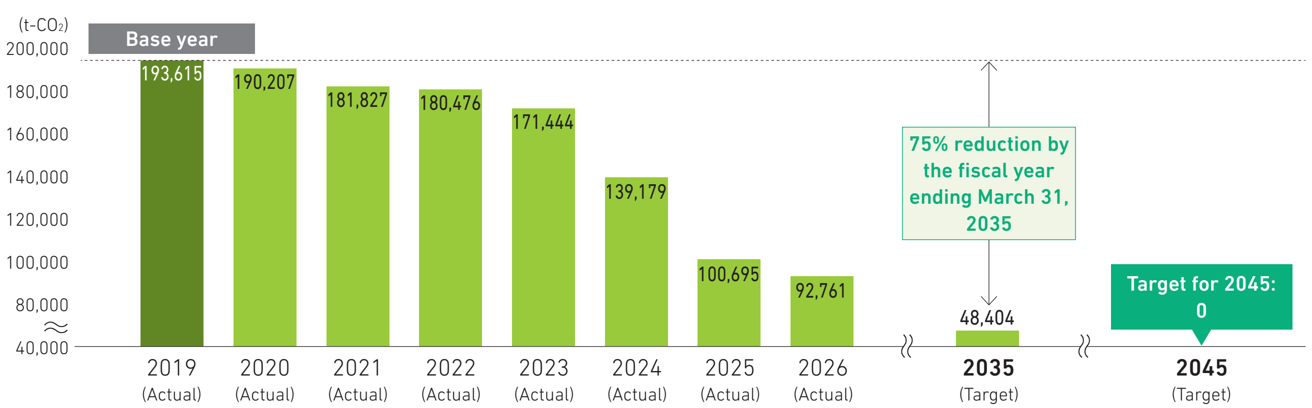
Chuki Wind Farm in Wakayama Prefecture

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



- Having met our medium-term target for Scope 1 and 2 greenhouse gas emissions—45% decline from the level in the fiscal year ended March 31, 2019—in the fiscal year ended March 31,2026, in August 2026 we set a new target, as shown above.
- 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.

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



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

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

Recognized as a double A List company in the CDP's 2025 climate change and water security programs

In 2025, 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 the sixth consecutive year

Also in 2025, we were named to the supplier engagement leaderboard—the highest rating in the supplier engagement assessment portion of the CDP's climate change program—for the sixth consecutive year. This assessment evaluates companies' efforts to address climate change by promoting greenhouse gas emission reductions across their supply chains.

SASB Index

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: 13,985
		(2) temporary	(2) Temporary employees: 1,196
		(3) contract	(3) Contract employees: 2,006
	SV-PS-000.B	Employee hours worked, percentage billable	Employee hours worked: 31,744,355
			Percentage billable: N/A

* Data for Activity metrics is for SECOM CO., LTD., and is as of March 31, 2026, or for the fiscal year ended March 31, 2026. 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, 2026, 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 ¥1,402.0 billion, up 6.9%, or ¥90.9 billion, from the fiscal year ended March 31, 2025, underpinned by increases across all segments. Operating income climbed 48.5%, or ¥62.5 billion, to ¥191.3 billion, also reflecting gains in all segments, among others. The operating income gain, together with a higher gain on other-than-temporary impairment of investment securities and other factors pushed net income attributable to SECOM CO., LTD., up 47.3%, or ¥48.0 billion, to ¥149.4 billion.

Net Sales and Operating Revenue

Net sales and operating revenue, at ¥1,402.0 billion, rose 6.9%, or ¥90.9 billion, thanks to increases across all segments. (For further information, please see Segment Information, which follows this section.)

Costs and Expenses

Total costs and expenses increased 2.4%, or ¥28.4 billion, to ¥1,210.7 billion. Cost of sales was up 2.1%, or ¥19.6 billion, to ¥958.1 billion, and accounted for 68.3% of net sales and operating revenue, down from 71.6% in the previous fiscal year, an improvement attributable largely to an abundance of profitable projects in the fire protection services segment. Selling, general and administrative (SG&A) expenses advanced 3.4%, or ¥8.1 billion, to ¥249.0 billion, and was equivalent to 17.8% of net sales and operating revenue, down from 18.4%. Impairment loss on long-lived assets declined ¥1.9 billion, to ¥1.7 billion. The Company also recorded a ¥482 million impairment loss on goodwill and a loss on sales and disposal of fixed assets, net, of ¥1.5 billion, compared with a gain of ¥707 million in the preceding period.

Operating Income

Operating income climbed 48.5%, or ¥62.5 billion, to ¥191.3 billion, owing primarily to gains in the insurance services and security services segments. The operating margin was 13.6%, up from 9.8%.

Other Income and Expenses

Other income advanced ¥2.1 billion, to ¥30.6 billion, while other expenses declined ¥312 million, to ¥2.9 billion, yielding net other income of ¥27.7 billion, up ¥2.4 billion. This was due largely to an increase in gain on other-than-temporary impairment of investment securities, to ¥12.7 billion, from ¥443 million in the previous fiscal year, against a backdrop of firm stock market conditions.

Income Taxes

Income taxes rose ¥17.4 billion, to ¥64.0 billion. This was equivalent to 29.2% of income from continuing operations before income taxes and equity in net income of affiliated companies, compared with 30.3% in the preceding period.

Equity in Net Income of Affiliated Companies

Equity in net income of affiliated companies increased ¥2.3 billion, to ¥10.6 billion. This primarily reflected a decrease in equity in net losses at such companies overseas.

Net Income Attributable to Noncontrolling Interests

Net income attributable to noncontrolling interests amounted to ¥16.2 billion, up ¥1.8 billion, the consequence mainly of an operating income gain in the fire protection services and insurance services segments.

Net Income Attributable to SECOM CO., LTD.

Net income attributable to SECOM CO., LTD., rose 47.3%, or ¥48.0 billion, to ¥149.4 billion, and accounted for 10.7% of net sales and operating revenue, up from 7.7%. Net income attributable to SECOM CO., LTD., per share advanced to ¥366.31, from ¥243.93. The figure of ¥100.00 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 ¥50.00 per share year-end dividend for the fiscal year ended March 31, 2025, approved at the Ordinary General Meeting of Shareholders held on June 26, 2025, and a ¥50.00 per share interim dividend determined by the Board of Directors and paid to shareholders of record as of September 30, 2025. The year-end cash dividend for the fiscal year ended March 31, 2026, approved at the Ordinary General Meeting of Shareholders held on June 26, 2026, was also ¥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, 2026, net sales and operating revenue in this segment rose 4.7%, or ¥30.6 billion, from the previous fiscal year, to ¥678.6 billion. Excluding intersegment transactions, segment net sales and operating revenue totaled ¥675.0 billion, equivalent to 48.1% of overall net sales and operating revenue, down from 49.1%.

