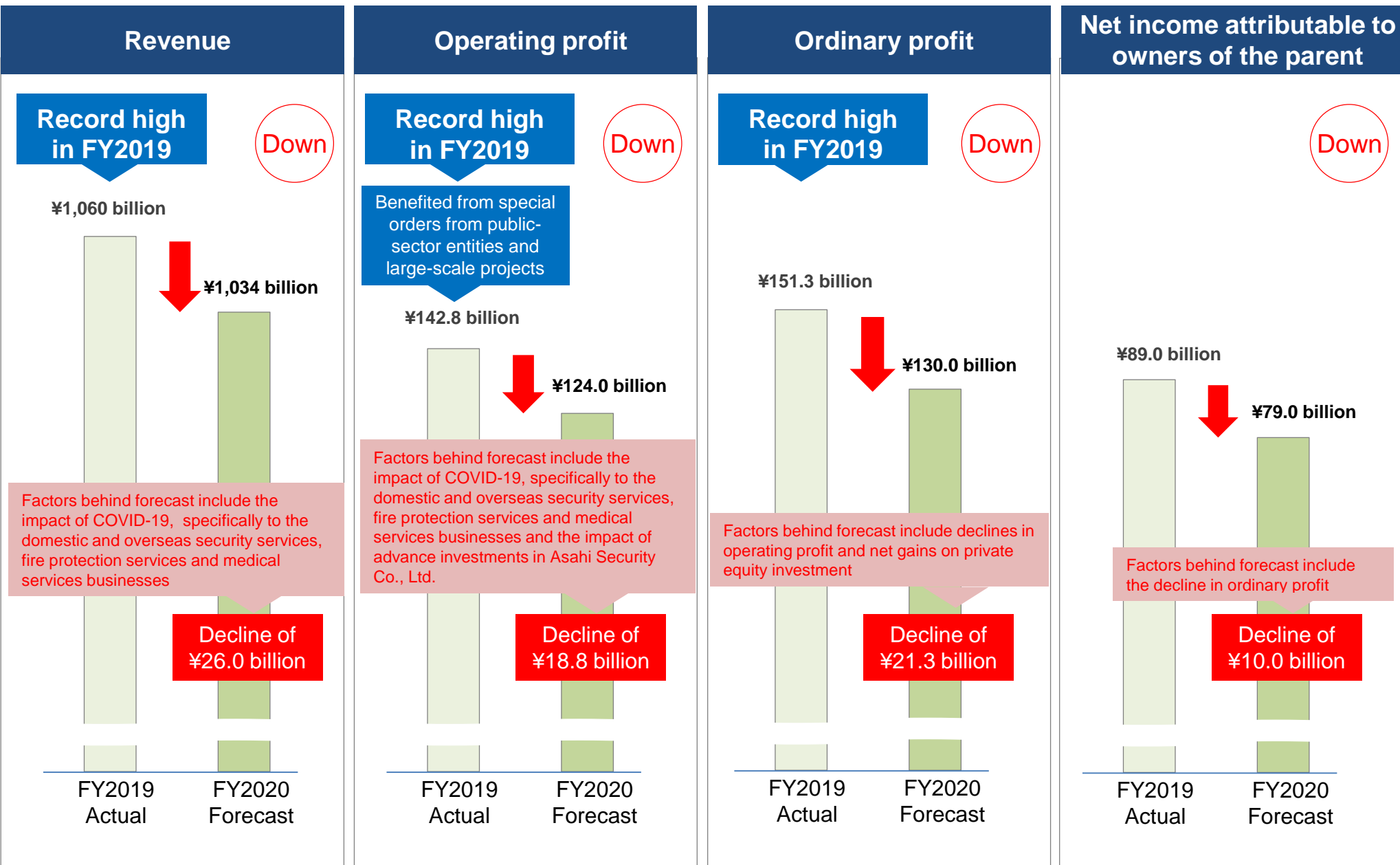


Financial Results for the Fiscal Year Ended  
March 31, 2020: Supplementary Information

**Financial Results for the Fiscal Year Ended  
March 31, 2020 (FY2019),  
and Forecasts for the  
Fiscal Year Ending March 31, 2021 (FY2020)**

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## Revenue

Contributing factors include favorable sales of security equipment and products, and revenue from facility management services and security services for the Rugby World Cup 2019™

Down

¥569.3 billion

¥557.0 billion

Decline of  
¥12.3 billion

Factors behind forecast include the impact of COVID-19, such as declining new contracts and falling sales of security equipment and products in Japan and overseas

