



**中保科技集團**  
TAIWAN SECOM GROUP

# Investor Conference

2025.12.15

**Stock Symbol: 9917**

**Keynote Speaker: Frank Lin, Chairman of TAIWAN SECOM**

# Disclaimer

- The contents of this presentation have been prepared in accordance with the reviewed financial statements, and the financial statements have been prepared in accordance with IFRS, and the complete contents and data are based on the financial statements.
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- Except as required by law, the Company is not obligated to proactively update the presentation of its future outlook in response to the generation of new information or the occurrence of future events.

# Agenda

- 01 3Q2025 Financial Results
- 02 2026 Business Outlook
- 03 Q&A

# Solid Fundamentals x Stable Cash Flow x Consistent Shareholder Value

**1 8 Consecutive Years of Record-High Revenue**

**2 Post-Transformation 5-Year Revenue CAGR ~6%, Outperforming Industry Peers**

**3 ROE Sustained at 19%–22% Over the Past 9 Years**

**4 35 Consecutive Years of Dividend Payments**

**5 Dividend Payout Ratio of ~80%–92% Over the Past 8 Years**

**6 Eight Consecutive Years of Profit Growth**



01

# 3Q2025 Financial Results

# Income Statements

Unit: NT\$ M

	3Q2025	3Q2024	YoY		
Revenue	14,084	13,090	993	+8%	
Gross Profit	4,673	4,268	406	+10%	
<b>Gross Margin(%)</b>	<b>33.18%</b>	<b>32.60%</b>		<b>+1%</b>	<b>↑</b>
Operating Expenses	2,353	2,184	169	+8%	
Operating Expenses Rate(%)	16.71%	16.69%		+0%	
Operating Income	2,320	2,083	237	+11%	
<b>Operating Margin(%)</b>	<b>16.47%</b>	<b>15.92%</b>		<b>+1%</b>	<b>↑</b>
Net Income	2,260	2,171	89	+4%	
Net ProfitMargin(%)	16.04%	16.58%		-0.54%	
<b>EPS</b>	<b>4.99</b>	<b>4.82</b>	<b>0.17</b>	<b>+4%</b>	<b>↑</b>