Net sales and operating revenue in the area of electronic security services totaled ¥388.4 billion, expanding 3.5%, or ¥13.1 billion. Causes included firm sales of on-line 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 ¥114.2 billion, up 9.1%, or ¥9.6 billion, with contributing factors including the provision of security at the Expo 2025 Osaka venue and the expansion of security services at airports and nuclear power plants. 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 2.5%, or ¥1.6 billion, to ¥68.5 billion, reflecting, among others, a greater contract volume and upward price revisions. In merchandise and other, which includes security camera 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 increased 7.0%, or ¥6.8 billion, to ¥104.0 billion, owing to robust sales of merchandise, notably access control systems and surveillance camera systems.

Segment operating income advanced 19.6%, or ¥20.2 billion, to ¥122.8 billion. The operating margin rose to 18.1%, from 15.8%. Key causes included higher revenue across all segment businesses, including high-margin electronic security services.

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 5.0%, or ¥9.1 billion, to ¥189.9 billion, as firm orders bolstered sales of fire alarm systems, among others. Thanks chiefly to higher segment sales and a significant number of highly profitable orders, as well as improved profit margins, which were supported by systematic price adjustments and efforts to enhance efficiency amid escalating raw materials prices, operating income expanded 27.3%, or ¥5.2 billion, to ¥24.4 billion. The operating margin was 12.9%, up from 10.6%.

Medical Services

Medical services include 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.

In this segment, net sales and operating revenue advanced 5.1%, or ¥10.2 billion, to ¥210.2 billion, mainly reflecting higher revenue attributable to affiliated medical institutions in Japan, sales of medical equipment and pharmaceuticals and the Company's general hospital in India. Owing largely to an improvement in profitability at affiliated hospitals in Japan and higher income at the Company's general hospital in India, operating income increased 592.3%, or ¥7.1 billion, to ¥8.3 billion. The operating margin improved to 4.0%, from 0.6%.

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 policyholder be involved in an accident.

Segment net sales and operating revenue rose 54.8%, or ¥32.2 billion, to ¥91.0 billion, a result primarily of firm sales of MEDCOM, among others, and net realized gains on invested assets (including a gain on other-than-temporary impairment of investment securities) of ¥23.1 billion, compared with net realized losses of ¥3.4 billion in the previous fiscal year. Operating income soared 599.4%, or ¥29.8 billion, to ¥34.7 billion, reflecting a decline in losses arising from natural disasters, as well as the aforementioned net realized gains on invested assets.

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 increased 4.0%, or ¥2.3 billion, to ¥60.9 billion, owing chiefly to higher revenue from domestic public-sector customers. Thanks mainly to higher segment net sales and operating revenue, together with an improvement in the operating margin on services for domestic public-sector customers and a decrease in selling, general and administrative expenses, operating income climbed 86.3%, or ¥2.2 billion, to ¥4.7 billion. The operating margin rose to 7.8%, from 4.3%.

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, and certification authority services, as well as BPO services, which include the operation of contact centers.

In this segment, net sales and operating revenue edged up 0.4%, or ¥542 million, to ¥139.7 billion, bolstered by higher revenue from the data center services business and robust sales of servers and other equipment. Operating income increased 21.0%, or ¥1.8 billion, to ¥10.1 billion. The operating margin was 7.3%, up from 6.0%.

Other Services

The other services segment provides real estate leasing, as well as construction and installation services, among others. Segment net sales and operating revenue advanced 7.5%, or ¥3.7 billion, to ¥53.1 billion, bolstered by the divestiture of certain real estate for lease and brisk results for construction and installation services. Segment operating income, at ¥9.9 billion, was up 10.0%, or ¥899 million, owing largely to higher gains in the construction and installation services business. The operating margin rose to 18.7%, from 18.2%.

Financial Position

Total assets as of March 31, 2026, amounted to ¥2,547.0 billion, up ¥100.6 billion from the end of the preceding period. Total current assets, at ¥1,005.6 billion, increased ¥15.0 billion, and represented 39.5% of total assets. The current ratio was 2.1 times.

Cash and cash equivalents, the principal component of current assets, edged up ¥135 million, to ¥418.8 billion. (For further information, please see Cash Flows, which follows this section.) Notes and accounts receivable, trade, rose ¥11.2 billion, to ¥197.4 billion, reflecting, among others, an increase in 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 ¥1.2 billion, to ¥142.2 billion. Cash deposits for this purpose are funded primarily through bank overdrafts and deposits and their use by the Company is restricted. Inventories, at ¥62.3 billion, were up ¥10.9 billion, as higher sales of security merchandise and net sales and operating revenue increases in the fire protection services segment prompted the expansion of related inventories.

Investments and long-term receivables advanced ¥47.9 billion, to ¥576.4 billion, and represented 22.6% of total assets. Principal contributing factors included investment securities of ¥325.5 billion, up ¥27.5 billion, due to higher invested assets in the non-life insurance business, and investments in affiliated companies, which rose ¥13.8 billion, to ¥169.6 billion.

Property, plant and equipment, less accumulated depreciation, were up ¥12.3 billion, to ¥490.7 billion, equivalent to 19.3% of total assets. Causes included increases in buildings and improvements related to the opening of new data centers, and in security equipment and control stations.

Other assets advanced ¥25.3 billion, to ¥474.2 billion, and accounted for 18.6% of total assets. This was thanks chiefly to increases of ¥11.5 billion in prepaid pension and severance costs, to ¥85.1 billion, owing to higher pension investment income, and ¥5.8 billion in other intangible assets, to ¥73.7 billion, owing largely to an increase in software.

Total liabilities as of March 31, 2026, were ¥910.0 billion, up ¥34.9 billion, representing 35.7% of total liabilities and equity. Total current liabilities rose ¥28.5 billion, to ¥479.7 billion, and accounted for 18.8% of total liabilities and equity. Total long-term liabilities, at ¥430.4 billion, were up ¥6.4 billion, and were equivalent to 16.9% of total liabilities and equity.

Total SECOM CO., LTD. shareholders' equity climbed ¥57.8 billion, to ¥1,434.7 billion. The equity ratio was level at 56.3%. Retained earnings advanced ¥108.1 billion, to ¥1,471.4 billion, with contributing factors including net income attributable to SECOM CO., LTD., and the payment of dividends. Reflecting a ¥6.1 billion increase in pension liability adjustments, to ¥16.4 billion, among others, accumulated other comprehensive income was up ¥7.7 billion, to ¥64.4 billion. Common stock in treasury, at cost, rose ¥60.0 billion, to ¥236.7 billion, owing mainly to 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, 2026, net cash provided by operating activities amounted to ¥218.0 billion. Principal components of this included net income of ¥165.6 billion and depreciation and amortization, including amortization of deferred charges, of ¥88.3 billion. Key negative adjustments included a gain on other-than-temporary impairment of investment securities of ¥35.3 billion, equity in net income of affiliated companies of ¥10.6 billion and an increase in inventories of ¥9.5 billion. Net cash provided by operating activities rose ¥41.6 billion from the fiscal year ended March 31, 2025, with contributing factors including a ¥35.3 billion gain on other-than-temporary impairment of investment securities, compared with a loss of ¥3.0 billion in the previous fiscal year, a net income increase of ¥49.8 billion, and a gain on private equity investments of ¥5.8 billion, compared with a gain of ¥17.5 billion in the preceding period.

