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SECOM's approach

In line with our basic philosophy of offering services that are beneficial for society, we believe that the quality of services that deliver “safety and peace of mind” is guaranteed by people. Accordingly, we work to secure and foster human resources with a strong desire to contribute to society.

Securing and fostering of talented human resources

We are focused on securing and fostering talented human resources with the ability to adapt to change and create value and who seek to contribute to society.

Our vibrant, diverse team of employees, who are critical to our ability to provide services that deliver safety and peace of mind, are our greatest asset and another driving force behind our growth and evolution. Accordingly, we strive to secure and foster talented human resources who have the ability to adapt to change and create value and who seek to contribute to society.

As a company that extends services across Japan and around the world, we promote active recruiting efforts. With labor shortages increasingly an issue in the domestic market, we took steps during the fiscal year ended March 31, 2025, to strengthen the competitiveness of our recruiting efforts. These included enhancing working conditions and introducing a variety of appealing programs, such as student loan repayment support and assistance for high-school graduates in obtaining a driver's license. We also work to enhance employee welfare with the goal of improving our ability to retain human resources and have established a variety of programs designed to encourage motivation and productivity, as well as to create employee-friendly workplaces.

We provide extensive training to foster human resources with high ethical standards and superior skills. In April 2025, we completed the renovation and expansion of our training

Average Hours Spent by Employees in Training	
Fiscal year ended March 31, 2024	28.1 hours
Fiscal year ended March 31, 2025	28.8 hours

*Scope of reporting: SECOM CO., LTD.

facility in Gotemba, Shizuoka Prefecture, one of three such facilities in Japan. In addition to training for all new employees, we are strengthening department- and job-specific curricula that reinforce practical capabilities in a manner that assists employees on the front lines to autonomous career building. We also have an overseas study program, a subsidy system for employees to take correspondence courses and a system for employees to declare their preferred department or job type, and actively promote in-house staff recruitment. In the area of training for security guards, we have introduced virtual reality (VR) technology to improve effectiveness and ensure employees acquire excellent discernment and know-how.

Employee performance reviews look to impartially evaluate employees' efforts and support self-realization. Evaluations are based on reports prepared by employees assessing their execution of duties, achievements and areas

in need of improvement, as well as on rational assessment categories optimized for each particular job. We use an open and fair format whereby review results are disclosed to employees. In addition, we promote self-actualization through systems designed to assist with career

development, including the Self-Reporting System and Challenge Support System, which encourage employees to declare and assist their efforts to realize their own future goals and aspirations.

The SECOM Group adds an XR training program to its employee training lineup

Since 2017, we have used a VR-based training program—developed in collaboration with an IT startup—to train our security services staff. In May 2025, we completed development of a new extended reality (XR) training program that builds on this foundation. The program simulates an office or home environment using an XR headset, allowing participants to engage in practical training scenarios. For example, trainees respond to intruders emerging from blind spots using a police baton-shaped handheld controller. XR technology integrates immersive VR with augmented reality (AR), overlaying key information onto the real-world appearing on the display to ensure safety during training. We are confident this new program will further enhance the effectiveness of this training.



The new XR training program

SECOM's Philosophy and the SECOM Group Code of Employee Conduct

Efforts are proceeding to ensure the full penetration of SECOM's Philosophy and encourage strict compliance with the SECOM Group Code of Employee Conduct to bolster employee motivation and earn the trust of society.

Encouraging awareness of SECOM's Philosophy and adherence to the SECOM Group Code of Employee Conduct is essential to maximizing the trust of stakeholders and our corporate value. Handed down since our establishment, SECOM's Philosophy provides a spiritual anchor for Group employees and the entire SECOM Group. The driving force behind our growth and evolution, this philosophy emphasizes a refusal to be content with the status quo and a commitment to doing what is appropriate. The first element expresses our determination to offer innovative services and systems by challenging accepted norms, while the second calls for judging the legitimacy of our actions by examining whether they are just, fair, and beneficial not only to SECOM but also to society as a whole. The SECOM Group Code of Employee Conduct sets forth ideals for the conduct of

employees in both public and private life and specific standards for the day-to-day performance of duties. We have published SECOM's Philosophy and the SECOM Group Code of Employee Conduct in the form of handbooks and pocket-sized guides, which are distributed to employees in Japan and overseas.

Questions on SECOM's Philosophy and the SECOM Group Code of Employee Conduct are included in our e-learning program, which is provided annually, and employees' compliance status is reflected in their annual performance reviews. An employee who becomes aware of a violation is obliged to submit a report to his or her superior. In addition, we have established a whistle-blowing system and are currently using IT and other technologies and taking other steps to encourage observance.

Occupational health and safety

We have established a system to minimize occupational safety risks in the area of security services, and work to maintain and improve the health of our employees by managing working hours and conducting health checks.

Our ability to deliver enduring peace of mind in an ever-changing society depends on first ensuring the health and vitality of our employees. In our Health Management Declaration, released in October 2024, we commit to promoting the maintenance and improvement of employee health and the creation of positive work environments that encourage job satisfaction and pride in one's work.

The Human Resources Department has established a system to comprehensively manage occupational health in collaboration with the Health Promotion Office, which is staffed with occupational health physicians (OHPs), and the SECOM Health Insurance Union. Site health committees across Japan meet to discuss key issues, including employee working hours and efforts to maintain and

improve health, enhance work environments, ensure safety and prevent danger. To enhance the visibility of our health and productivity management initiatives and ensure their effective promotion, we have introduced health and productivity management survey score as a new KPI. Employee health check results are managed through the system and used by OHPs to provide health guidance. We also actively care for employees' mental health, conducting stress checks, arranging meetings with psychiatrists and specialized counselors, to make certain that employees feel both physically and mentally supported.

To ensure occupational safety, the Operations Division verifies day-to-day security operations and works to reduce identified occupational safety risks. Our operational and control structure facilitates the efficient exchange of reports and instructions between the front lines and senior management, ensuring that the latter is fully apprised of day-to-day operations across Japan and able to provide instructions for improvements where necessary to bolster

occupational safety. Of note, we have developed training to ensure employee safety in the event of an emergency, as well as programs that seek to improve equipment maintenance to prevent injuries, as well as to enhance driving techniques. To supplement existing measures, air-conditioned uniforms were introduced in the summer of 2025 for security staff who frequently work outdoors with the goal of helping to prevent heatstroke. Ongoing efforts to create safe, employee-friendly workplaces include the provision of extensive training aimed at preventing occupational accidents, including that related to the risk of security accidents in various situations.

Participants in Training Aimed at Preventing Occupational Accidents	
Fiscal year ended March 31, 2023	3,215
Fiscal year ended March 31, 2024	2,582
Fiscal year ended March 31, 2025	2,510

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

Inviting children to a fun job experience theme park

Research tells us that approximately one in three children in low-income households in Japan have had no opportunities outside of school to participate in, for example, sports and cultural activities.* Addressing this experience gap is increasingly recognized as a social imperative. In September 2024 we partnered with the Children's Adventure Bank, operated by certified nonprofit dedicating to responding to social issues, to invite such children to an event at Kandu, a theme park that lets children "try out" a variety of different jobs and for which we serve as a sponsor. The event earned praise from the children, who commented on how much fun they had had, with some saying they had never done anything like it before, as well as from their families. We are confident that such experiences will not only broaden the horizons of these children but also enable them to form connections with a wide range of people and give them a sense of security knowing that society is looking out for them.

* Based on a survey conducted by charitable Chance for Children Trust in July 2023.

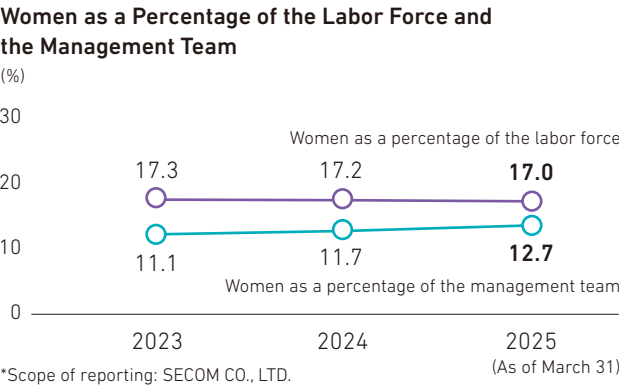


SECOM booth at Kandu Makuhari

Diversity

Diversity and inclusion staff have been assigned to the Human Resources Department to promote the creation of positive work environments in which diverse employees can maximize their capabilities.

Recognizing the importance of welcoming a broad spectrum of individuals with wide-ranging ideas to the creation of new value, we actively promote diversity in our labor force, including by advancing career opportunities for female employees. In 2017, we established the Declaration of Promoting Diversity & Inclusion, and assigned diversity and inclusion staff to the Human Resources Department. We currently promote the creation of work environments that maximize the capabilities of all employees regardless of gender, nationality, age, physical ability, sexual orientation, or gender identity.



Our action plan for fostering career opportunities for female employees sets forth targets for increasing the number of women in management positions to more than 200 at the department or section head level and more than 400 at the supervisor level by March 31, 2026. Thanks to active efforts, these targets were achieved ahead of schedule, in the fiscal year ended March 31, 2025. We

remain committed to expanding the range of jobs available to women and to nurturing female leaders. Female employees currently occupy management positions in the sales departments of our home security services business, as well as in site administrative departments. Since April 2023, women have also been appointed to the position of manager at security services offices.