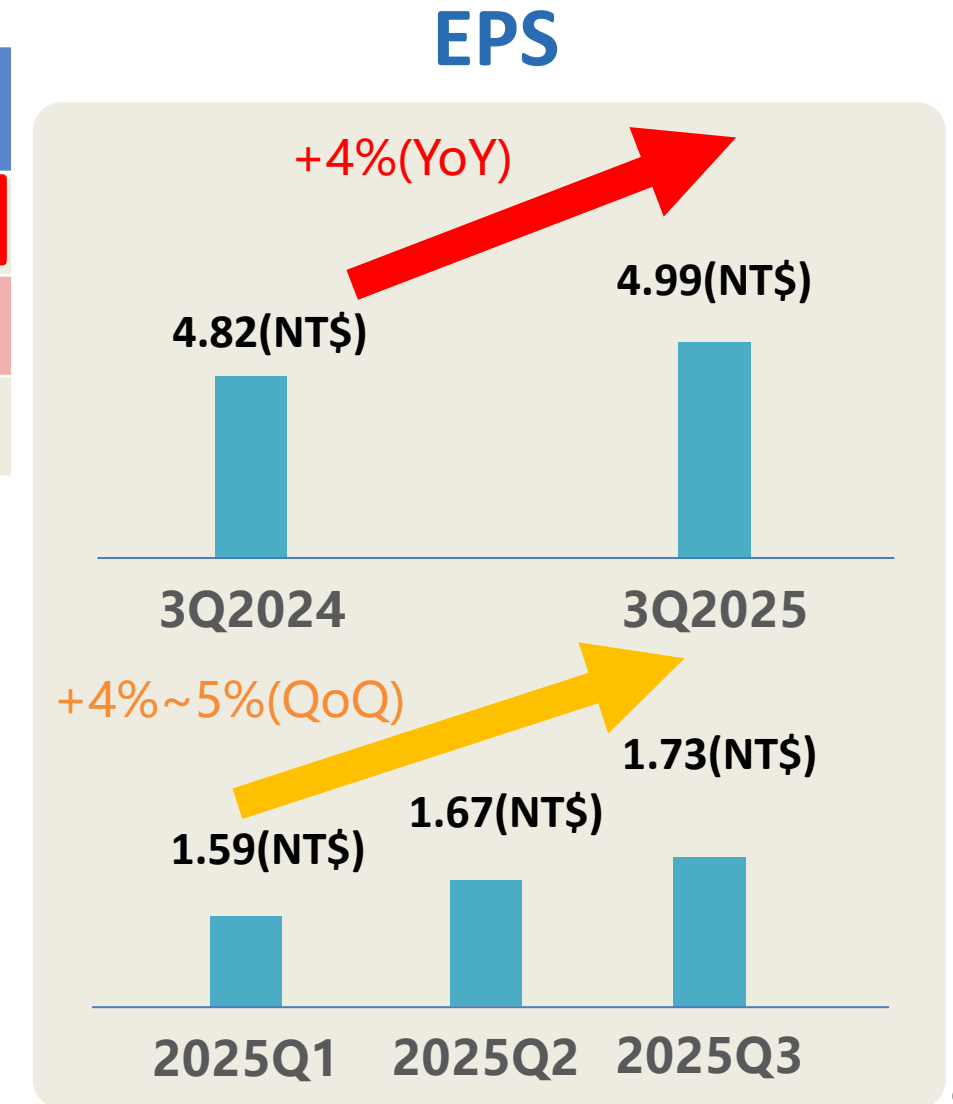
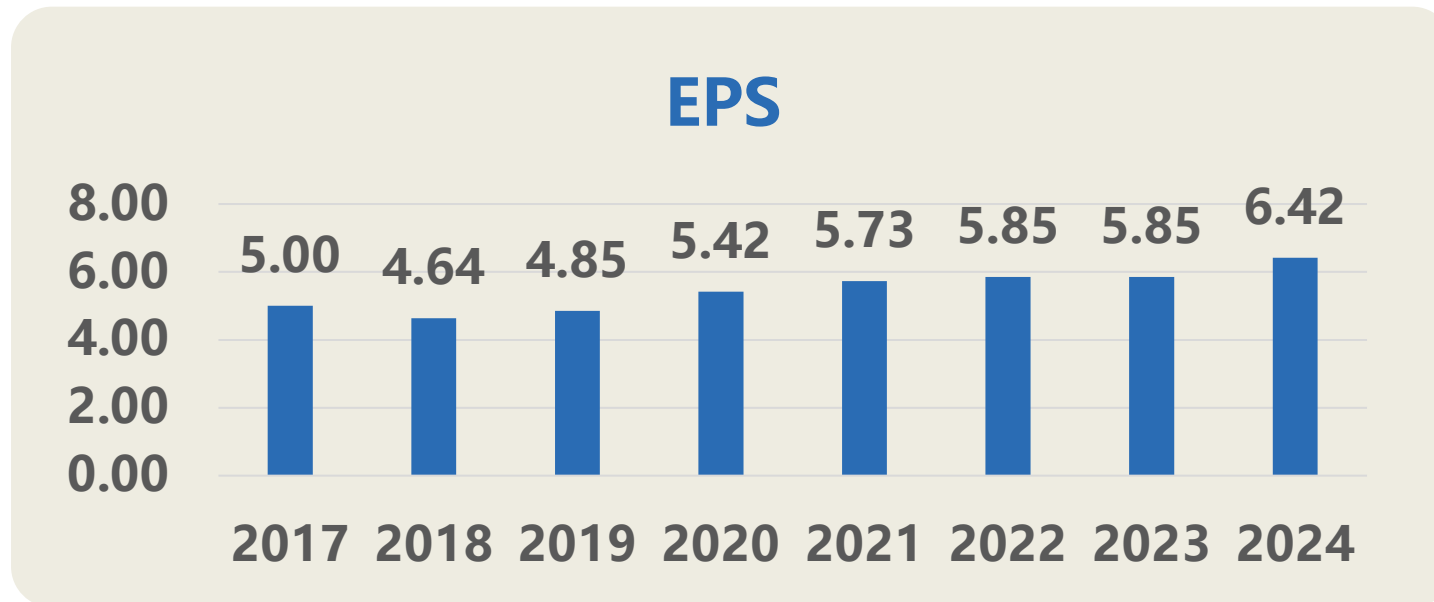
# Balance Sheets