FY2019 Actual

FY2020 Forecast

## Operating Profit

Down

¥115.8 billion

¥105.5 billion

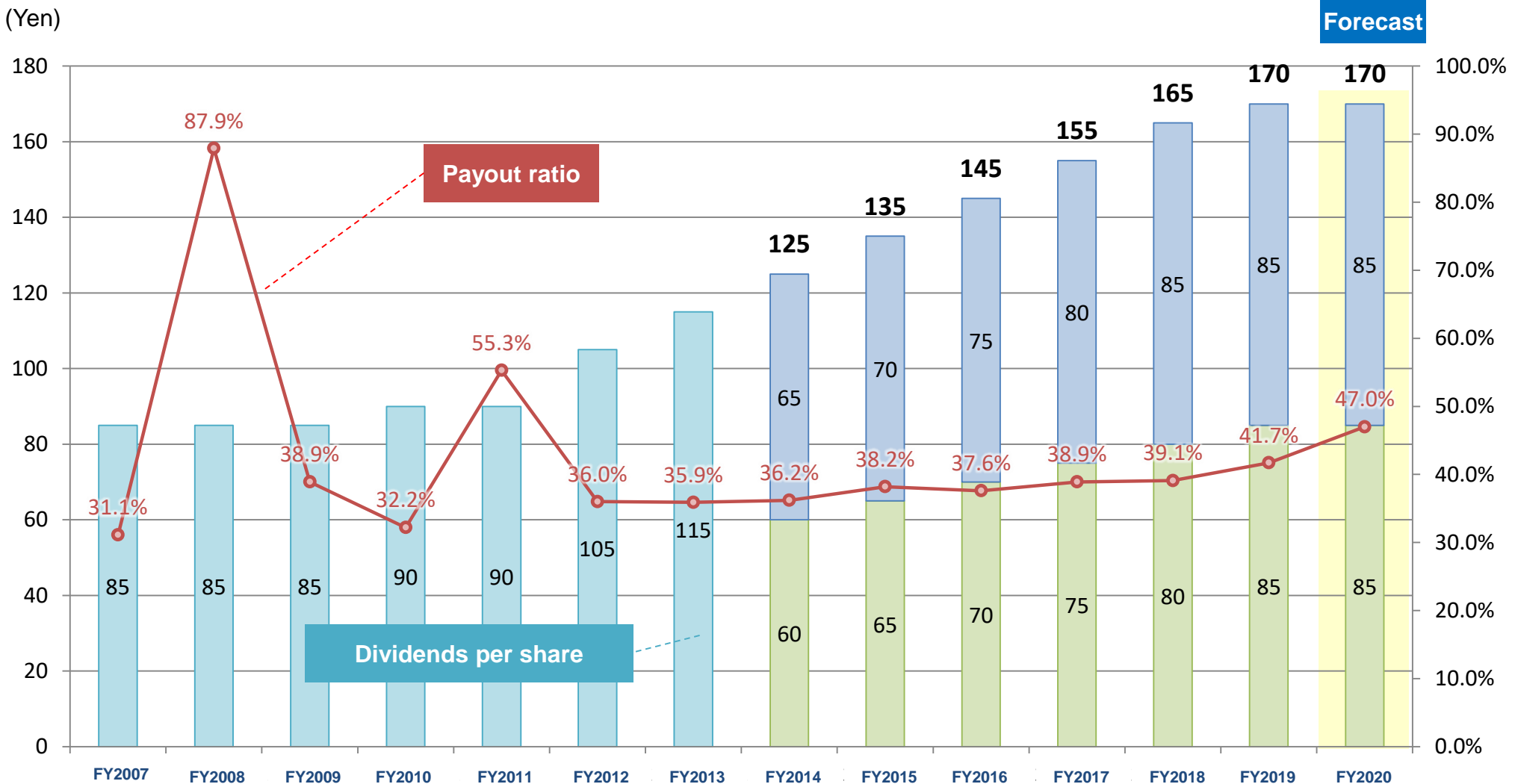
Decline of  
¥10.3 billion

Factors behind forecast include the impact of COVID-19 and advance investments in Asahi Security

FY2019 Actual

FY2020 Forecast

**The impact of COVID-19 is also expected to push down revenue and operating profit in the fire protection services and medical services businesses**



**Full-term dividends of ¥170.00/share were declared for FY2019\* (+¥5.00 from FY2018) and are forecast to be ¥170.00/share in FY2020 (remain unchanged from FY2019)**

\* Subject to approval at the Annual General Shareholders Meeting in June 2020.

Management  
issues

Labor shortages and difficulties in securing and fostering talented human resources attributable to the graying of society and falling birthrates

Investments in  
systems

- ✓ Upgrade core systems  
(Reinforce operating foundation for the future growth)

Investments in  
human resources

- ✓ Actively promote hiring
- ✓ Facilitate diverse work styles

Implement  
steadily

Promote additional advance investments that take into account social trends

- ✓ Invest in creating new services (including services related to care for seniors)
- ✓ Invest in next-generation core systems

Invest  
actively  
based on  
need

Offer high-value-added services

Hire and train talented human resources

Enhance individual productivity and profitability

Sustainable corporate growth

## Capitalize on advanced technologies and on expertise

Offer high-value-added services

- Collect and deploy information on advanced technologies and know-how
- Create products and services in Japan and overseas that fuse advanced technologies and human capability

## Domestic businesses (Increase the competitiveness of services and products)

- Boost the quality and functionality of services and products for commercial clients
- Cultivate markets for consumer needs, including care for seniors

## Strengthen overseas businesses

- Develop businesses and products suited to local needs
- Promote active local hiring and improve service quality by fortifying education and training

## Improve operating efficiency and quality

Enhance individual productivity and profitability

- Invest in systems to improve efficiency, productivity and profitability
- Promote cost reductions by reviewing business processes and internal operating procedures

## Secure human resources that will increase competitiveness

Hire and train talented human resources

- Step up efforts to recruit talented human resources (e.g., individuals with IT skills or the ability to function in global business environments) and to foster such employees by fortifying education and training
- Strengthen capabilities in growth businesses and improve competitiveness by promoting the effective reassignment of human resources and other organizational strategies.

**Given a lack of clarity and uncertainties over future, including concerns regarding the impact of COVID-19 and the postponement of the Olympic and Paralympic Games Tokyo 2020, we will continue to carefully monitor conditions and consider our targets.**