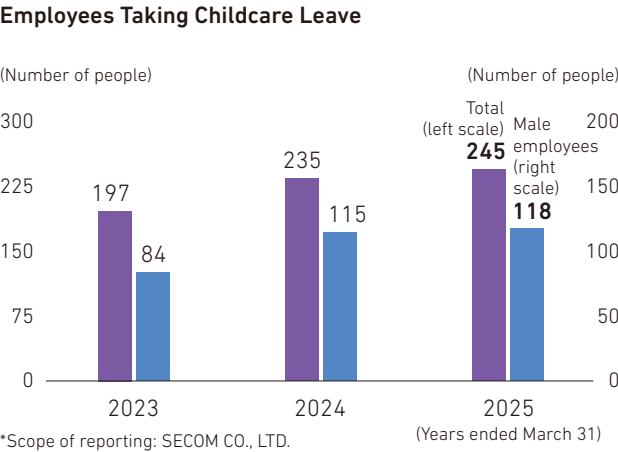
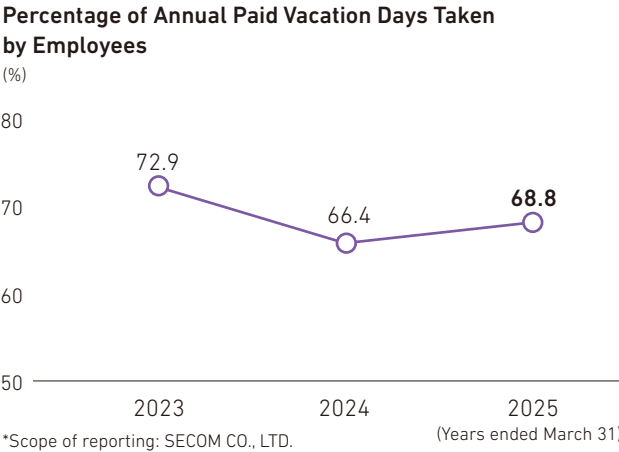
Work-life balance

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

We view work-life balance, including sufficient physical and mental rest and a fulfilling private life, as essential to the ability to approach one's work with energy and focus. We actively promote the use of annual paid vacation days, aiming to achieve a paid leave usage rate of 80% by 2030. In July 2025, we introduced an anniversary leave system that allows employees to take time off on days of significance to themselves or their families. A range of vacation and leave programs have also been established to support employees in maintaining a healthy work-life balance.

- **Flex vacation:** Enables employees to take 10 consecutive vacation days annually, in theory at any time during the year
- **Refresh vacation:** A two-week vacation available to employees every 10 years
- **Maternity leave:** Available for the six weeks prior to and eight weeks after giving birth; an additional two weeks is available to employees who wish to start their maternity leave earlier
- **Childcare leave:** Can be taken up until the day before the child's third birthday and can be taken in up to three installments. A target of 50% has been set for male employees taking childcare leave by 2025, but as of fiscal year ended March 31, 2025, the rate was 45.9%.

- **Change in working hours/exemption (shorter working hours) for childcare:** Facilitates flexible working styles by allowing employees who are pregnant or have children who have not yet entered the fifth grade of elementary school (exceeds legal requirement, which is children under the age of three) to change their working hours or be exempted from minimum working hour rules
- **Nursing care leave or change in working hours/exemption (shorter working hours) for nursing care:** Enables full leave or adjusted working hours for up to six months (maximum of 186 days) for employees providing nursing care to a family member who wish to return to work full-time after conclusion of nursing care provision
- **SECOM Life Support Program:** Allows employees to temporarily change work style and/or location to which they are assigned to provide childcare or nursing care or to accompany a spouse who has been transferred and provide support for long-term career advancement
- **Job Return Program:** Enables people with at least one year of service who have left employment at SECOM for unavoidable reasons such as childbirth, childcare or nursing care, or to advance their careers by going back to school, studying abroad or changing jobs, to apply for reinstatement



Employee engagement

Initiatives to boost employee job satisfaction, including raising base salaries for the fourth consecutive year and granting restricted stock, together with the exchange of opinions between the SECOM Employee Union Federation and executives, are facilitating the creation of employee-friendly workplaces.

We seek to achieve sustainable growth as a strong, flexible organization by creating a virtuous circle, recognizing the importance of enabling employees to demonstrate their full potential, which helps raise the quality of the services and products we provide, thereby enhancing customer satisfaction and earning the trust of society, which in turn increases employee job satisfaction. In an effort to encourage ongoing active dialog with employees, since 2016 we have conducted an annual anonymous employee job satisfaction survey. With the aim of both boosting employee job satisfaction and expanding our operations, we granted shares of common stock as restricted stock compensation to approximately 20,000 SECOM Group employees in both March 2024 and March 2025. In June 2024, we also introduced an incentive system as part of our employee shareholders association.

Reflecting our fundamental belief that the growth of our employees is inextricably linked to our prosperity, we signed a union membership qualification agreement with the SECOM Employee Union Federation, which was established in 1964, and became a union shop, meaning that in principle employees automatically become union members when they

are hired. As a consequence, our union membership rate for eligible employees is 100%. Management representatives, including the President and Representative Director, meet monthly with SECOM Employee Union Federation to exchange views. Discussions are also held at SECOM Group companies and branches across Japan to address issues such as improving workplace environments and operating procedures and ensuring occupational health and safety. SECOM Employee Union Federation also exchanges views with management through meetings with employees on organizational culture and the SECOM Employee Central Council.

In the fiscal year ended March 31, 2025, we launched the *Futanowa* initiative, which seeks to improve employee job satisfaction, motivation and engagement. To encourage the practical application of SECOM's Philosophy and the concept of "*futa*" (also commonly pronounced "*kattatsu*")—meaning "positive and open-minded"—and to foster a unique SECOM corporate culture, we also held dialogs with directors at 23 sites across Japan in which a total of 1,260 executives and employees participated. (For more information, please see pages 26–27.)

Reinforcing internal branding and contributing to local communities by owning a rugby team

We founded the Sayama SECOM Rugguts, a professional rugby team based in the city of Sayama, Saitama Prefecture and our only corporate sports team, in 1985, recognizing the spirit of rugby as aligning with our corporate culture, which emphasizes evolving continuously to achieve our goals. In 2024, SECOM Rugguts competed in Division 3 of Japan Rugby League One, the country's top professional rugby union league, which we believe will help further enhance our corporate image, encourage a sense of solidarity among SECOM Group employees and promote the idea of fostering human resources through sport. In addition to striving to earn promotion to Division 2, SECOM Rugguts conducts a variety of activities aimed at contributing to the local community, including holding tag rugby sessions for local elementary school students, participating in community exchange programs and participating in local clean-up efforts.



The 2024/2025 season Sayama SECOM Rugguts

G GOVERNANCE



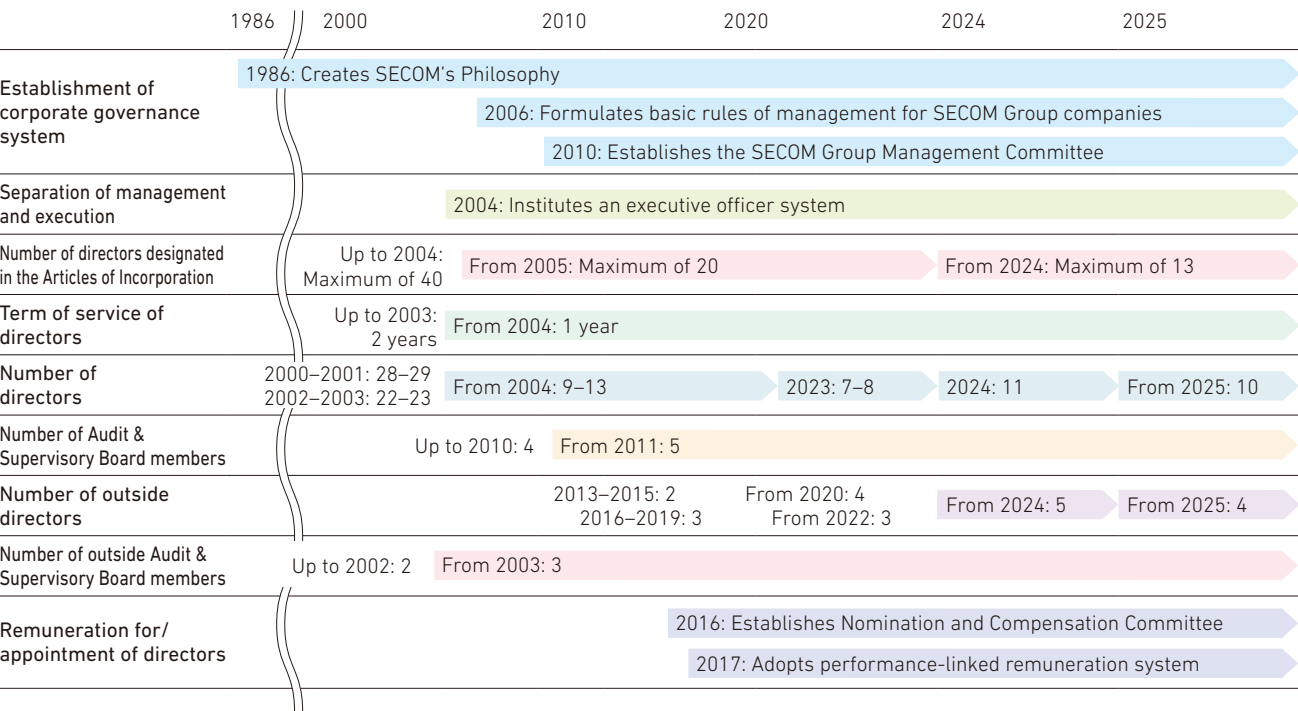
SECOM's approach

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



Basic philosophy

With the aim of earning the continued support of our customers, shareholders, business partners, employees, local communities, and other stakeholders as a company with value that is worthy of trust, we strive to maximize corporate and shareholder value over the medium to long term and recognize the importance of fulfilling our responsibilities as a corporate citizen and achieving sustainable growth and development.