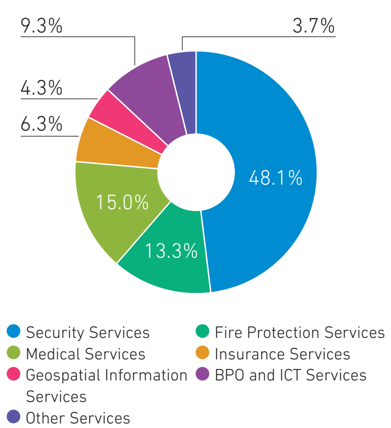
Net cash used in investing activities was ¥92.1 billion. Primary applications of cash included payments for purchases of property, plant and equipment of ¥72.4 billion, owing to, among others, the acquisition of security equipment and control stations, and equipment for newly built data centers, as well as payments for purchase of investment securities of ¥34.2 billion. Net cash used in investing activities was down ¥12.7 billion from the previous fiscal year. This occurred despite an increase of ¥17.4 billion in payments for purchases of investment securities and was primarily due to a ¥25.1 billion increase in proceeds from sales and redemptions of investment securities.

Net cash used in financing activities amounted to ¥127.1 billion. This was due largely to dividends paid to SECOM CO., LTD. shareholders of ¥41.2 billion and an increase in treasury stock, net, of ¥60.0 billion. Net cash used in financing activities was ¥36.1 billion higher than in the preceding period, a consequence mainly of a ¥30.0 billion greater increase in treasury stock, net, thanks to the purchase of treasury stock on the open market.

Owing to the Company's operating, investing and financing activities in the period under review, cash and cash equivalents at end of year totaled ¥418.8 billion, up ¥135 million from cash and cash equivalents at beginning of year of ¥418.6 billion.

Percentage of Consolidated Net Sales and Operating Revenue*

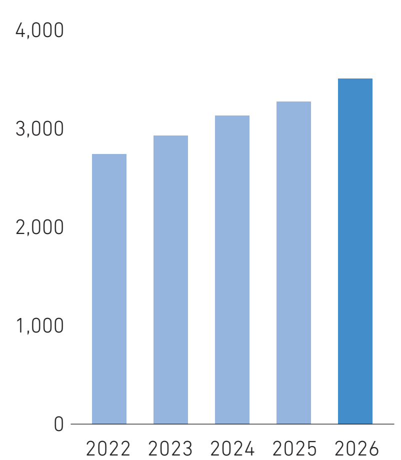
(Year ended March 31, 2026)



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

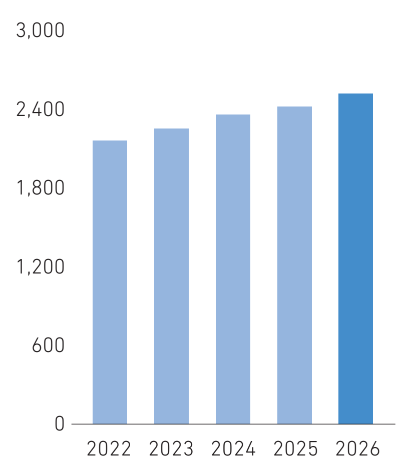
SECOM CO., LTD. Shareholders' Equity per Share

(In yen)



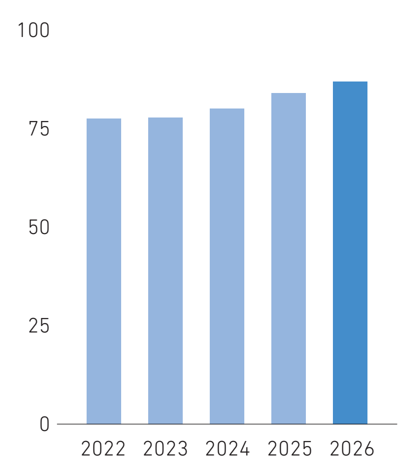
Total Assets

(In billions of yen)



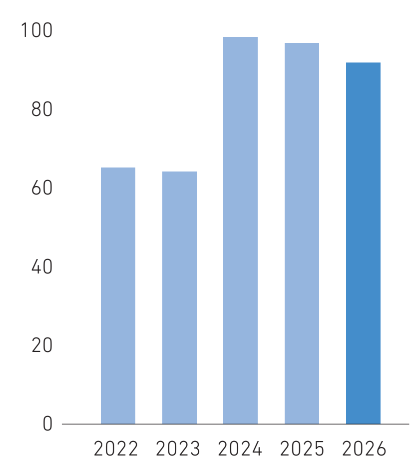
Depreciation and Amortization

(In billions of yen)



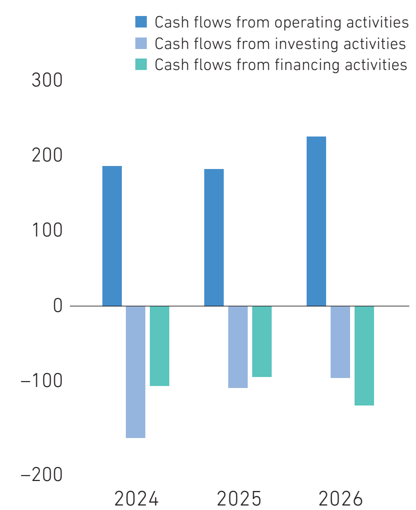
Purchases of Property, Plant and Equipment and Intangible Assets

(In billions of yen)



Cash Flows

(In billions of yen)



Consolidated Financial Statements

Consolidated Balance Sheets

SECOM CO., LTD. and Subsidiaries
March 31, 2026 and 2025

	In millions of yen		Translation into thousands of U.S. dollars
	March 31		March 31
ASSETS	**2026**	2025	**2026**
Current assets:			
Cash and cash equivalents	**¥ 418,768**	¥ 418,633	**$ 2,617,300**
Time deposits	**34,108**	38,077	**213,175**
Cash deposits for armored car services	**142,241**	141,000	**889,006**
Short-term investments	**19,551**	25,173	**122,194**
Notes and accounts receivable, trade	**197,357**	186,195	**1,233,481**
Due from subscribers	**68,755**	66,450	**429,719**
Inventories	**62,317**	51,423	**389,481**
Short-term deferred charges	**7,720**	7,349	**48,250**
Short-term receivables	**27,261**	28,403	**170,381**
Allowance for credit losses	**(2,675)**	(2,442)	**(16,719)**
Short-term deferred insurance acquisition costs	**4,100**	3,328	**25,625**
Other current assets	**26,113**	27,009	**163,206**
Total current assets	**1,005,616**	990,598	**6,285,099**
Investments and long-term receivables:			
Investment securities	**325,540**	298,078	**2,034,625**
Investments in affiliated companies	**169,645**	155,811	**1,060,281**
Long-term receivables	**44,020**	39,436	**275,125**
Lease deposits	**26,018**	24,818	**162,613**
Other investments	**14,837**	13,950	**92,731**
Allowance for credit losses	**(3,699)**	(3,680)	**(23,119)**
	576,361	528,413	**3,602,256**
Property, plant and equipment:			
Land	**126,620**	123,787	**791,375**
Buildings and improvements	**466,107**	444,867	**2,913,169**
Security equipment and control stations	**408,017**	400,513	**2,550,106**
Machinery, equipment and automobiles	**181,512**	176,360	**1,134,450**
Construction in progress	**13,350**	16,276	**83,438**
	1,195,606	1,161,803	**7,472,538**
Accumulated depreciation	**(704,871)**	(683,375)	**(4,405,444)**
	490,735	478,428	**3,067,094**
Other assets:			
Operating lease right-of-use assets	**136,185**	132,273	**851,156**
Long-term deferred charges	**14,482**	14,162	**90,513**
Long-term deferred insurance acquisition costs	**6,659**	6,458	**41,619**
Goodwill	**143,412**	138,692	**896,325**
Other intangible assets	**73,717**	67,932	**460,731**
Prepaid pension and severance costs	**85,054**	73,578	**531,588**
Deferred income taxes	**14,732**	15,846	**92,075**
	474,241	448,941	**2,964,007**
Total assets	**¥2,546,953**	¥2,446,380	**$15,918,456**