Unit: NT\$ M

	2025.9.30	%	2024.9.30	%	YoY
Cash and cash equivalents	5,311	18%	5,063	18%	+5%
Accounts receivable (including related parties)	1,545	5%	1,532	6%	+1%
Prepayments	1,057	4%	993	4%	+6%
Investments accounted for using the equity method	4,943	17%	4,777	17%	+3%
Property, plant and equipment	10,509	35%	9,601	35%	+9%
Right-of-use assets	1,696	6%	1,139	4%	+49%
<b>Total Assets</b>	<b>29,771</b>	<b>100%</b>	<b>27,650</b>	<b>100%</b>	<b>+8%</b>
Current liabilities	8,138	27%	8,293	30%	-2%
Non-current liabilities	8,335	28%	6,537	24%	+27%
<b>Total Liabilities</b>	<b>16,473</b>	<b>55%</b>	<b>14,830</b>	<b>54%</b>	<b>+11%</b>
Capital	4,512	15%	4,512	16%	+0%
<b>Total Equity</b>	<b>13,298</b>	<b>45%</b>	<b>12,820</b>	<b>46%</b>	<b>+4%</b>

# 8 Consecutive Years of High Dividend Payout • Continuous QoQ EPS Growth

Year	2017	2018	2019	2020	2021	2022	2023	2024
Cash Dividend	4.0	4.0	4.0	5.0	5.0	5.0	5.2	5.2
Yield(%)	4.5	4.5	4.6	5.8	5.3	4.9	4.7	4.2
Pay Out Ratio(%)	80.0	86.2	82.5	92.3	87.3	85.5	88.9	81.0





# Three Highlights in Departments

Unit: NT\$ M

Departments		3Q2025	%	3Q2024	%	YoY		
Security System		4,914	35%	4,699	36%	215	+5%	↑
Cash in transit (CIT)	LEEBAO SECURITY LEEBAO TECHNOLOGY	1,233	9%	1,070	8%	163	+15%	↑
Smart City	Smart Parking	1,515	11%	1,466	11%	49	+3%	↑
	Disaster Prevention Systems	1,491	11%	1,244	10%	247	+20%	↑