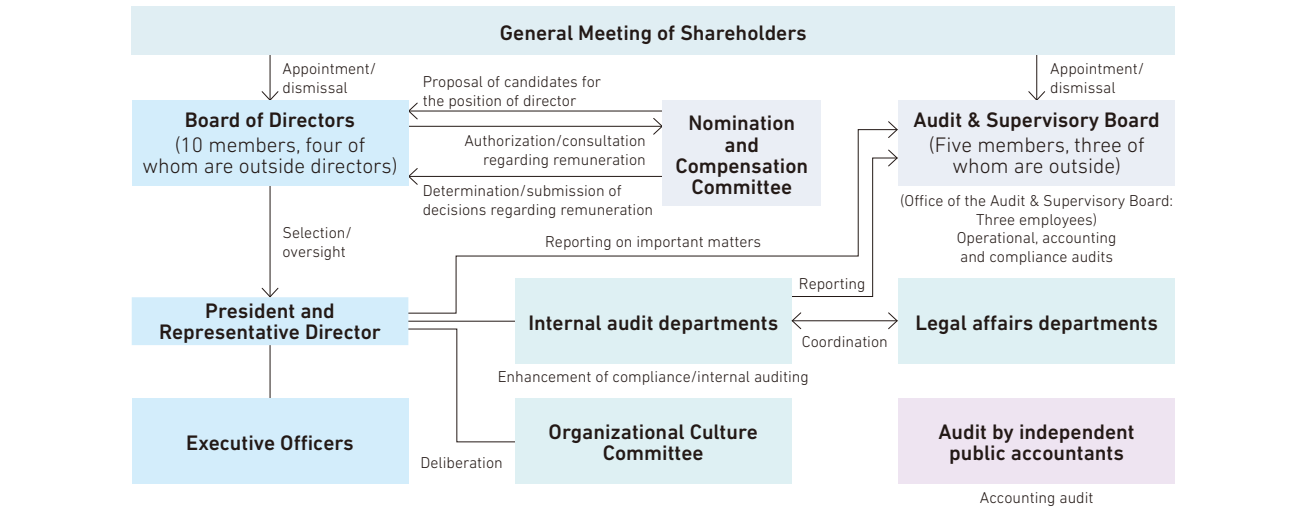
In line with Japan's Corporate Governance Code and at the direction of top management, outside members of the Board of Directors and Audit & Supervisory Board provide independent oversight of the management team's performance in a manner that takes into account the interest of stakeholders and ensures the appropriate execution of business activities. We also work actively to disclose information to shareholders and other stakeholders and strengthen our compliance framework.

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

We are a company with an Audit & Supervisory Board. The Board of Directors determines overall management and business execution policies. Executive officers, led by the President and Representative Director, are responsible for business execution. The Audit & Supervisory Board, which at present includes three outside members, and the Board of Directors coordinates with the internal audit departments to audit and supervise the discharge of duties by directors and executive officers. Under our corporate governance framework, four outside directors have also been appointed to the Board of Directors to bring external perspectives to decision-making and ensure the legality and objectivity of

management. We believe that this enables us to conduct independent oversight of management and ensure appropriate business execution. The Nomination and Compensation Committee has been established as a discretionary committee of the Board of Directors. This committee, which is responsible for putting forward candidates for the position of director to the Board of Directors and ensuring the appropriateness of remuneration for directors, currently consists of three directors, two of whom are outside. Beginning in June 2023, an outside director has been appointed committee chairperson, a move aimed at improving objectivity and transparency.

Corporate Governance Organization



Board of Directors

At present, the Board of Directors comprises 10 directors and in principle meets monthly, with five members of the Audit & Supervisory Board also in attendance. The Board of Directors is responsible for deciding overall management policies and business execution policies, as well as for monitoring the performance of duties by directors, and strives to promote the active exchange of opinions with the aim of ensuring effective and swift decision making. Six of the 10 members are responsible for business execution, while the remaining four are outside directors with no involvement in day-to-day operations.

Executive Officers

We have adopted an executive officer system, whereby the Board of Directors is responsible for decision making and the executive officers are responsible for business execution. This initiative aimed to strengthening field divisions and enhance customer service by clarifying responsibilities and authority, thereby accelerating business execution. We currently have 33 executive officers, six of whom also serve as directors.

Audit & Supervisory Board

The Audit & Supervisory Board currently consists of five members, two of whom are full-time and three of whom are outside. In principle, the Audit & Supervisory Board meets monthly. Individuals well-versed in our businesses and internal affairs, as well as in finance and accounting, are appointed to serve as full-time members, while individuals who are independent of the management team, have extensive knowledge of corporate management, legal, financial and other matters and are capable of providing effective oversight and monitoring of the management team, are appointed to serve as outside members.

Nomination of candidates for appointment to the Board of Directors and the Audit & Supervisory Board

In accordance with the policy for appointment set forth by the Board of Directors, candidates for appointment to the Board of Directors and the Audit & Supervisory Board are decided through deliberation by the Board of Directors.

Candidates for the Board of Directors are nominated from among candidates determined through discussion by the Nomination and Compensation Committee, the majority of members and the chairperson of which are outside directors. Candidates for the Audit & Supervisory Board are nominated with the agreement of the Audit & Supervisory Board.

Skills Matrix for SECOM Directors and Audit & Supervisory Board Members

Name and position	Areas of knowledge and experience (maximum of four/individual)							Attendance at meetings of the Board of Directors (Audit & Supervisory Board) in the fiscal year ended March 31, 2025
	Corporate management	Finance and accounting	Legal affairs, compliance and risk management	Sustainability and ESG	Security services industry	Global business	ICT and technology	
Yasuyuki Yoshida President and Representative Director	●	●	●		●			12/12
Tatsuro Fuse Senior Executive Director	●			●	●	●		12/12
Yoshinori Yamanaka Executive Director	●			●	●	●		9/9
Seiya Nagao Executive Director	●	●	●		●			8/9
Takashi Nakada Director	●				●	●	●	9/9
Makoto Inaba Director	●		●		●			9/9
Hajime Watanabe Outside Director	●	●	●					12/12
Miri Hara Outside Director	●	●		●				12/12
Kosuke Matsuzaki Outside Director	●			●		●	●	9/9
Yukari Suzuki Outside Director	●			●		●		9/9
Takayuki Ito Audit & Supervisory Board Member	●	●	●		●			12/12 (12/12)
Yasuhiro Tsuji Audit & Supervisory Board Member	●		●		●	●		12/12 (12/12)
Hideki Kato Outside Audit & Supervisory Board Member	●		●	●		●		12/12 (12/12)
Makoto Yasuda Outside Audit & Supervisory Board Member	●	●				●		12/12 (12/12)
Setsuo Tanaka Outside Audit & Supervisory Board Member	●		●		●			12/12 (12/12)

Notes: 1. This skills matrix does not represent the entire breadth of knowledge and experience of each Director and Audit & Supervisory Board member.
2. Messrs. Yamanaka, Nagao, Nakada, Inaba and Matsuzaki and Ms. Suzuki were elected and appointed as directors at the Ordinary General Meeting of Shareholders held on June 25, 2024. Accordingly, the total number of Board of Directors' meetings indicated is the number of meetings held after that date.

Internal audits and cooperation among board members and offices

Audits by Audit & Supervisory Board members
Audit & Supervisory Board members attend important meetings, including those of the Board of Directors, to exchange opinions on overall corporate management, as well as to collect reports on the discharge of duties from directors and other pertinent individuals and conduct audits focused on the possible occurrence of violations of laws, regulations, the Articles of Incorporation and/or shareholders' interests. The Audit & Supervisory Board also conducts audits of our overall business activities, as well as those of subsidiaries and affiliates, in accordance with annual audit plans.

Principal Activities of Audit & Supervisory Board Members in the Fiscal Year Ended March 31, 2025	
Participation in meetings of the Board of Directors	100%
Participation in meetings of the Audit & Supervisory Board	100%
Information sessions with directors and other executives of the parent company, subsidiaries and affiliated companies	57 times
Audits conducted by Audit & Supervisory Board members at remote locations	106 locations

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

Regular meetings between the President and Representative Director and Audit & Supervisory Board members
Audit & Supervisory Board members hold regular (monthly) meetings with the President and Representative Director, during which they exchange opinions on important management-related issues, including the results of audits, to ensure common understanding.

Meetings between Audit & Supervisory Board members and accounting auditors
Audit & Supervisory Board members meet regularly (six times annually) with the accounting auditors, as well as additional meetings as necessary, for the purpose of exchanging opinions and information. Audit & Supervisory Board members receive explanations and exchange opinions regarding annual audit plans and audit results. If necessary, Audit & Supervisory Board members also act as observers during audits conducted by the accounting auditors at remote locations and during audit reviews (13 times in the fiscal year ended March 31, 2025).