	In millions of yen		Translation into thousands of U.S. dollars
	March 31		March 31
LIABILITIES AND EQUITY	**2026**	2025	**2026**
Current liabilities:			
Bank loans	**¥ 29,918**	¥ 33,355	**$ 186,988**
Current portion of long-term debt	**11,072**	10,605	**69,200**
Notes and accounts payable, trade	**50,444**	42,672	**315,275**
Other payables	**50,531**	49,678	**315,819**
Deposits received	**132,072**	127,649	**825,450**
Deferred revenue	**39,123**	38,617	**244,519**
Accrued income taxes	**32,535**	25,900	**203,344**
Accrued payroll	**66,688**	62,944	**416,800**
Current operating lease liabilities	**23,833**	23,280	**148,955**
Other current liabilities	**43,438**	36,413	**271,487**
Total current liabilities	**479,654**	451,113	**2,997,837**
Long-term liabilities:			
Long-term debt	**47,546**	49,261	**297,163**
Guarantee deposits received	**23,860**	23,665	**149,125**
Accrued pension and severance costs	**27,152**	28,812	**169,700**
Long-term deferred revenue	**16,880**	16,891	**105,500**
Unearned premiums and other insurance liabilities	**131,298**	127,183	**820,613**
Investment deposits by policyholders	**2,696**	9,437	**16,850**
Deferred income taxes	**49,441**	40,132	**309,005**
Noncurrent operating lease liabilities	**113,793**	110,610	**711,205**
Other long-term liabilities	**17,696**	18,014	**110,600**
Total long-term liabilities	**430,362**	424,005	**2,689,761**
Total liabilities	**910,016**	875,118	**5,687,598**
Commitments and contingent liabilities			
Equity:			
SECOM CO., LTD. shareholders' equity:			
Common stock			
Authorized—1,800,000,000 shares, issued 466,599,796 shares in 2026			
Authorized—1,800,000,000 shares, issued 466,599,796 shares in 2025	**66,427**	66,427	**415,169**
Additional paid-in capital	**57,591**	55,882	**359,944**
Legal reserve	**11,600**	11,452	**72,500**
Retained earnings	**1,471,357**	1,363,220	**9,195,981**
Accumulated other comprehensive income (loss):			
Unrealized gains on securities	**1,790**	294	**11,187**
Changes in discount rates for insurance contracts issued	**464**	624	**2,902**
Pension liability adjustments	**16,399**	10,294	**102,494**
Foreign currency translation adjustments	**45,708**	45,430	**285,675**
	64,361	56,642	**402,258**
Common stock in treasury, at cost:			
62,138,647 shares in 2026 and 50,925,784 shares in 2025	**(236,671)**	(176,716)	**(1,479,194)**
Total SECOM CO., LTD. shareholders' equity	**1,434,665**	1,376,907	**8,966,658**
Noncontrolling interests	**202,272**	194,355	**1,264,200**
Total equity	**1,636,937**	1,571,262	**10,230,858**
Total liabilities and equity	**¥2,546,953**	¥2,446,380	**$15,918,456**

Consolidated Statements of Income

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

	In millions of yen			Translation into thousands of U.S. dollars
			Years ended March 31	Year ended March 31
	2026	2025	2024	2026
Net sales and operating revenue	¥1,402,035	¥1,311,145	¥1,283,961	$8,762,719
Costs and expenses:				
Cost of sales	958,060	938,440	891,103	5,987,875
Selling, general and administrative expenses	248,964	240,890	228,353	1,556,025
Impairment loss on long-lived assets	1,725	3,666	4,428	10,781
Impairment loss on goodwill	482	—	4,404	3,013
Gain and loss on sales and disposal of fixed assets, net	1,480	(707)	496	9,250
	1,210,711	1,182,289	1,128,784	7,566,944
Operating income	191,324	128,856	155,177	1,195,775
Other income:				
Interest and dividends	5,068	4,638	3,573	31,675
Gain and loss on sales of securities, net	514	187	—	3,213
Gain on other-than-temporary impairment of investment securities	12,712	443	9,771	79,450
Gain on private equity investments	5,835	17,534	18,221	36,469
Other	6,431	5,665	7,545	40,194
	30,560	28,467	39,110	191,001
Other expenses:				
Interest	1,740	1,573	1,340	10,875
Gain and loss on sales of securities, net	—	—	851	—
Other	1,148	1,627	1,173	7,175
	2,888	3,200	3,364	18,050
Income from continuing operations before income taxes and equity in net income of affiliated companies	218,996	154,123	190,923	1,368,726
Income taxes:				
Current	57,567	47,659	48,106	359,794
Deferred	6,470	(1,026)	10,167	40,438
	64,037	46,633	58,273	400,232
Income from continuing operations before equity in net income of affiliated companies	154,959	107,490	132,650	968,494
Equity in net income of affiliated companies	10,634	8,315	9,980	66,463
Net income	165,593	115,805	142,630	1,034,957
Less: Net income attributable to noncontrolling interests	(16,157)	(14,365)	(16,598)	(100,981)
Net income attributable to SECOM CO., LTD.	¥ 149,436	¥ 101,440	¥ 126,032	$ 933,976

	In yen			Translation into U.S. dollars
			Years ended March 31	Year ended March 31
	2026	2025	2024	2026
Per share data:				
Net income attributable to SECOM CO., LTD.	¥366.31	¥243.93	¥297.95	$2.29
Cash dividends per share	¥100.00	¥ 95.00	¥ 95.00	$0.63