2026

Business Outlook 1

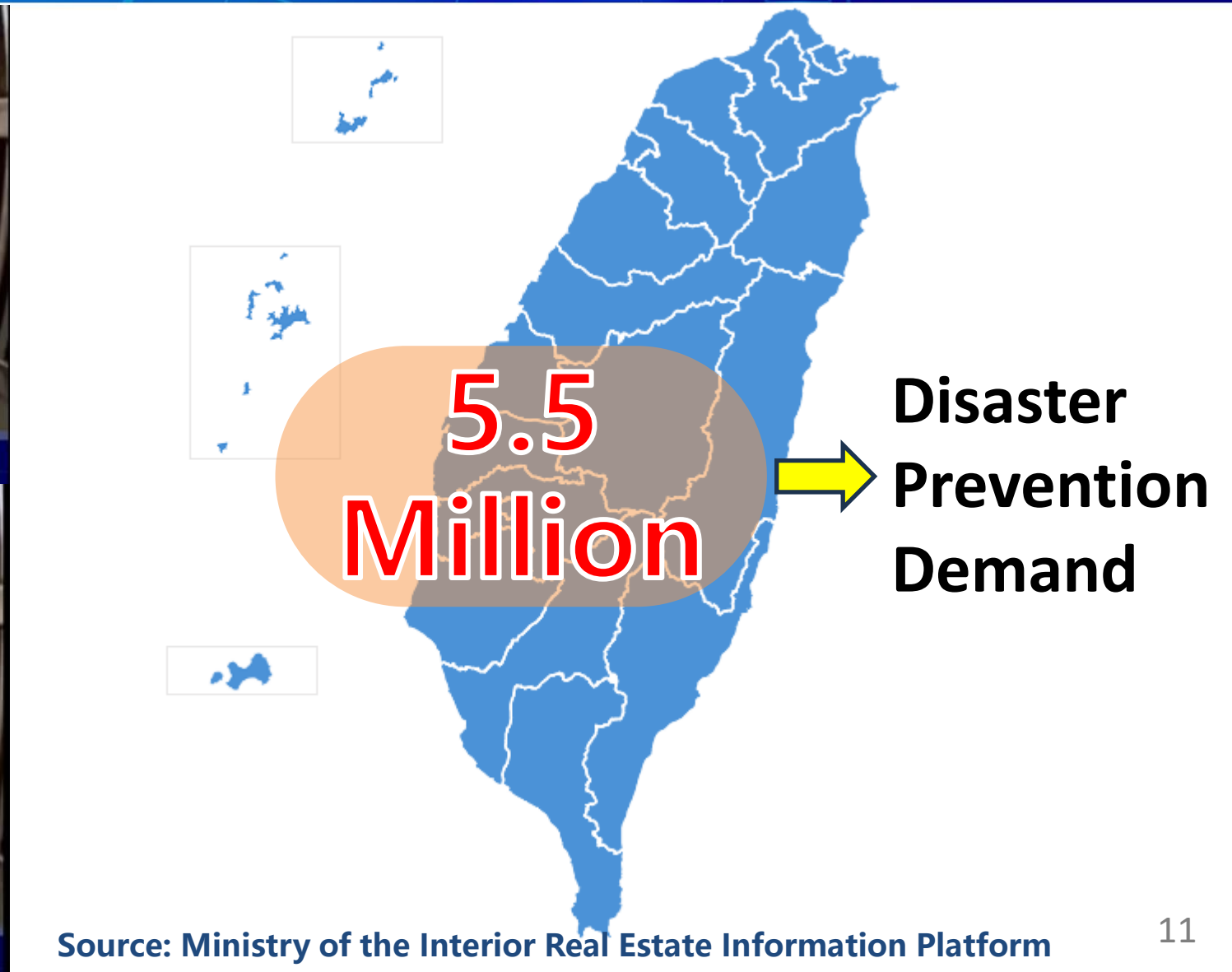
# Secom My Vita

Disaster Prevention Upgrades Driving  
Revenue Growth

# 5.5 Million Aging Buildings in Taiwan Driving Strong Demand Growth

## Primary focus on third-party fire monitoring and early warning systems

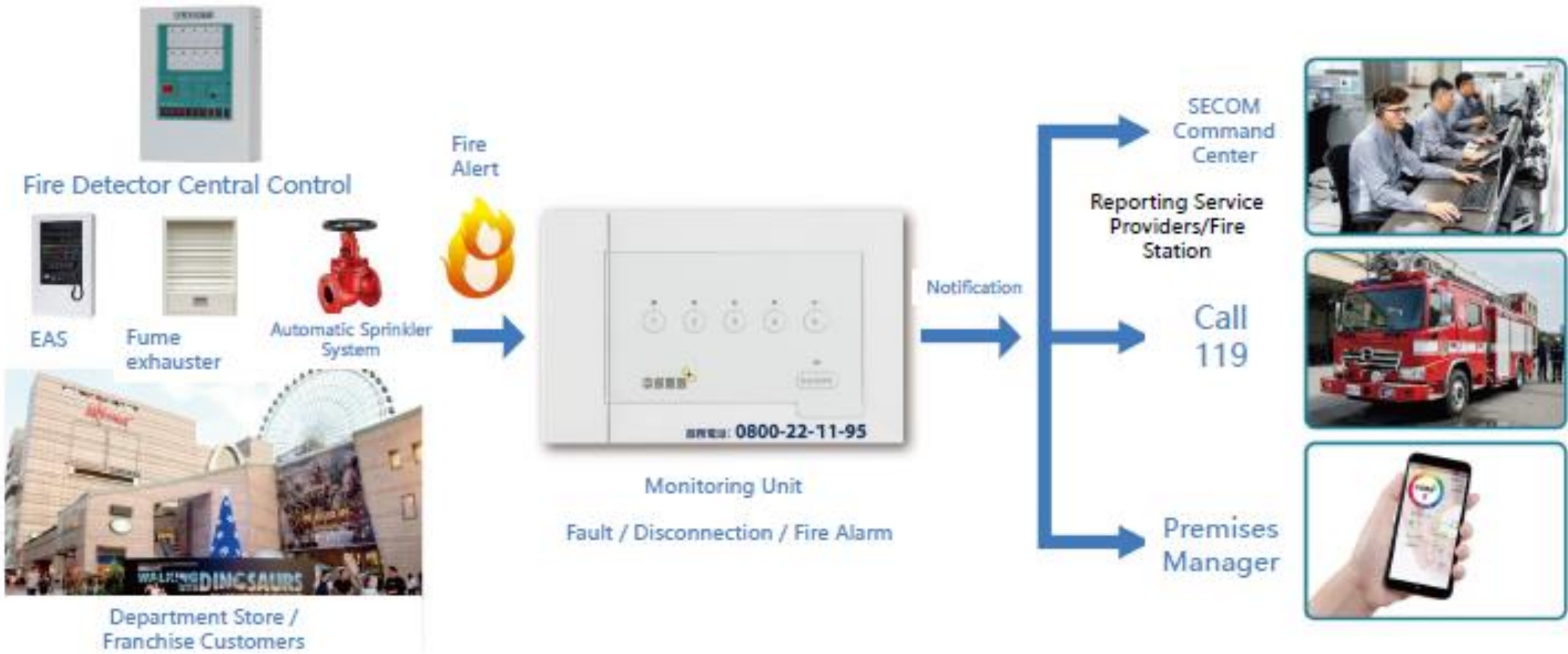
### Smart Fire Protection Plus





For Franchise Chains

# 24/7 SECOM Fire Detector Central Control: Necessary for the Eight types of Entertainment Venues in Taipei City

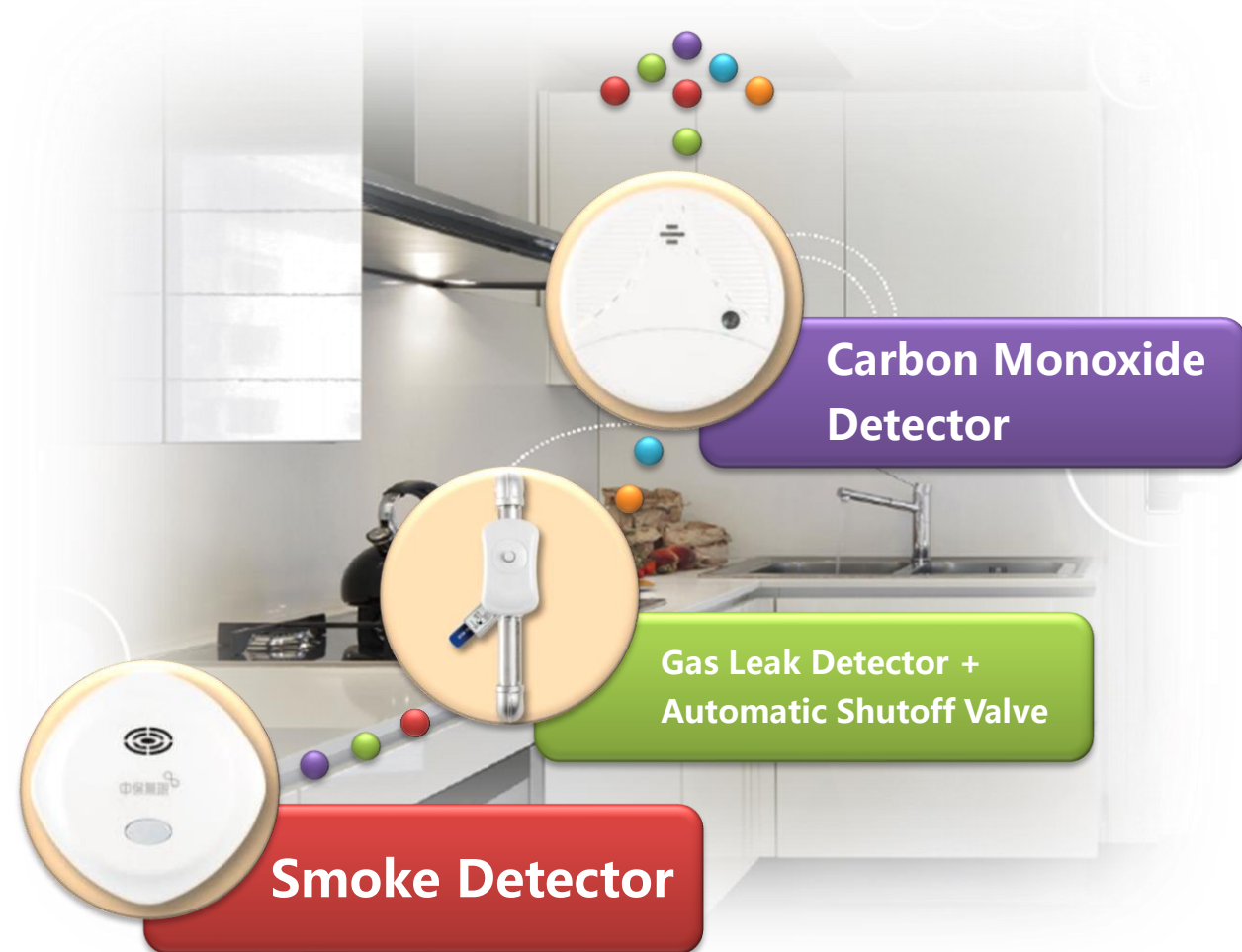


For  
Family&SME  
Retailers

# 3 Essential Home Disaster Prevention Solutions



## Price Upside Momentum





Helping customers reduce manpower costs and increase revenue; AI-powered smart building management lowers operating expenses **up to 30%**

## Analysis

On-Site Security Single Post:  
Approx. **NT\$130k–140k** per Month

Smart Building Management Avg.  
Monthly Cost: **NT\$15k–20k**

Reduced Community  
Management Costs Monthly  
Savings of Over **NT\$50k**

Based on a 50-unit  
single-family  
residential  
community

(This is an estimate; actual costs are subject to on-site assessment.)

## 3 Key Advantages



CONTROL CENTER



CUSTOMER SERVICE



SERVICE CONSULTATION



# Smart Building Management × SECOM Good Living Serving 3,000+ Communities / 100,000 Members



## 各項服務功能說明



And Also Your  
Upper Floors



We Guard Your  
Storefront

2026

Business Outlook 2

# LEEBAO TECHNOLOGY

Unmanned Store Business  
Opportunities



# Key Driver of AI Unmanned Stores in Taiwan

All-in-One Integration: Payment Flow, Hardware, and Software



立保科技



Micro-  
Warehouse  
Innovation

Inspired by vertical parking, maximizing storage capacity within a compact footprint.