Collaboration with internal audit and other departments
Audit & Supervisory Board members hold regular (monthly) meetings with the Internal Audit and Compliance Department, during which they receive reports and exchange opinions on the results of internal audits and, as appropriate, receive reports on inspections of subsidiaries from and exchange opinions and information with the Group Governance Department. If necessary, to ensure the efficiency of audits, Audit & Supervisory Board members ask the internal audit departments to conduct investigations.

Representative Director, among others, and the Audit & Supervisory Board members). This ensures that Audit & Supervisory Board members' objective and neutral opinions are reflected promptly in operations. As a consequence, we believe that we fulfill our responsibility to conduct independent oversight of management performance in a manner that takes into account the interests of stakeholders.

We appoint outside directors and outside Audit & Supervisory Board members on the basis of pertinent requirements set forth in Japan's Companies Act and the standards concerning independence set forth by financial instruments exchanges.

Outside Directors and Outside Audit & Supervisory Board Members (Fiscal year ended March 31, 2025)

Name		Principal activities
Outside directors	Takaharu Hirose	Mr. Hirose offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained in the foundation and management of multiple enterprises and industry organizations. In addition, he participates in deliberations of the Nomination and Compensation Committee as a member thereof. Through these activities, he performs his supervisory function as an outside director adequately.
	Hajime Watanabe	Mr. Watanabe offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained through his many years of experience in corporate management. In addition, he participates in deliberations of the Nomination and Compensation Committee as a member thereof. Through these activities, he performs his supervisory function as an outside director adequately.
	Miri Hara	Ms. Hara offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained as a corporate officer and a tax accountant. In addition, she participates in deliberations of the Nomination and Compensation Committee as a member thereof. Through these activities, she performs her supervisory function as an outside director adequately.
	Kosuke Matsuzaki	Mr. Matsuzaki offers advice and recommendations at meetings of the Board of Directors based on experience and insights gained as a corporate manager at major companies both in Japan and overseas. Through these activities, he performs his supervisory function as an outside director adequately.
Outside Audit & Supervisory Board members	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.
	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 shared-based remuneration paid to directors (excluding outside directors) is approximately 65:15:20.

Remuneration for Audit & Supervisory Board members comprises pecuniary remuneration only and is determined in amounts commensurate with job responsibilities, through deliberation of the Audit & Supervisory Board set within the maximum limit resolved at the Ordinary General Meeting of Shareholders (¥90 million/year).

Remuneration for Directors and Audit & Supervisory Board Members in the Fiscal Year Ended March 31, 2025

Position	Total remuneration (Millions of yen)	Breakdown of total remuneration (Millions of yen)				Number of entitled individuals
		Basic remuneration	Performance-linked remuneration		Nonpecuniary remuneration	
		Fixed salary	Stock options	Bonus	Restricted stock	
Directors (excluding outside directors)	322	207	—	63	51	8
Audit & Supervisory Board members (excluding outside members)	49	49	—	—	—	2
Outside directors	54	54	—	—	—	5
Outside Audit & Supervisory Board members	32	32	—	—	—	3
Total	459	344	—	63	51	18

Note: The Company's target for consolidated operating profit in the fiscal year ended March 31, 2025, was ¥131,200 million. The actual result was ¥144,297 million. (Calculated based on Japanese GAAP)

Evaluation of the Board of Directors' effectiveness

Evaluation process
The effectiveness of the Board of Directors is evaluated annually. In the period under review, a survey was conducted in January 2025 and responses were collated by the Board's secretariat in mid-February. Findings were subsequently discussed by the Board.

Summary of findings
Composition of the Board of Directors
The opinion was expressed that increasing the number of female and outside directors has enhanced the diversity of the Board of Directors, that the balance between execution and oversight is appropriate and that the Board is an appropriate size to ensure active discussions and swift decision making. Constructive views were also expressed regarding further diversification of the Board's composition, including by promoting female directors from within the Company and appointing directors with diverse backgrounds.

expressed the opinion that the atmosphere was conducive to free and open discussion. The view was also expressed that improvements had been made, based on the previous year's survey, in the processes for explaining and reporting on various matters, including the provision of briefings prior to Board of Directors' meetings, as well as for advance discussions and reporting on ongoing progress. Various other opinions were also conveyed, including that greater opportunities should be created for communicating with outside directors and exchanging opinions outside the framework of Board of Directors' meetings, thereby invigorating discussions.

Oversight function of the Board of Directors

Matters handled by the Board of Directors were selected appropriately, based on the Rules of the Board of Directors, and the opinion was expressed that discussions on management policies and corporate philosophy were adequate. At the same time, constructive views were shared regarding the further progress of discussions—currently being approached from a medium- to long-term perspective—regarding matters such as the overall direction of management strategies, governance and risks, in light of changes in the operating environment.

Future initiatives

To further enhance corporate value and realize an even more effective Board of Directors, we will continue to promote efforts to improve the Board's functions based on evaluations and opinions expressed.

Status of strategic shareholdings

Policy on shareholdings
We may, after comprehensive examination, acquire and/or hold listed shares for the purpose of collaboration, capital or business tie-up, business incubation, or the maintenance or expansion of transactions involving our services and products. If as the result of an assessment, the appropriateness of such a holding is judged insufficient, it will be targeted for reduction through the sale of shares.

Verification of the rationality of shareholdings
The Board of Directors assesses the benefits and risks arising from each holding annually. In addition to confirming the status of transactions with, as well as the growth potential and profitability of, each investee company, based on financial condition and operating performance, we comprehensively examine the appropriateness of the holding and determine whether it should be maintained.

Messages from Outside Directors



Kosuke Matsuzaki

Outside Director

Principal position concurrently held in another organization: Representative Director, President and CEO, MAFTEC Group Co., Ltd.

Of the Japanese companies with which I have been involved, I think that SECOM is particularly outstanding in terms of the free and broad-minded nature of its Board of Directors, which encourages constructive discussion. The atmosphere at Board meetings is open and outside directors and Audit & Supervisory Board members are respected and able to express even harsh opinions, which in my view is evidence of sound governance. I look forward to seeing even more active dialog and frank exchanges of views between executive directors and outside directors in the months and years ahead.

At the same time, I recognize that as an outside director taking steps to deepen my understanding of what happens on the front lines at SECOM positions me better to engage in productive dialog, so in a recent evaluation of the Board of Directors' effectiveness I requested that outside directors be given more opportunities to learn firsthand about what SECOM does. In response to this request, and to similar entreaties by other outside directors, such opportunities have increased in the form of, among others, advance briefings on topics to be addressed at Board of Directors' meetings and site tours to enhance our understanding of the Company's various businesses. In the year since becoming an outside director, I have had the chance to visit various locations, including on-line security system service offices and static guard service bases. Of particular note, I have been able to actually see the robust systems in place for ensuring exceptional discipline and service quality in the provision of security services. I was also impressed to see SECOM employees' strong sense of mission and pride in their work. This really brought home to me the fact that this is a source of the deep trust SECOM has earned from its customers. Visiting actual sites has enabled me to gain valuable insights that would be impossible simply from reading materials and that will inform my participation in discussions at future Board of Directors' meetings.

I would like to make a few candid comments regarding

some of the challenges management currently faces. The first is the expansion of overseas operations, a key strategic theme. Based on know-how gained in more than two decades working for multiple firms with operations around the world, I believe that there is room for further improvement. SECOM is a leading security services company in Japan, but the business model that has been so successful in Japan is not necessarily appropriate overseas. That said, even in many countries and territories where it would be difficult to deploy SECOM's domestic business model, a more in-depth analysis of social norms, culture and national characteristics would allow the Company to leverage its competitive advantages. To achieve the targets of the SECOM Group Road Map 2027, I feel there is a need for more in-depth discussions and effective decision making—from both offensive and defensive perspectives—regarding the strategic use of M&As and the strengthening of our framework for the regular monitoring of overseas Group companies.

Regarding the use of IT and DX, SECOM is currently implementing a large-scale IT system upgrade, but from my years of experience in updating such systems, I believe that the ongoing involvement of top management is critical. These are not simply about introducing new technologies. They also involve transforming business processes and as such must be implemented with the understanding and cooperation of the people on the front lines. I look forward to SECOM's president, Mr. Yoshida, continuing to demonstrate leadership and I will continue to provide advice as needed.

Another key is to improve SECOM's position regarding disclosure. The Company is comparatively reticent when it comes to releasing information publicly. While I appreciate investments in human resources, including recent annual increases in base salaries, I also believe that SECOM should be more proactive in communicating with the public around issues that investors and other parties have sought information on in recent years. I will continue to draw on my own background, to share what I believe is the level of disclosure that investors seek and to offer recommendations on how the Company can effectively release information in a manner that supports its sustainable growth.

Looking ahead, I will continue to capitalize on expertise and know-how accumulated in my years in international business, including in the areas of IT and DX, human resources strategy, succession planning and disclosure, to participate actively in management decision making as an outside director and to contribute toward increasing the transparency and credibility of management. I look forward to doing my utmost to helping ensure that SECOM remains a company that is trusted by all stakeholders.



Yukari Suzuki

Outside Director

Principal position concurrently held in another organization: Outside Director, Tokyo Electron Ltd.