Consolidated Statements of Comprehensive Income

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

	In millions of yen			Translation into thousands of U.S. dollars
			Years ended March 31	Year ended March 31
	2026	2025	2024	2026
Comprehensive income:				
Net income	¥165,593	¥115,805	¥142,630	$1,034,957
Other comprehensive income (loss), net of tax:				
Unrealized gains on securities	1,496	127	1,388	9,350
Changes in discount rates for insurance contracts issued	(163)	20	36	(1,019)
Pension liability adjustments	7,000	(1,262)	7,030	43,750
Foreign currency translation adjustments	682	16,992	12,380	4,264
Total comprehensive income	174,608	131,682	163,464	1,091,302
Less: Comprehensive income attributable to noncontrolling interests	(17,453)	(16,671)	(18,516)	(109,081)
Comprehensive income attributable to SECOM CO., LTD.	¥157,155	¥115,011	¥144,948	$ 982,221

Consolidated Statements of Changes in Equity

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

In millions of yen

	Number of shares issued	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, 2023	466,599,796	¥66,427	¥63,086	¥11,067	¥1,216,314	¥24,155	(¥109,225)	¥1,271,824	¥168,386	¥1,440,210
Comprehensive income:										
Net income	—	—	—	—	126,032	—	—	126,032	16,598	142,630
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	1,388	—	1,388	—	1,388
Changes in discount rates for insurance contracts issued	—	—	—	—	—	35	—	35	1	36
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								144,948	18,516	163,464
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	—	—	(3,255)	—	—	—	—	(3,255)	2,365	(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	61,382	11,278	1,301,652	43,071	(149,979)	1,333,831	186,403	1,520,234
Comprehensive income:										
Net income	—	—	—	—	101,440	—	—	101,440	14,365	115,805
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	127	—	127	—	127
Changes in discount rates for insurance contracts issued	—	—	—	—	—	19	—	19	1	20
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								115,011	16,671	131,682
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	—	—	(7,315)	—	—	—	—	(7,315)	(5,605)	(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	55,882	11,452	1,363,220	56,642	(176,716)	1,376,907	194,355	1,571,262
Comprehensive income:										
Net income	—	—	—	—	149,436	—	—	149,436	16,157	165,593
Other comprehensive income (loss), net of tax:										
Unrealized gains on securities	—	—	—	—	—	1,496	—	1,496	—	1,496
Changes in discount rates for insurance contracts issued	—	—	—	—	—	(160)	—	(160)	(3)	(163)
Pension liability adjustments	—	—	—	—	—	6,105	—	6,105	895	7,000
Foreign currency translation adjustments	—	—	—	—	—	278	—	278	404	682
Total comprehensive income								157,155	17,453	174,608
Issuance of new stocks	—	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	—	(41,151)	—	—	(41,151)	—	(41,151)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	—	(4,630)	(4,630)
Transfer to legal reserve	—	—	—	148	(148)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	—	1,688	—	—	—	—	1,688	(4,906)	(3,218)
Gains on disposal of treasury stock	—	—	21	—	—	—	48	69	—	69
Net changes in treasury stock	—	—	—	—	—	—	(60,003)	(60,003)	—	(60,003)
Balance, March 31, 2026	466,599,796	¥66,427	¥57,591	¥11,600	¥1,471,357	¥64,361	(¥236,671)	¥1,434,665	¥202,272	¥1,636,937

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, 2025	$415,169	$349,263	$71,575	$8,520,125	$354,013	($1,104,475)	$8,605,670	$1,214,719	$ 9,820,389
Comprehensive income:									
Net income	—	—	—	933,976	—	—	933,976	100,981	1,034,957
Other comprehensive income (loss), net of tax:									
Unrealized gains on securities	—	—	—	—	9,350	—	9,350	—	9,350
Changes in discount rates for insurance contracts issued	—	—	—	—	(1,000)	—	(1,000)	(19)	(1,019)
Pension liability adjustments	—	—	—	—	38,156	—	38,156	5,594	43,750
Foreign currency translation adjustments	—	—	—	—	1,739	—	1,739	2,525	4,264
Total comprehensive income							982,221	109,081	1,091,302
Issuance of new stocks	—	—	—	—	—	—	—	—	—
Cash dividends paid to SECOM CO., LTD. shareholders	—	—	—	(257,195)	—	—	(257,195)	—	(257,195)
Cash dividends paid to noncontrolling interests	—	—	—	—	—	—	—	(28,938)	(28,938)
Transfer to legal reserve	—	—	925	(925)	—	—	—	—	—
Equity transactions with noncontrolling interests and other	—	10,550	—	—	—	—	10,550	(30,662)	(20,112)
Gains on disposal of treasury stock	—	131	—	—	—	300	431	—	431
Net changes in treasury stock	—	—	—	—	—	(375,019)	(375,019)	—	(375,019)
Balance, March 31, 2026	$415,169	$359,944	$72,500	$9,195,981	$402,258	($1,479,194)	$8,966,658	$1,264,200	$10,230,858