# Demand for LEEBAO Cash Collection Services Continues to Reach New Highs



**CITYoY+15%.** Labor shortages are driving demand for unmanned stores



## Target Market



Bank.  
Hospital



restaurant.  
Shop



CVS. Trade  
Marketing

2026

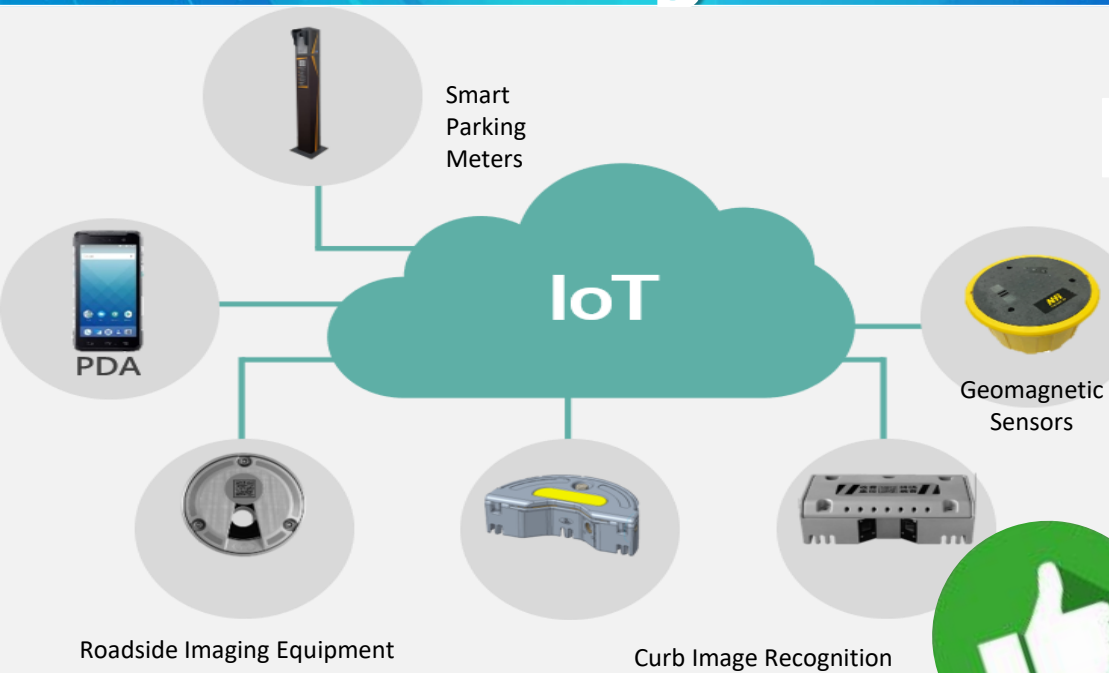
Business Outlook 3

# Smart Parking

Combining IoT Technologies and  
AI Intelligence

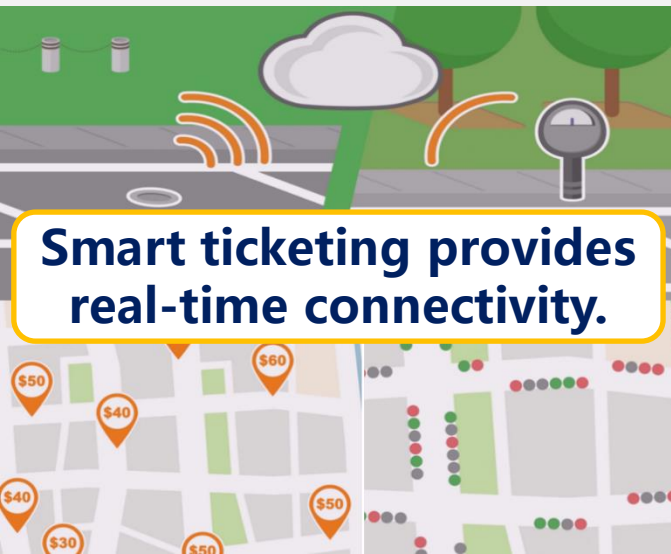


# IoT Technology Connecting Urban On-Street Parking Spaces



## Taoyuan Parking Management Upgrade: Highlights Toward Comprehensive Smart Solutions

Smart Parking Meters + Geomagnetic Sensors with Mobile Payment Discounts → Aiming 100% Deployment by End of 2026



Smart ticketing provides  
real-time connectivity.

Smart parking meters are being installed across Taoyuan by the Department of Transportation.



# Smart Parking Innovation: Cooperation with Taichung City Government on ITS Stage



臺中市政府交通局  
Transportation Bureau of Taichung City Government



## Aesthetics × AI Technology

Taichung Smart Parking  
Creates a New Urban Aesthetic

### ① Park Your Vehicle

Simply pull into an available parking space as usual.