The fiscal year ended March 31, 2025, was my first year as an outside director at SECOM. I have worked to ensure I have a thorough understanding of the Company. At Board of Directors' meetings, I have tried to bring a perspective that only a newbie can have, unconstrained by the conventional wisdom of an insider, and have endeavored to speak frankly regarding questions that have arisen and observations I have made from this perspective.

All directors express their views freely and actively at Board of Directors meetings, and I believe that an environment has been created that facilitates constructive dialog at all times. I have also had the opportunity to observe the operations of SECOM and its Group companies, which has further enhanced my understanding of what the SECOM Group does. With security services at its core, the Group has expanded into a range of businesses, including fire protection and medical services. At every site I visited, I felt a strong connection to the SECOM mission of helping to realize a society free from concerns.

I also relate to management's approach, which emphasizes the creation of both social value and economic value. I am pleased to see that management prioritizes human capital and respects employees' sense of their mission. The bold implementation of annual increases in base salaries, together with the resolute—but difficult—decision to adjust sales prices are a testament to the strong leadership of the current president, Mr. Yoshida. I believe these measures also represent important steps in the Company's effort to transform itself with the aim of generating further corporate value.

That said, in my view there are still several areas where there is room for improvement. Despite time constraints, there is always a wide range of topics on the agenda at Board of Directors' meetings, but I would like to see more time allocated to strategic discussions regarding, for example, the Company's medium- to long-term vision and

corporate value. Efforts have begun to provide more detailed explanation to outside directors in advance of meetings, as well as to provide us with opportunities for discussions separate from Board meetings. Additional positive changes are being made based on the findings of the annual evaluation of the Board's effectiveness, so I expect to see further progress on this front going forward. I also think that further improvements could be made to governance as the Company seeks to promote globalization. The Company is looking to expand sales in markets outside Japan. To this end, I believe that it is important to resolve differences in management policies and governance levels that exist between the parent company and subsidiaries overseas and to build a seamless global management configuration.

In terms of corporate culture, SECOM conveys an image of sincerity and integrity. At the same time, the nature of the current organization tends to result in a high degree of homogeneity among employees, and I think individuals who don't fit the mold can find it difficult to fit in. In the years ahead, it will be critical for a company to be able to welcome diverse perspectives, that is, people of varying ages, genders, nationalities and career backgrounds, and to foster a culture in which different values intersect organically. Over the course of my career, I have been involved in efforts to increase diversity and I firmly believe that achieving this goal demands more than simply increasing the number of people. Building true diversity requires ensuring that all employees are able to fully realize their potential, thereby enhancing the overall competence of the organization. I look forward to helping SECOM realize the reforms necessary to develop flexible systems and working styles and to encourage a progressive mindset.

On the subject of investor relations and disclosure, shareholders continue to call for more proactive communication. In particular, there are calls for a more in-depth explanation of SECOM's capital efficiency policy. I believe that it is important to clearly convey the Company's medium- to long-term direction and explain the motivation for the decisions being taken. In addition, given the relatively low proportion of individual shareholders at present, I think it is important to place a greater emphasis on attracting more people to become shareholders because they are enthusiastic about SECOM.

As an outside director who plays an active role in the management of SECOM, my fondness for the Company grows every day. This is an organization that is essential to ensuring safety for society. I will continue to do my utmost to assist the Company's efforts to address the challenges it faces and continue evolving as the security services industry front-runner.

Directors, Audit & Supervisory Board Members and Executive Officers

(As of August 31, 2025)

Directors



Yasuyuki Yoshida
President and
Representative Director



Tatsuro Fuse
Senior Executive
Director



Yoshinori Yamanaka
Executive Director



Seiya Nagao
Executive Director



Takashi Nakada
Director



Makoto Inaba
Director



Hajime Watanabe
Outside Director



Miri Hara
Outside Director



Kosuke Matsuzaki
Outside Director



Yukari Suzuki
Outside Director

Audit & Supervisory Board Members



Takayuki Ito
Audit & Supervisory
Board Member



Yasuhiro Tsuji
Audit & Supervisory
Board Member



Hideki Kato
Outside
Audit & Supervisory
Board Member



Makoto Yasuda
Outside
Audit & Supervisory
Board Member



Setsuo Tanaka
Outside
Audit & Supervisory
Board Member

Executive Team

Directors

Yasuyuki Yoshida
President and
Representative Director
Tatsuro Fuse
Senior Executive Director
Yoshinori Yamanaka
Executive Director
Seiya Nagao
Executive Director
Takashi Nakada
Director
Makoto Inaba
Director

Executive Officers

Tatsuya Izumida
Managing Executive Officer
Osamu Ueda
Managing Executive Officer
Yoichi Sugimoto
Managing Executive Officer
Osamu Nagai
Managing Executive Officer
Yasufumi Kuwahara
Executive Officer
Noriyuki Fukuoka
Executive Officer
Takeshi Akagi
Executive Officer
Noriyuki Uematsu
Executive Officer
Atsushi Komatsu
Executive Officer
Takehiko Senda
Executive Officer
Toshinori Sugimoto
Executive Officer
Satoshi Takizawa
Executive Officer
Izumi Sawamoto
Executive Officer
Akira Kubota
Executive Officer
Masahiko Naito
Executive Officer
Shinji Kiren
Executive Officer
Minoru Takezawa
Executive Officer
Yasunori Terai
Executive Officer

Hiroaki Ibumi
Executive Officer
Sadao Tanaka
Executive Officer
Yuji Mesaki
Executive Officer
Yoichi Sudo
Executive Officer
Katsutoshi Nishikawa
Executive Officer
Shinji Nishikino
Executive Officer
Kiyoshi Hine
Executive Officer
Hiromichi Matsui
Executive Officer
Atsushi Dono
Executive Officer

Compliance

We strive to improve compliance by promoting strict adherence to the SECOM Group Code of Employee Conduct.

Basic philosophy

We provide security services, the objective of which is to protect the lives and assets of our customers from legal violations or malfeasance by third parties. As such, we recognize that it is essential that we conduct our duties in good faith and in a manner deserving of the trust of our customers and society. A key feature of the security services business is that the employees who provide services are in a position of regulating others. Because they are in this position of regulating others, employees must also conduct themselves in a disciplined manner, discharging their duties in good faith and in compliance with the letter and the spirit of the law, to earn the trust of customers, which is critical to the security services business. Since our establishment, we have viewed compliance as a matter of utmost importance. Accordingly, our basic policy has always been to promote

systematic measures to ensure all employees' unqualified compliance with the letter and spirit of the law. This has earned us the trust of a wide range of customers and supported steady growth.

The SECOM Group Code of Employee Conduct prescribes specific standards for employee behavior and ethical principles that must be observed by all executives and employees in their relationships with stakeholders, including communities, customers, and business partners. The code, which is also published in the form of a pocket-sized guide, thus serves as a universal and timeless template for everyone in the SECOM family. Standards govern, among others, deterring relations with antisocial elements, prohibiting of corruption and bribery, and complying with related laws.

System for promotion and administration

We recognize compliance as not only the observance of laws and regulations, and of SECOM's Articles of Incorporation, but also the foundation of the stringent management of our day-to-day operations. Individual employees are responsible for promoting adherence to the SECOM Group Code of Employee Conduct. Managers are charged with providing guidance regarding the SECOM Group Code of Employee Conduct, including standards governing compliance, and supervising the actions of employees to ensure compliance. Executive officers are responsible for overseeing the departments they supervise, while the President and Representative Director provides control for the Company as a whole.

Once annually, executive officers analyze and evaluate business and malfeasance risks in the business for which they are responsible and report their findings to the President and Representative Director and the members of the Audit & Supervisory Board, as well as review established internal rules and various manuals and make revisions as necessary.

The duties of the internal audit departments, i.e., the Internal Audit and Compliance Department and the Group Governance Department, include inspecting each group, department, and subsidiary, providing guidance on addressing matters requiring corrective action, and reporting inspection results to the President and Representative Director, as well as to relevant executive officers.

SECOM AI Ethics Principles

With the rapid proliferation of AI-based services and mechanisms, it is important for companies to commit themselves to the ethical and proper use of these technologies. We have formulated the SECOM AI Ethics Principles to establish guidelines for the use of AI. In accordance with this charter, we continue to develop and extend advanced services that customers can use with peace of mind.

Whistle-blowing system

The SECOM Group Code of Employee Conduct requires employees to report to their superior should they discover that an employee, executive, or individual affiliated with a subcontractor has engaged in or appears likely to engage in an action that violates the code or could damage the credibility of the Company. In the event that no corrective measures are taken after a report has been made, or if circumstances make reporting to a supervisor difficult, employees may report directly to the Internal Audit and Compliance Department via the Hot Helpline, to a lawyer via the Hot Helpline’s external help desk, or to the Human Resources Department and Internal Audit and Compliance Department via the Harassment Help Desk. Executives and employees of subsidiaries may report violations via the Group Head Office Helpline directly to the Group Governance Department.

Whistle-blowers’ names and the content of whistle-blower reports are kept confidential. As long as a report has been made in good faith, whistle-blowers are protected from any adverse impacts even if the report is not borne out by the subsequent investigation. Pertinent executive officers are obliged to swiftly assess the results of investigations and take appropriate corrective measures to resolve the situation. At the direction of said executive officers, whistle-blowers are notified confidentially of the nature and outcome of investigations.

Whistle-Blower Reports Received

	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2025
Number of reports	153	171	221

Note: Numbers represent the actual number of reports received across the SECOM Group.