Consolidated Statements of Cash Flows

SECOM CO., LTD. and Subsidiaries
Three years ended March 31, 2026

	In millions of yen			Translation into thousands of U.S. dollars
		Years ended March 31		Year ended March 31
	2026	2025	2024	2026
Cash flows from operating activities:				
Net income	¥165,593	¥115,805	¥142,630	$1,034,957
Adjustments to reconcile net income to net cash provided by operating activities—				
Depreciation and amortization, including amortization of deferred charges	88,281	85,264	81,014	551,756
Accrual for pension and severance costs, less payments	(4,272)	(4,879)	(4,592)	(26,700)
Deferred income taxes, including discontinued operations	6,470	(1,026)	10,167	40,438
Gain and loss on sales and disposal of fixed assets, net	1,480	(707)	496	9,250
Impairment loss on long-lived assets	1,725	3,666	4,428	10,781
Gain and loss on private equity investments	(5,835)	(17,534)	(18,221)	(36,469)
Impairment loss on goodwill	482	—	4,404	3,013
Gain on sales of securities, net	(1,048)	(215)	(1,393)	(6,550)
Gain and loss on other-than-temporary impairment of investment securities	(35,297)	2,975	(26,642)	(220,606)
Equity in net income of affiliated companies	(10,634)	(8,315)	(9,980)	(66,463)
Changes in assets and liabilities, net of effects from acquisitions and disposals:				
(Increase) decrease in cash deposits for armored car services	(1,241)	(2,438)	(3,102)	(7,756)
(Increase) decrease in receivables and due from subscribers, net of allowances	(6,038)	(5,743)	(10,575)	(37,738)
(Increase) decrease in inventories	(9,490)	827	(7,112)	(59,313)
Increase in deferred charges	(8,660)	(9,707)	(9,024)	(54,125)
Increase (decrease) in notes and accounts payable	5,948	(3,867)	600	37,175
Increase (decrease) in deposits received	4,393	(3,971)	7,431	27,456
Decrease in deferred revenue	280	1,595	(738)	1,750
Increase (decrease) in accrued income taxes	7,084	(944)	3,428	44,275
Increase (decrease) in guarantee deposits received	122	251	(61)	763
Increase (decrease) in unearned premiums and other insurance liabilities	3,896	217	(1,183)	24,350
Increase (decrease) in accrued consumption tax	3,778	(1,983)	3,160	23,613
Other, net	10,964	27,094	14,739	68,524
Net cash provided by operating activities	217,981	176,365	179,874	1,362,381
Cash flows from investing activities:				
(Increase) decrease in time deposits	3,139	(12,783)	(14,778)	19,619
Proceeds from sales of property, plant and equipment	840	6,328	3,757	5,250
Payments for purchases of property, plant and equipment	(72,356)	(79,905)	(85,552)	(452,225)
Payments for purchases of intangible assets	(20,433)	(17,880)	(13,843)	(127,706)
Proceeds from sales and redemptions of investment securities	46,750	21,639	34,075	292,188
Payments for purchases of investment securities	(34,152)	(16,776)	(93,943)	(213,450)
(Increase) decrease in short-term investments	(3,992)	(4,000)	2,731	(24,950)
Proceeds from sale of subsidiaries, net of cash and cash equivalents disposed of	—	(14)	—	—
Acquisitions, net of cash acquired	(10,065)	(637)	—	(62,906)
(Increase) decrease in short-term receivables, net	(110)	(8)	(40)	(688)
Payments for long-term receivables	(1,153)	(1,488)	(479)	(7,206)
Proceeds from long-term receivables	1,016	1,001	794	6,350
Other, net	(1,605)	(323)	(1,751)	(10,032)
Net cash used in investing activities	(92,121)	(104,846)	(169,029)	(575,756)
Cash flows from financing activities:				
Proceeds from long-term debt	4,011	2,617	1,100	25,069
Repayments of long-term debt	(11,604)	(12,337)	(15,074)	(72,525)
Increase (decrease) in bank loans, net	(3,436)	4,117	(914)	(21,475)
Increase (decrease) in investment deposits by policyholders	(6,741)	(2,367)	(2,559)	(42,130)
Dividends paid to SECOM CO., LTD. shareholders	(41,151)	(39,698)	(40,483)	(257,195)
Dividends paid to noncontrolling interests	(4,630)	(3,114)	(2,864)	(28,938)
Payments for acquisition of shares of consolidated subsidiaries from noncontrolling interest holders	(3,605)	(10,284)	(611)	(22,531)
Increase in treasury stock, net	(60,002)	(30,012)	(44,002)	(375,013)
Other, net	10	31	2,933	63
Net cash used in financing activities	(127,148)	(91,047)	(102,474)	(794,675)
Effect of exchange rate changes on cash and cash equivalents	1,423	2,433	2,580	8,894
Net increase in cash and cash equivalents	135	(17,095)	(89,049)	844
Cash and cash equivalents at beginning of year	418,633	435,728	524,777	2,616,456
Cash and cash equivalents at end of year	¥418,768	¥418,633	¥435,728	$2,617,300

Segment Information

Information by business and geographic segments for the years ended and as of March 31, 2026, 2025 and 2024 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
		2026	2025	2024	2026
Net sales and operating revenue:					
Security services—	Customers	¥ 675,048	¥ 643,942	¥ 623,102	$4,219,050
	Intersegment	3,588	4,139	3,169	22,425
		678,636	648,081	626,271	4,241,475
Fire protection services—	Customers	186,884	177,096	160,601	1,168,025
	Intersegment	3,022	3,739	3,282	18,888
		189,906	180,835	163,883	1,186,913
Medical services—	Customers	210,108	199,957	192,600	1,313,175
	Intersegment	84	72	251	525
		210,192	200,029	192,851	1,313,700
Insurance services—	Customers	87,797	55,754	75,252	548,731
	Intersegment	3,210	3,028	2,685	20,063
		91,007	58,782	77,937	568,794
Geospatial information services—	Customers	60,645	58,372	60,501	379,031
	Intersegment	222	179	204	1,388
		60,867	58,551	60,705	380,419
BPO and ICT services—	Customers	129,764	128,334	127,090	811,025
	Intersegment	9,927	10,815	13,225	62,044
		139,691	139,149	140,315	873,069
Other services—	Customers	51,789	47,690	44,815	323,682
	Intersegment	1,304	1,692	1,355	8,150
		53,093	49,382	46,170	331,832
Total		1,423,392	1,334,809	1,308,132	8,896,202
Eliminations		(21,357)	(23,664)	(24,171)	(133,483)
Total net sales and operating revenue		¥1,402,035	¥1,311,145	¥1,283,961	$8,762,719

Segment Information

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2026	2025	2024	2026
Segment expenses:				
Security services—				
Cost of sales	¥439,245	¥430,068	¥407,147	$2,745,281
Selling, general and administrative expenses	114,974	112,559	108,207	718,588
Impairment loss on long-lived assets	—	1,008	918	—
Other	1,623	1,805	2,474	10,143
Total	555,842	545,440	518,746	3,474,012
Fire protection services—				
Cost of sales	119,207	118,748	109,729	745,044
Selling, general and administrative expenses	46,259	42,447	38,855	289,119
Impairment loss on long-lived assets	—	456	—	—
Other	34	5	21	212
Total	165,500	161,656	148,605	1,034,375
Medical services—				
Cost of sales	178,654	176,264	166,957	1,116,588
Selling, general and administrative expenses	22,950	22,152	21,199	143,438
Impairment loss on long-lived assets	256	810	2,466	1,600
Other	25	(397)	1,447	155
Total	201,885	198,829	192,069	1,261,781
Insurance services—				
Cost of sales	43,636	41,215	39,186	272,725
Selling, general and administrative expenses	12,629	12,567	11,968	78,931
Impairment loss on long-lived assets	—	—	—	—
Other	2	33	1	13
Total	56,267	53,815	51,155	351,669
Geospatial information services—				
Cost of sales	43,670	43,612	43,719	272,938
Selling, general and administrative expenses	11,963	12,310	12,091	74,769
Impairment loss on long-lived assets	494	19	302	3,088
Other	4	68	(487)	24
Total	56,131	56,009	55,625	350,819
BPO and ICT services—				
Cost of sales	115,771	116,052	114,436	723,569
Selling, general and administrative expenses	12,539	12,940	12,143	78,369
Impairment loss on long-lived assets	975	1,346	742	6,093
Other	271	432	246	1,694
Total	129,556	130,770	127,567	809,725
Other services—				
Cost of sales	37,082	33,802	32,020	231,763
Selling, general and administrative expenses	6,105	6,618	6,571	38,156
Impairment loss on long-lived assets	—	27	—	—
Other	4	(68)	1,198	27
Total	43,191	40,379	39,789	269,946

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2026	2025	2024	2026
Operating income (loss):				
Security services	¥122,794	¥102,641	¥107,525	$ 767,463
Fire protection services	24,406	19,179	15,278	152,538
Medical services	8,307	1,200	782	51,919
Insurance services	34,740	4,967	26,782	217,125
Geospatial information services	4,736	2,542	5,080	29,600
BPO and ICT services	10,135	8,379	12,748	63,344
Other services	9,902	9,003	6,381	61,886
Total	215,020	147,911	174,576	1,343,875
Corporate expenses and eliminations	(23,696)	(19,055)	(19,399)	(148,100)
Operating income	¥191,324	¥128,856	¥155,177	$1,195,775
Other income	30,560	28,467	39,110	191,001
Other expenses	(2,888)	(3,200)	(3,364)	(18,050)
Income from continuing operations before income taxes	¥218,996	¥154,123	¥190,923	$1,368,726