### ② Automatic Plate Recognition

Our system captures your license plate using AI-powered cameras—no tickets, no hassle.

### ③ Cloud-Based Ticketing

Vehicle information is securely transmitted to the cloud, where a digital parking notice is automatically generated.

### ④ Pay Your Way

Choose your preferred method—Apple Pay, Google Pay, Alipay, and more—to complete your payment quickly and easily.



## Privacy First! Smart Image Processing

To protect personal privacy, all images captured by our ground-mounted equipment are processed using AI technology. Only the license plate number is retained, while all other areas of the photo are automatically blurred to ensure data security and user anonymity. This process complies with data protection regulations and reflects our commitment to responsible smart city solutions.





2026

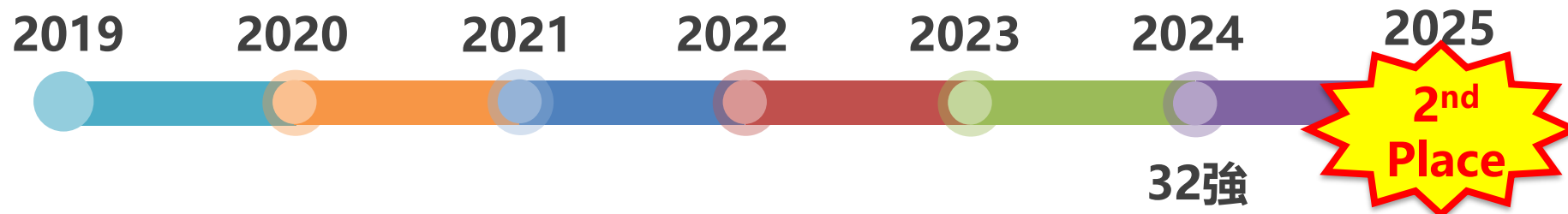
# Business Outlook 4

## SDGs & ESG

**Scholarships Awarded to 4,847 Students  
with Total Funding of NT\$48 Million**



# First Runner-Up in Black Panther Cup, Epic Victory of National LoTung Industrial Vocational High School

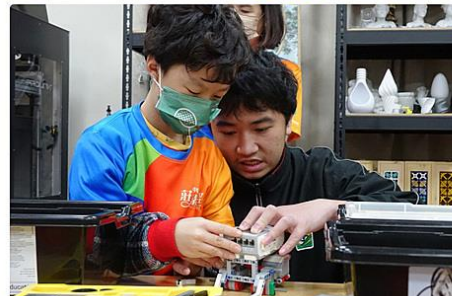




# A Longstanding Commitment to Educational Support and Social Care for Vulnerable Populations

## Secom After-School Tutoring Class

- 1 After-School Tutoring
- 2 Camp
- 3 Bilingual
- 4 Immigrants
- 5 Single Parent
- 6 Domestic Calamity





# Actively Promoting Cultural and Arts Initiatives, Supporting Organizations and Nurturing Talent

Music

Dance

Culture



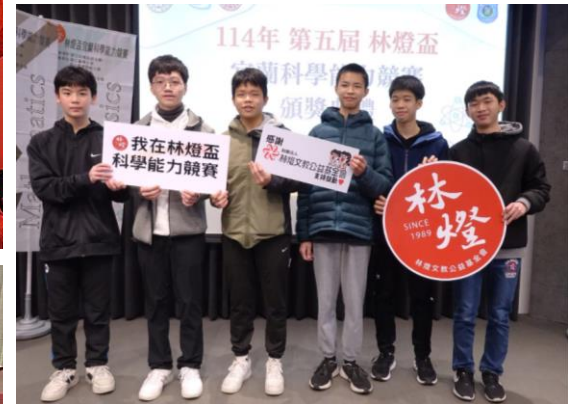


# Building Student Competitiveness and Promoting Diverse Potential

Sports

English

ICT







**Sustainability, Leadership,  
and a New Future  
WE ARE THE FUTURE**