Organizational Culture Committee

The Organizational Culture Committee is a standing committee chaired by the President and Representative Director that meets periodically or as necessary at the direction of the President and Representative Director and examines important organizational culture-related issues and determines important official commendations and punishments.

The Organizational Culture Committee also deliberates on matters related to compliance with and the administration of the SECOM Group Code of Employee Conduct that have

been reported to the President and Representative Director by the Internal Audit and Compliance Department or the executive officer in charge. If necessary, the committee examines proposals for modifying the system for administering compliance or amending the SECOM Group Code of Employee Conduct. All such proposals must be deliberated by the Organizational Culture Committee, reviewed by Audit & Supervisory Board members and approved by the Board of Directors.

Global compliance training

We have translated SECOM’s Philosophy and the SECOM Group Code of Employee Conduct, which outlines the basic concept and specific standards for employee behavior, into multiple different languages and work to advance awareness

across the global SECOM Group. We also provide training to the senior management of overseas Group companies on key aspects of compliance, including observance of laws and regulations, the prevention of bribery, and internal controls.

Information security

The establishment of the SECOM Group Information Security Basic Policy and the creation and operation of a robust information security system enable us to provide services that can be used with peace of mind.

Policy and system for promoting information security

Any leakage of personal or confidential information entrusted to us by customers has the potential to disrupt our ability to provide security services, damage or adversely impact customers and result in the forfeiture of our brand image and reputation for reliability.

For this reason, we have established the SECOM Group Information Security Basic Policy and are committed to maintaining a stable operational foundation by implementing necessary measures to counter information security risks and promoting their continuous review and improvement. We have put an executive officer in charge of information security for

the Group as a whole. In addition, executive officers in charge of each business have been made responsible for information security-related matters for their particular business, as well as for collaborating with the executive officer in charge of information security to report on issues and presenting proposals to the President and Representative Director. Moreover, when outsourcing work, we enter into appropriate contracts and provide thorough guidance and supervision to subcontractors.

Reducing information security risk

We have implemented powerful security measures to reduce risks associated with information leaks and cyber attacks. We also work to ensure that all employees of the SECOM Group, regardless of employment format, comply fully with our information security rules, which include rules governing the use of personal computers and cellular telephones that must be protected for confidentiality reasons, the storage and carrying of information, and steps to be taken when an information security-related incident arises, or a violation of any other information security rule is discovered. Information

system controls and audits are the responsibility of the department in charge of information security and are conducted in accordance with Japan’s Information Security Management System (ISMS) standards under the guidance of the executive officer in charge of information security. As well as conducting regular assessments of vulnerability to external cyber attack risks, we monitor information systems around the clock to ensure we are prepared to respond to risks, including those related to large-scale disasters and cyber attacks.

Protecting personal information

The SECOM Group Code of Employee Conduct states that all information obtained in the course of business is confidential and must not be leaked, a stipulation with which all executives and employees must strictly comply. We strive to prevent leakage, loss, and damage through employee training and efforts to promote awareness regarding the treatment of personal information, as well as by ensuring stringent management.

All employees are required to participate in e-learning programs and tests annually to confirm understanding of and adherence to basic procedures and rules. The internal audit departments conduct periodic inspections of the handling of personal information, data management, and access control at each SECOM Group site. In addition, we have established a contact point for queries regarding the handling of personal

information and for complaints and consultations regarding our system for managing and protecting personal information, facilitating quick and appropriate responses. SECOM and Secom Trust Systems, among others, have earned certification under Japan’s Privacy Mark, which is granted to organizations that take appropriate measures to protect personal information.

Thorough information security (Year ended March 31, 2025)

- Annual e-learning and testing to confirm understanding and adherence (participation: 100% of employees)
- Voluntary audits (implementation: 100% of sites)
- No leaks of information

*Scope of reporting: SECOM CO., LTD.



E

ENVIRONMENT

7

RENEWABLE AND CLEAN ENERGY

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

14

LIFE BELOW WATER

15

LIFE ON LAND

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)	<div>Scope 1: Direct emissions (including those from the combustion of gasoline by vehicles, use of diesel and use of kerosene)</div> <div>Scope 2: Indirect emissions (including those from the consumption of purchased electric power, cold and hot water, and steam)</div> <div>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</div>	
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		

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 18–19.



Principal Climate Change–Related Risks and Opportunities

	Key challenges	Potential financial impact
Physical risks	Suspension of operations due to heatstroke/infectious diseases affecting security guards	High
	False readings by security equipment due to rising temperatures	
	Flood damage to sites caused by rising sea levels	
Transition risks	Delays in the procurement of security equipment due to damage suffered by suppliers	Moderate
	Tightening of regulations through the imposition of carbon taxes, etc.	
Opportunities	Obligation to adopt energy from renewable sources	High
	Increased demand for BCP services	
	Increased demand for safety confirmation services	
	Increased demand for monitoring services	
	Increased demand for fire insurance	
	Increased demand for green data centers	

At Tokyo data center initiatives

At Tokyo promotes the use of renewable energy to assist its data center customers in their decarbonization efforts. The company uses purchased electricity (a source of Scope 2 emissions) generated using renewable energy almost exclusively at its data centers in the Tokyo metropolitan area, as a result of which in the fiscal year ended March 31, 2025, net annual CO₂ emissions from the approximately 120 million kWh of electricity used by the company were virtually zero. In July 2024, At Tokyo entered into an off-site physical corporate power purchase agreement (PPA) with a power producer. Under this agreement, a portion of the electricity supplied by the producer to the company's CC3 data center will be raw green power*¹ with additionality.*²

*1 Raw green power is green electricity transmitted directly from the power plant via a general transmission network, with generation and consumption matched in 30-minute intervals.
*2 "Additionality" indicates that the renewable energy project contributes to an actual increase in total renewable energy generation.

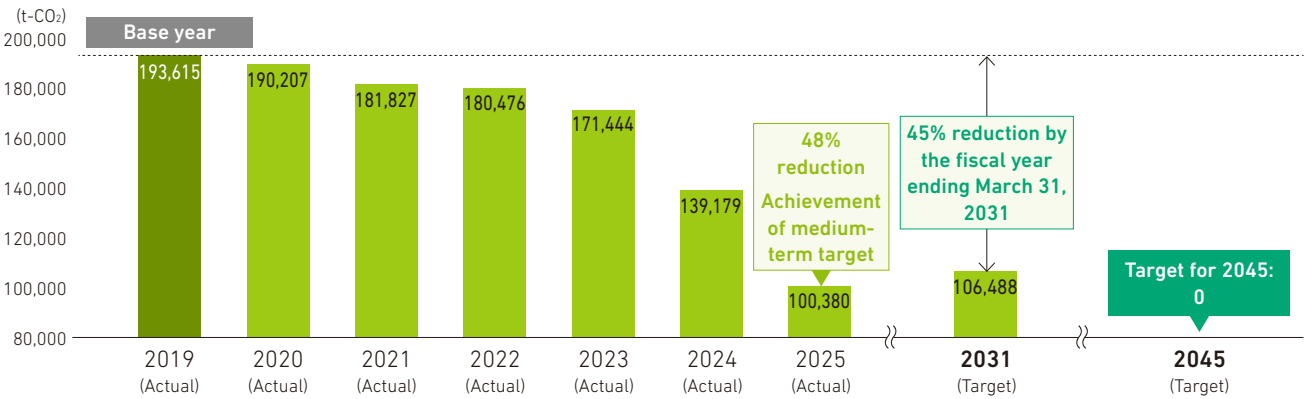
Medium- and Long-Term Targets for Reducing Greenhouse Gas Emissions



- These targets have been certified under the SBTi, which seeks to drive climate action in the private sector.
- We have also joined RE100, a global initiative, with the objective of transitioning fully to electricity generated using renewable energy for our operations by 2045.



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



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

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

Recognized as a double A List company in the CDP's 2024 climate change and water security programs

In 2024, we were awarded the highest "A List" rating in both the climate change and water security programs administered by the CDP, a global nonprofit that operates an international environmental disclosure system.



Selected for CDP's supplier engagement leaderboard for fifth consecutive year

Also in 2024, we were named to supplier engagement leaderboard—the highest rating in the supplier engagement assessment portion of the CDP's climate change program—for the fifth consecutive year. This assessment evaluates companies' efforts to address climate change by promoting greenhouse gas emission reductions across their supply chains.



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: 13,708
		(2) temporary	(2) Temporary employees: 1,132
		(3) contract	(3) Contract employees: 1,966
	SV-PS-000.B	Employee hours worked, percentage billable	Employee hours worked: 31,778,664
			Percentage billable: N/A

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

Financial Review

Operating Results

Overview

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

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

Net Sales and Operating Revenue

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

Costs and Expenses

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

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

Operating Income

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

Other Income and Expenses

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

Income Taxes

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

Equity in Net Income of Affiliated Companies

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

Net Income Attributable to Noncontrolling Interests

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

Net Income Attributable to SECOM CO., LTD.