	In millions of yen		In thousands of U.S. dollars
	March 31		March 31
	2026	2025	2026
Assets:			
Security services	¥ 923,739	¥ 884,150	$ 5,773,369
Fire protection services	232,588	214,593	1,453,675
Medical services	207,485	202,102	1,296,781
Insurance services	294,702	268,358	1,841,888
Geospatial information services	77,031	74,844	481,444
BPO and ICT services	291,523	290,813	1,822,019
Other services	146,266	140,751	914,161
Total	2,173,334	2,075,611	13,583,337
Corporate items	203,974	214,958	1,274,838
Investments in affiliated companies	169,645	155,811	1,060,281
Total assets	¥2,546,953	¥2,446,380	$15,918,456

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2026	2025	2024	2026
Depreciation and amortization:				
Security services	¥ 57,969	¥ 54,848	¥ 53,611	$362,306
Fire protection services	2,984	3,004	2,958	18,650
Medical services	7,077	7,373	7,728	44,231
Insurance services	2,808	3,349	2,658	17,550
Geospatial information services	1,808	1,927	1,825	11,300
BPO and ICT services	13,455	12,587	10,114	84,094
Other services	1,435	1,379	1,325	8,969
Total	87,536	84,467	80,219	547,100
Corporate items	745	797	795	4,656
Total depreciation and amortization	¥ 88,281	¥ 85,264	¥ 81,014	$551,756
Capital expenditure:				
Security services	¥ 61,397	¥ 60,088	¥ 54,352	$383,731
Fire protection services	13,803	4,166	3,377	86,269
Medical services	6,096	5,555	11,167	38,100
Insurance services	2,114	2,396	3,354	13,213
Geospatial information services	2,237	1,861	2,362	13,981
BPO and ICT services	17,153	27,552	26,255	107,206
Other services	3,450	1,442	2,423	21,563
Total	106,250	103,060	103,290	664,063
Corporate items	827	1,329	1,023	5,169
Total capital expenditures	¥107,077	¥104,389	¥104,313	$669,232

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
	2026	2025	2024	2026
Electronic security services	¥388,371	¥375,290	¥365,980	$2,427,319
Other security services:				
Static guard services	114,162	104,606	100,063	713,513
Armored car services	68,536	66,896	65,367	428,350
Merchandise and other	103,979	97,150	91,692	649,868
Total security services	¥675,048	¥643,942	¥623,102	$4,219,050

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, 2026, 2025 and 2024 and long-lived assets as of March 31, 2026 and 2025 were as follows:

	In millions of yen			In thousands of U.S. dollars
			Years ended March 31	Year ended March 31
	2026	2025	2024	**2026**
Net sales and operating revenue:				
Japan	**¥1,333,798**	¥1,241,316	¥1,220,773	**$8,336,238**
Other	**68,237**	69,829	63,188	**426,481**
Total	**¥1,402,035**	¥1,311,145	¥1,283,961	**$8,762,719**

	In millions of yen		In thousands of U.S. dollars
		March 31	March 31
	2026	2025	**2026**
Long-lived assets:			
Japan	**¥869,851**	¥842,426	**$5,436,569**
Other	**21,405**	20,446	**133,781**
Total	**¥891,256**	¥862,872	**$5,570,350**

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					
	2026	2025	2024	2023	2022	2021
Composition of consolidated net sales and operating revenue by segment						
Net sales and operating revenue	**¥1,402,035**	¥1,311,145	¥1,283,961	¥1,227,316	¥1,166,098	¥1,135,339
Security services:	**675,048**	643,942	623,102	597,071	563,623	555,060
As a percentage of net sales and operating revenue	***48.1%***	*49.1%*	*48.5%*	*48.6%*	*48.3%*	*48.9%*
Electronic security services	**388,371**	375,290	365,980	356,962	348,749	344,882
As a percentage of net sales and operating revenue	***27.7***	*28.6*	*28.5*	*29.1*	*29.9*	*30.4*
Other security services—						
Static guard services	**114,162**	104,606	100,063	89,200	75,459	69,370
As a percentage of net sales and operating revenue	***8.1***	*8.0*	*7.8*	*7.3*	*6.5*	*6.1*
Armored car services	**68,536**	66,896	65,367	62,920	62,467	62,841
As a percentage of net sales and operating revenue	***4.9***	*5.1*	*5.1*	*5.1*	*5.4*	*5.5*
Subtotal	**182,698**	171,502	165,430	152,120	137,926	132,211
Merchandise and other	**103,979**	97,150	91,692	87,989	76,948	77,967
As a percentage of net sales and operating revenue	***7.4***	*7.4*	*7.1*	*7.1*	*6.6*	*6.9*
Fire protection services	**186,884**	177,096	160,601	145,662	148,804	140,599
As a percentage of net sales and operating revenue	***13.3***	*13.5*	*12.5*	*11.9*	*12.8*	*12.4*
Medical services	**210,108**	199,957	192,600	196,246	195,826	182,573
As a percentage of net sales and operating revenue	***15.0***	*15.2*	*15.0*	*16.0*	*16.8*	*16.1*
Insurance services	**87,797**	55,754	75,252	58,876	51,769	58,291
As a percentage of net sales and operating revenue	***6.3***	*4.3*	*5.9*	*4.8*	*4.4*	*5.1*
Geospatial information services	**60,645**	58,372	60,501	62,086	56,371	53,908
As a percentage of net sales and operating revenue	***4.3***	*4.5*	*4.7*	*5.1*	*4.8*	*4.7*
BPO and ICT services	**129,764**	128,334	127,090	127,854	115,544	112,144
As a percentage of net sales and operating revenue	***9.3***	*9.8*	*9.9*	*10.4*	*9.9*	*9.9*
Other services	**51,789**	47,690	44,815	39,521	34,161	32,764
As a percentage of net sales and operating revenue	***3.7***	*3.6*	*3.5*	*3.2*	*3.0*	*2.9*
Net income attributable to SECOM CO., LTD., cash dividends and SECOM CO., LTD. shareholders' equity						
Net income attributable to SECOM CO., LTD.	**¥ 149,436**	¥ 101,440	¥ 126,032	¥ 111,558	¥ 107,731	¥ 89,913
Cash dividends paid[2]	**41,151**	39,698	40,483	39,060	38,196	37,104
SECOM CO., LTD. shareholders' equity	**1,434,665**	1,376,907	1,333,831	1,271,824	1,209,512	1,142,323
Consolidated financial ratios						
Percentage of working capital accounted for by:						
Debt—						
Bank loans	**2.0**	2.3	2.1	2.2	2.4	2.7
Current portion of long-term debt	**0.7**	0.7	0.8	0.9	1.2	1.2
Straight bonds	**0.1**	0.1	0.2	0.2	0.3	0.3
Other long-term debt	**3.0**	3.2	3.4	3.3	3.7	4.0
Total debt	**5.8**	6.3	6.5	6.6	7.6	8.3
SECOM CO., LTD. shareholders' equity	**94.2**	93.7	93.5	93.4	92.4	91.7
Total capitalization	**100.0**	100.0	100.0	100.0	100.0	100.0
Return on total assets (percentage)[a]	**5.9**	4.1	5.3	4.9	4.9	4.2
Return on equity (percentage)[b]	**10.4**	7.4	9.4	8.8	8.9	7.9
Percentage of net sales and operating revenue absorbed by[c]:						
Depreciation and amortization	**6.3**	6.5	6.3	6.4	6.7	6.9
Rental expense under operating leases	**2.5**	2.6	2.6	2.6	2.5	2.6
Ratio of accumulated depreciation to depreciable assets (percentage)	**66.8**	66.9	68.8	68.9	68.0	66.6
Net property turnover (times)[c]	**2.86**	2.74	2.77	2.81	2.75	2.65
Before-tax interest coverage (times)[c] [d]	**126.9**	99.0	143.5	138.8	139.8	125.2

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

Summary of Selected Financial Data

	2026	2025	2024	2023	2022	2021
Number of shares outstanding						
Issued	466,599,796	466,599,796	466,599,796	466,599,796	466,596,098	466,591,852
Owned by SECOM CO., LTD.	62,138,647	50,925,784	45,616,920	37,526,220	30,430,436	30,069,130
Balance	404,461,149	415,674,012	420,982,876	429,073,576	436,165,662	436,522,722
Per share information:						
Net income attributable to SECOM CO., LTD. per share (in yen) (1)	¥ 366.31	¥ 243.93	¥ 297.95	¥ 258.34	¥ 246.42	¥ 205.98
Cash dividends paid per share (in yen) (2)	100.00	95.00	95.00	90.00	87.50	85.00
SECOM CO., LTD. shareholders' equity per share (in yen) (3)	3,547.10	3,312.47	3,168.37	2,964.12	2,773.06	2,616.87
Cash flow per share (in yen) (1) (e)	481.84	353.50	393.76	350.17	338.62	301.30
Price/Book value ratio	1.70	1.54	1.73	1.38	1.60	1.78
Price/Earnings ratio	16.48	20.85	18.39	15.80	17.99	22.61
Price/Cash flow ratio	12.53	14.39	13.92	11.66	13.09	15.45
Stock price at year-end (in yen)	6,036	5,087	5,480	4,082	4,434	4,657

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, 2026, cash dividends of ¥20,223 million (¥50 per share) were approved at the general shareholders' meeting on June 26, 2026.
(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, 2021, number of shares outstanding and per share information are computed.
(5) Effective from the fiscal year ended March 31, 2026, the Company has adopted Accounting Standards Update (ASU) No. 2018-12, "Targeted Improvements to the Accounting for Long-Duration Contracts." Accordingly, the presentation for the fiscal year ended March 31, 2023 has been retrospectively reclassified.

Common Stock Data

SECOM CO., LTD.
As of March 31

SHAREHOLDER INFORMATION	2026	2025	2024	2023	2022	2021
Number of shareholders	41,526	42,717	39,195	24,202	23,401	21,739
Common shares held by:						
Financial institutions	35.38%	37.99%	37.71%	36.98%	39.13%	39.44%
Securities firms	2.06	2.21	2.22	3.22	3.05	2.81
Other domestic corporations	2.42	2.64	2.67	2.73	2.78	2.45
Foreign investors	41.66	40.89	42.45	41.44	40.96	41.55
Individuals and others	5.16	5.36	5.17	7.59	7.56	7.31
Treasury stock	13.32	10.91	9.78	8.04	6.52	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
2024	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
	October–December	5,603.0	5,096.0	40,281.16	37,808.76
2025	January–March	5,386.0	5,035.0	40,083.30	35,617.56
	April–June	5,608.0	4,850.0	40,487.39	31,136.58
	July–September	5,895.0	5,183.0	45,754.93	39,459.62
	October–December	5,693.0	5,065.0	52,411.34	44,550.85
2026	January–March	6,430.0	5,536.0	58,850.27	51,063.72

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.

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, 2026)

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

(As of June 30, 2026)

	Issued capital (In millions of yen)	Percentage of equity/ voting rights	Lines of business
Domestic			
Security services			
Secom Joshinetsu Co., Ltd.	¥3,530	100.0%	Security services
Secom Hokuriku Co., Ltd.	201	61.0	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	92.7	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

(Continued)

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.

MAJOR CONSOLIDATED SUBSIDIARIES

(As of June 30, 2026)

	Issued capital (In millions of yen)	Percentage of equity/ voting rights	Lines of business
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
Hokko Tsushin Co., Ltd.	25	(100.0)	Installation and maintenance of fire protection equipment
Meisei Electric Co., Ltd.	450	(100.0)	Manufacturing and sales of meteorological disaster prevention equipment
Kyodo Setsubi Co., Ltd.	20	(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

(Continued)

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.

MAJOR CONSOLIDATED SUBSIDIARIES

(As of June 30, 2026)

	Issued capital (In millions of yen)	Percentage of equity/ voting rights	Lines of business
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	93.7	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

(Continued)

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.

MAJOR CONSOLIDATED SUBSIDIARIES

(As of June 30, 2026)

	Issued capital	Percentage of equity/ voting rights	Lines of business
Overseas			
Security services			
Secom plc	£44,126 thousand	100.0%	Security services
Scan Alarms Ltd.	£20 thousand	(100.0)	Holding company
Scan Alarms and 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
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 Guvenlik 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 Fire Protection Equipment Co., Ltd.	US$15,500 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$3,212 thousand	(97.4)	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 2026

Against a backdrop of increasingly complex social imperatives, in May 2026 we published the SECOM Group's Vision for 2040 to clarify our strategic direction over the next decade and a half. SECOM Report 2026 conveys our determination to capitalize on the *ANSHIN* Platform to extend proactive services that provide Peace of Mind through Anticipation.

This report communicates SECOM's efforts to create value as it works to achieve the goals of the SECOM Group's Vision for 2040, as well as to deepen dialog with its stakeholders. Going forward, we will make use of the frank feedback we receive from readers to further improve both management and our disclosure as we continue working to realize our Peace of Mind through Anticipation.

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 2.0, 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, 2026. (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 Disclosure

Financial and business risk–related information

Quarterly and annual financial results, operations objectives and business risks

- Financial presentation materials
- Consolidated financial results
- Financial data (U.S. GAAP)
- Notice of convocation of the Ordinary General Meeting of Shareholders
- Annual securities report

Sustainability information

Outlook for sustainability, related initiatives and results

- Sustainability report
- Corporate governance report
- ESG data
- SECOM SASB Report

Evolution of management based on integrated thinking

SECOM Report (integrated report)

Dialog

Investors and analysts | ESG rating agencies | Other stakeholders

Access IR information
https://www.secom.co.jp/english/ir/

Access sustainability-related information
https://www.secom.co.jp/english/sustainability/