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

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

Segment Information

Security Services

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

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

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

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

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

Fire Protection Services

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

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

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

Medical Services

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

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

Insurance Services

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

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

Geospatial Information Services

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

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

BPO and ICT Services

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

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

Other Services

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

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

Financial Position

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

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

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

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

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

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

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

Cash Flows

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

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

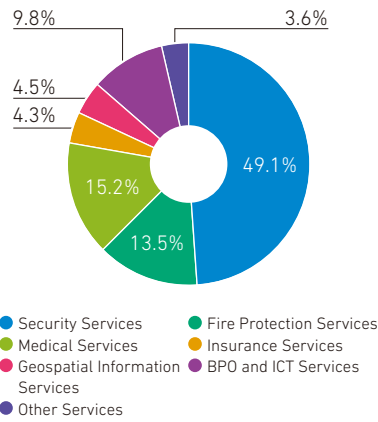
Net cash used in investing activities was ¥104.8 billion. Primary applications included payments for purchases of property, plant and equipment of ¥79.9 billion, owing to, among others, acquisition of security equipment and control stations, and of equipment for newly built data centers, and payments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

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

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

Percentage of Consolidated Net Sales and Operating Revenue*

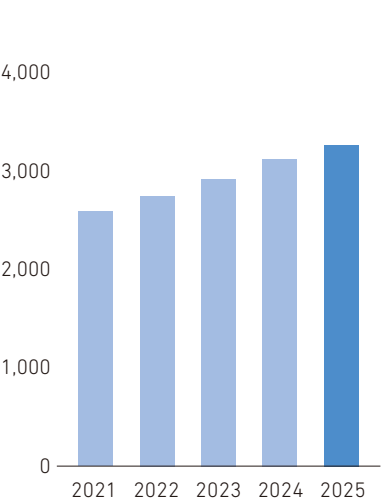
(Year ended March 31, 2025)



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

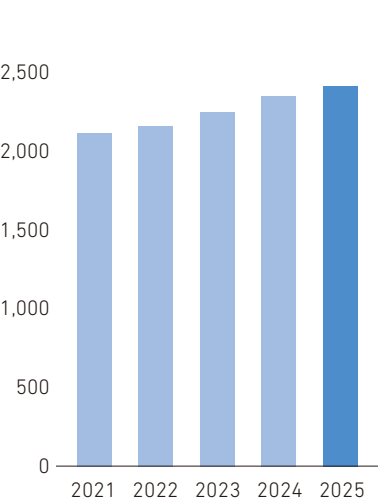
SECOM CO., LTD. Shareholders' Equity per Share

(In yen)



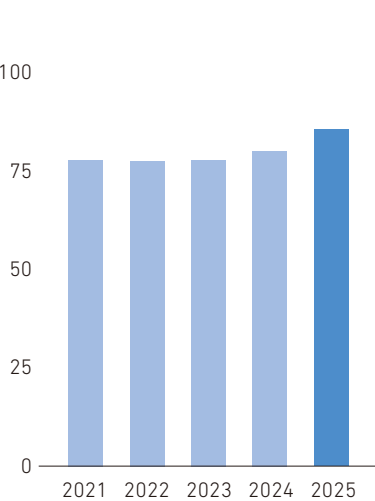
Total Assets

(In billions of yen)



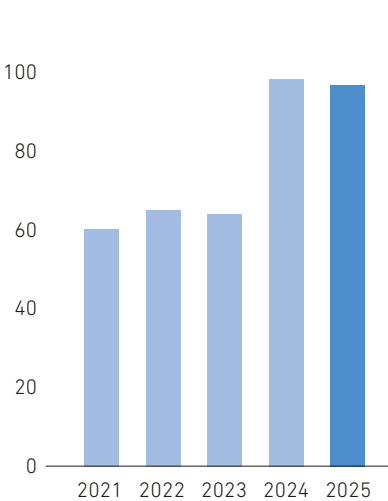
Depreciation and Amortization

(In billions of yen)



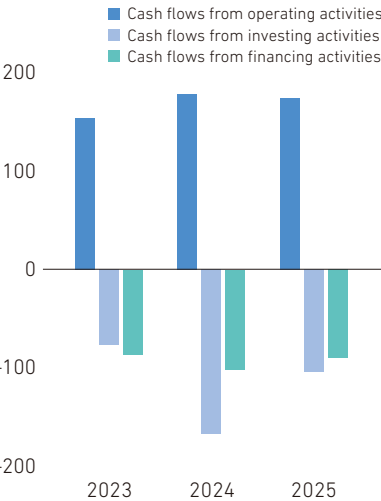
Purchases of Property, Plant and Equipment and Intangible Assets

(In billions of yen)



Cash Flows

(In billions of yen)



Consolidated Financial Statements

Consolidated Balance Sheets

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

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

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

Consolidated Statements of Income

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

	In millions of yen			Translation into thousands of U.S. dollars
	Years ended			Year ended
	2025	2024	2023	2025
Net sales and operating revenue	¥1,311,132	¥1,283,898	¥1,227,316	\$8,740,880
Costs and expenses:				
Cost of sales.....	938,440	891,103	861,802	6,256,267
Selling, general and administrative expenses.....	241,403	228,501	216,032	1,609,353
Impairment loss on long-lived assets.....	3,666	4,428	2,647	24,440
Impairment loss on goodwill.....	—	4,404	1,456	—
Gain and loss on sales and disposal of fixed assets, net.....	(707)	496	(173)	(4,713)
	1,182,802	1,128,932	1,081,764	7,885,347
Operating income	128,330	154,966	145,552	855,533
Other income:				
Interest and dividends.....	4,638	3,573	2,325	30,920
Gain and loss on sales of securities, net.....	187	—	—	1,247
Gain on other-than-temporary impairment of investment securities.....	443	9,771	478	2,953
Gain on private equity investments.....	17,534	18,221	11,792	116,893
Other.....	5,665	7,545	5,445	37,767
	28,467	39,110	20,040	189,780
Other expenses:				
Interest.....	1,573	1,340	1,183	10,487
Gain and loss on sales of securities, net.....	—	851	111	—
Other.....	1,627	1,173	1,298	10,846
	3,200	3,364	2,592	21,333
Income from continuing operations before income taxes and equity in net income of affiliated companies	153,597	190,712	163,000	1,023,980
Income taxes:				
Current.....	47,659	48,106	45,872	317,727
Deferred.....	(1,172)	10,107	3,584	(7,814)
	46,487	58,213	49,456	309,913
Income from continuing operations before equity in net income of affiliated companies	107,110	132,499	113,544	714,067
Equity in net income of affiliated companies	8,315	9,980	8,152	55,433
Net income	115,425	142,479	121,696	769,500
Less: Net income attributable to noncontrolling interests	(14,357)	(16,595)	(10,138)	(95,713)
Net income attributable to SECOM CO., LTD.	¥ 101,068	¥ 125,884	¥ 111,558	\$ 673,787
		In yen	Translation into U.S. dollars	
		Years ended	Year ended	
		March 31	March 31	
	2025	2024	2023	2025
Per share data:				
Net income attributable to SECOM CO., LTD.	¥243.03	¥297.60	¥258.34	\$1.62
Cash dividends per share	¥ 95.00	¥ 95.00	¥ 90.00	\$0.63

Consolidated Statements of Comprehensive Income

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

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

Consolidated Statements of Changes in Equity

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

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

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

Consolidated Statements of Cash Flows

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

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

Segment Information

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

(1) Business Segment Information

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

Segment Information

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Segment expenses:				
Security services—				
Cost of sales.....	¥430,068	¥407,147	¥387,350	\$2,867,120
Selling, general and administrative expenses	112,559	108,207	100,813	750,393
Impairment loss on long-lived assets	1,008	918	154	6,720
Other	1,805	2,474	2,569	12,033
Total.....	545,440	518,746	490,886	3,636,266
Fire protection services—				
Cost of sales.....	118,748	109,729	100,790	791,653
Selling, general and administrative expenses	42,447	38,855	36,749	282,980
Impairment loss on long-lived assets	456	—	—	3,040
Other	5	21	(311)	34
Total.....	161,656	148,605	137,228	1,077,707
Medical services—				
Cost of sales.....	176,264	166,957	164,797	1,175,093
Selling, general and administrative expenses	22,152	21,199	20,010	147,680
Impairment loss on long-lived assets	810	2,466	742	5,400
Other	(397)	1,447	432	(2,646)
Total.....	198,829	192,069	185,981	1,325,527
Insurance services—				
Cost of sales.....	41,215	39,186	43,200	274,767
Selling, general and administrative expenses	13,080	12,115	11,597	87,200
Impairment loss on long-lived assets	—	—	—	—
Other	33	2	1	220
Total.....	54,328	51,303	54,798	362,187
Geospatial information services—				
Cost of sales.....	43,612	43,719	44,370	290,747
Selling, general and administrative expenses	12,310	12,091	11,542	82,067
Impairment loss on long-lived assets	19	302	1,726	127
Other	68	(487)	(1,133)	452
Total.....	56,009	55,625	56,505	373,393
BPO and ICT services—				
Cost of sales.....	116,052	114,436	113,541	773,680
Selling, general and administrative expenses	12,940	12,143	11,946	86,267
Impairment loss on long-lived assets	1,346	742	25	8,973
Other	432	246	242	2,880
Total.....	130,770	127,567	125,754	871,800
Other services—				
Cost of sales.....	33,802	32,020	28,352	225,347
Selling, general and administrative expenses	6,618	6,571	5,725	44,120
Impairment loss on long-lived assets	27	—	—	180
Other	(68)	1,198	(515)	(454)
Total.....	40,379	39,789	33,562	269,193

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Operating income (loss):				
Security services	¥102,641	¥107,525	¥109,420	\$ 684,273
Fire protection services.....	19,179	15,278	11,559	127,860
Medical services	1,200	782	10,504	8,000
Insurance services.....	4,441	26,571	7,090	29,607
Geospatial information services.....	2,542	5,080	5,807	16,947
BPO and ICT services	8,379	12,748	13,112	55,860
Other services	9,003	6,381	7,519	60,020
Total	147,385	174,365	165,011	982,567
Corporate expenses and eliminations	(19,055)	(19,399)	(19,459)	(127,034)
Operating income	¥128,330	¥154,966	¥145,552	\$ 855,533
Other income	28,467	39,110	20,040	189,780
Other expenses	(3,200)	(3,364)	(2,592)	(21,333)
Income from continuing operations before income taxes	¥153,597	¥190,712	¥163,000	\$1,023,980

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

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

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

The capital expenditures in the above table represent the additions to property, plant and equipment and intangible assets of each segment. The Company has no single customer that accounts for more than 10 percent of total revenues.

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

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

Segment Information

(2) Geographic Segment Information

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

	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2025	2024	2023	2025
Net sales and operating revenue:				
Japan.....	¥1,241,303	¥1,220,710	¥1,168,628	\$8,275,353
Other.....	69,829	63,188	58,688	465,527
Total	¥1,311,132	¥1,283,898	¥1,227,316	\$8,740,880
	In millions of yen		In thousands of U.S. dollars	
	March 31		March 31	
	2025	2024	2025	
Long-lived assets:				
Japan.....	¥842,426	¥826,731	\$5,616,173	
Other.....	20,446	19,286	136,307	
Total	¥862,872	¥846,017	\$5,752,480	

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

Other Financial Data

Summary of Selected Financial Data

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

	In millions of yen					
	2025	2024	2023	2022	2021	2020
Composition of consolidated net sales and operating revenue by segment						
Net sales and operating revenue.....	¥1,311,132	¥1,283,898	¥1,227,316	¥1,166,098	¥1,135,339	¥1,132,632
Security services:	643,942	623,102	597,071	563,623	555,060	561,067
As a percentage of net sales and operating revenue ...	49.1%	48.5%	48.6%	48.3%	48.9%	49.5%
Electronic security services.....	375,290	365,980	356,962	348,749	344,882	344,992
As a percentage of net sales and operating revenue ...	28.6	28.5	29.1	29.9	30.4	30.5
Other security services—						
Static guard services	104,606	100,063	89,200	75,459	69,370	70,054
As a percentage of net sales and operating revenue ...	8.0	7.8	7.3	6.5	6.1	6.2
Armored car services	66,896	65,367	62,920	62,467	62,841	63,602
As a percentage of net sales and operating revenue ...	5.1	5.1	5.1	5.4	5.5	5.6
Subtotal.....	171,502	165,430	152,120	137,926	132,211	133,656
Merchandise and other	97,150	91,692	87,989	76,948	77,967	82,419
As a percentage of net sales and operating revenue ...	7.4	7.1	7.1	6.6	6.9	7.2
Fire protection services.....	177,096	160,601	145,662	148,804	140,599	151,861
As a percentage of net sales and operating revenue ...	13.5	12.5	11.9	12.8	12.4	13.4
Medical services.....	199,957	192,600	196,246	195,826	182,573	187,101
As a percentage of net sales and operating revenue ...	15.2	15.0	16.0	16.8	16.1	16.5
Insurance services	55,741	75,189	58,876	51,769	58,291	43,515
As a percentage of net sales and operating revenue ...	4.3	5.9	4.8	4.4	5.1	3.8
Geospatial information services	58,372	60,501	62,086	56,371	53,908	53,535
As a percentage of net sales and operating revenue ...	4.5	4.7	5.1	4.8	4.7	4.7
BPO and ICT services.....	128,334	127,090	127,854	115,544	112,144	99,833
As a percentage of net sales and operating revenue ...	9.8	9.9	10.4	9.9	9.9	8.8
Other services.....	47,690	44,815	39,521	34,161	32,764	35,720
As a percentage of net sales and operating revenue ...	3.6	3.5	3.2	3.0	2.9	3.3

Net income attributable to SECOM CO., LTD., cash dividends and SECOM CO., LTD. shareholders' equity

Net income attributable to SECOM CO., LTD.	¥ 101,068	¥ 125,884	¥ 111,558	¥ 107,731	¥ 89,913	¥ 87,136
Cash dividends paid ⁽²⁾	39,698	40,483	39,060	38,196	37,104	37,104
SECOM CO., LTD. shareholders' equity	1,371,711	1,329,027	1,267,205	1,209,512	1,142,323	1,088,738

Consolidated financial ratios

Percentage of working capital accounted for by:

Debt—						
Bank loans	2.3	2.1	2.2	2.4	2.7	3.3
Current portion of long-term debt.....	0.7	0.8	0.9	1.2	1.2	1.5
Straight bonds	0.2	0.2	0.2	0.3	0.3	0.3
Other long-term debt.....	3.2	3.4	3.3	3.7	4.0	3.4
Total debt.....	6.4	6.5	6.6	7.6	8.3	8.5
SECOM CO., LTD. shareholders' equity.....	93.6	93.5	93.4	92.4	91.7	91.5
Total capitalization.....	100.0	100.0	100.0	100.0	100.0	100.0
Return on total assets (percentage) ^(a)	4.1	5.3	4.9	4.9	4.2	4.2
Return on equity (percentage) ^(b)	7.4	9.5	8.8	8.9	7.9	8.0
Percentage of net sales and operating revenue absorbed by ^(c) :						
Depreciation and amortization	6.5	6.3	6.4	6.7	6.9	5.7
Rental expense under operating leases	2.6	2.6	2.6	2.5	2.6	2.4
Ratio of accumulated depreciation to depreciable assets (percentage)	66.9	68.8	68.9	68.0	66.6	65.3
Net property turnover (times) ^(c)	2.74	2.77	2.81	2.75	2.65	2.73
Before-tax interest coverage (times) ^(c) ^(d)	98.6	143.3	138.8	139.8	125.2	117.5

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

Summary of Selected Financial Data

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

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

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

Common Stock Data

SECOM CO., LTD.
As of March 31

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

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

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

Common Stock Data

COMMON STOCK ISSUES

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

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

Corporate Information

(As of June 30, 2025)	
Headquarters:	5-1, Jingumae 1-chome, Shibuya-ku, Tokyo 150-0001, Japan
Independent auditors:	KPMG AZSA LLC
Administrator of the register of shareholders:	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan

MAJOR CONSOLIDATED SUBSIDIARIES

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

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

(Continued)

MAJOR CONSOLIDATED SUBSIDIARIES

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

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

(Continued)

MAJOR CONSOLIDATED SUBSIDIARIES

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

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

(Continued)

MAJOR CONSOLIDATED SUBSIDIARIES

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

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

Regarding Publication of SECOM Report 2025

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

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



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

Guidelines referenced

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

Scope of reporting

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

Reporting period

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

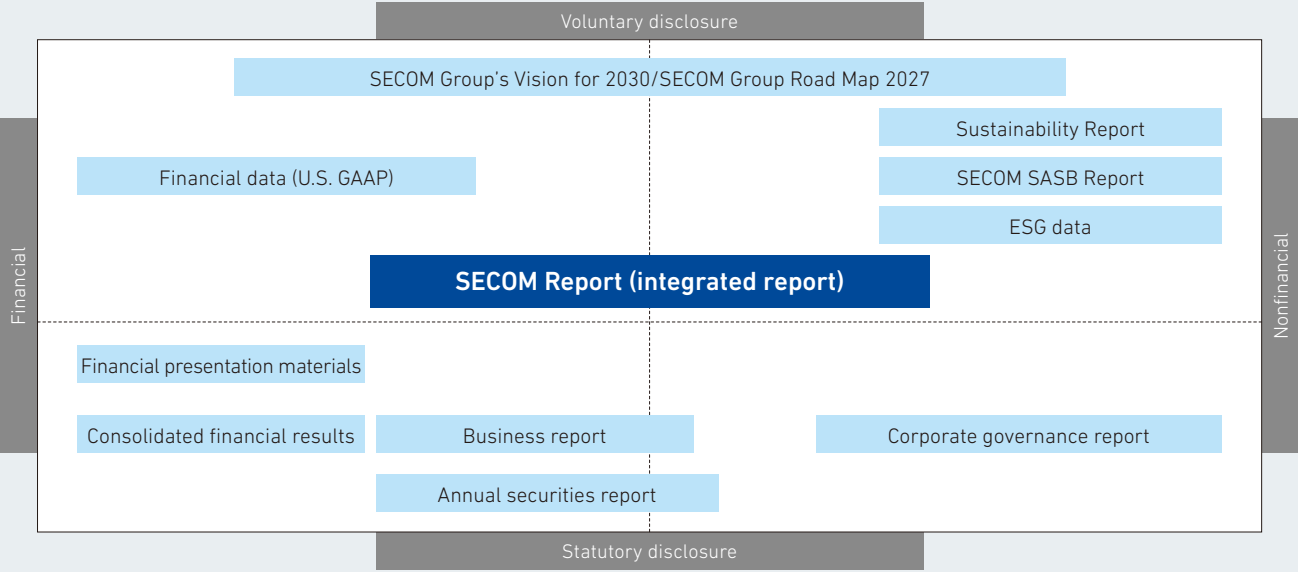
Accounting principles

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

Forward-looking statements

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

Framework for Communicating with Stakeholders



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



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



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