SECOM

2025 | CUSTOMER VALUE LEADER
Maximizing the Price/Performance ROI for Customers

RECOGNIZED FOR BEST PRACTICES IN THE SINGAPOREAN INTEGRATED SECURITY SERVICES INDUSTRY

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. SECOM Singapore excels in many of the criteria in the integrated security services space.

RECOGNITION CRITERIA

Business Impact	Customer Impact
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

The Transformation of the Singaporean Integrated Security Services Industry

Singapore's security services industry is undergoing a transformation driven by labor market constraints and accelerated technology adoption. Structural forces continue to shift demand toward integrated, technology-enabled security solutions. Rising manpower costs, a shrinking pool of qualified personnel, and a stronger emphasis on outcome-based service delivery push public and private sector clients to seek scalable alternatives to traditional guard deployments. Singapore's regulators accelerate this shift by revising the security grading criteria to prioritize the use of technology. These standards drive providers to invest in training, automation, and systems integration, raising expectations for service reliability and performance.

Technology advancement further supports this market transition. The falling cost and rising functionality of electronic surveillance, cloud-based access control, and artificial intelligence (AI)-assisted monitoring have made modern solutions more accessible across various sectors. Entities increasingly recognize the value of central monitoring platforms that reduce operational overhead and offer real-time responsiveness. This approach proves especially relevant in commercial, industrial, and mission-critical environments that require continuous oversight without proportional increases in manpower.

Singapore leads Southeast Asia in readiness for remote and integrated security solutions, supported by favorable policy frameworks and a national push towards digitalization.[1] However, market maturity

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[1] Southeast Asia Remote Building Security Solutions Growth Opportunities (Frost & Sullivan, April 2022)

remains uneven, with significant gaps in awareness and adoption outside of high-value sectors. Even so, the direction of growth remains evident. As traditional models face cost and scalability limitations, demand for end-to-end, managed security services continues to rise.

This evolving environment creates urgency and opportunity for solution providers with technical capabilities, operational maturity, and customer-centric focus to deliver high-performance integrated offerings. Organizations that navigate rising complexity while maintaining service reliability continue to lead the field.

Delivering Smarter Security with Proven Technology and End-to-end Integration

In Singapore's regulated and competitive security industry, SECOM Singapore sustains its market position by leveraging technology to address pressing customer needs. Instead of expanding laterally, the company pursues a strategy of deep market penetration, drawing strength from a base of approximately 2,000 clients. This customer-first approach emphasizes workflow optimization and cost savings, particularly through the strategic reduction of manual security guard deployments.

> *"SECOM Singapore's integrated solutions encompass systems implementation and ongoing managed services, forming a complete value chain that includes remote monitoring, incident response, and continuous support. This end-to-end approach reinforces the company's ability to ensure service reliability, reduce operational strain for clients, and maintain consistent protection without relying on internal customer resources."*
>
> *- Richard Wong*
> *Associate Partner*

SECOM Singapore's solutions enhance site security and minimize operational costs, replacing up to 85% of guard duties with automated surveillance and control systems.[2] The company tailors these replacements to meet the evolving constraints of Singapore-based businesses, where rising manpower costs and labor shortages have made organizations seek more scalable and digital-first alternatives. SECOM Singapore positions its remote monitoring and access solutions as protective measures that support business continuity and improve resource efficiency.

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The company also distinguishes itself by designing fully integrated solutions rather than focusing on basic hardware sales. It evaluates, tests, and integrates technologies from vendors only after rigorous internal vetting and proof-of-concept validation. This practice ensures that each deployment delivers reliable performance in operational settings before the company includes it in its offerings. SECOM Singapore's methodical selection process reflects a commitment to long-term reliability, reducing the risks of premature or misaligned technology adoption.

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[2] Candy Tan, Chief Operating Officer, SECOM Singapore, interview with Frost & Sullivan, June 2025.

This approach extends into the company's innovation roadmap. While many providers rush to adopt new technologies as a point of differentiation, SECOM Singapore applies a measured strategy focused on long-term performance. The company began offering video analytics in 2017, ahead of widespread industry use. Initial implementation challenges gave SECOM Singapore valuable experience in fine-tuning these technologies to operational needs. With platforms now reaching maturity, the company has begun testing AI-driven features to enhance functions such as alarm monitoring and operational awareness. AI acts as a support tool that improves monitoring effectiveness without replacing human oversight. This effort ensures that customers benefit from technologies that are reliable and aligned with operational requirements.

SECOM Singapore's adoption of cloud-based access control and CCTV systems indicates a broader push toward modernization and sustainability. For example, it often advises against 24/7 cloud CCTV recording due to high recurring data costs. Recognizing infrastructure limitations and varying customer readiness, the company calibrates each deployment for bandwidth availability, user adoption, and operational fit. This implementation strategy builds credibility among clients who prioritize reliability over experimentation.

SECOM Singapore also offers comprehensive managed services that reduce the technical and operational burden of managing security infrastructure. For example, its access control management service (AMS) provides a subscription-based solution that includes card administration, system maintenance, troubleshooting, and round-the-clock technical support with no capital outlay. Clients receive fully supported access control while avoiding internal resource strain and unpredictable maintenance costs.

> *"Rather than focusing on meeting baseline performance expectations, SECOM Singapore prioritizes internal alignment, service consistency, and customer-centric problem resolution. While competitors may offer similar tools, few match the company's culture of accountability and initiative."*
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> *- Ain Sarah Aishah*
> *Best Practices Research Analyst*

In addition to AMS, SECOM Singapore's integrated alarm monitoring service combines onsite sensing devices with 24/7 remote surveillance and professional physical response. This all-inclusive offering includes maintenance and support to ensure uninterrupted protection with no hidden costs. Unlike many competitors that limit service to remote alerts, SECOM Singapore controls the entire response chain, from detection to resolution, strengthening its value proposition.

In a sector where vendors often compete on feature lists, Frost & Sullivan commends SECOM Singapore for establishing a competitive edge through seamless integration, consistent service quality, and operational reliability. The company prioritizes outcome-driven execution over technical innovation, earning trust through tested performance and customer-centric delivery.

Earning Trust Through Proactive Execution and Service Excellence

In a recent competitive tender, SECOM Singapore secured a full-service contract for 5 critical sites, previously split among multiple providers. The client, known for strict service standards and penalties for underperformance, has retained SECOM Singapore for 2 of its facilities over the past decade. Throughout

this engagement, SECOM Singapore consistently demonstrated responsiveness, transparent communication, and a commitment to resolution during operational challenges. This strong track record led to a new 3-year contract covering all 5 sites and a project to build a new facility. This decision shows SECOM Singapore's ability to outperform competitors through consistent follow-through and commitment.

SECOM Singapore further strengthens its service advantage through actions that support client safety and operational excellence. In a recent example, the company's monitoring center responded to a technical alert that did not require immediate action under standard procedures. Nonetheless, the team proactively reviewed surveillance footage and identified a security anomaly involving emergency responders at the client's site. SECOM Singapore promptly notified the client, allowing for a swift response to a fire-related incident in a container at the site perimeter. This initiative to act beyond its technical obligation highlights SECOM Singapore's commitment to customer value, fostering peace of mind and operational reliability through its unmatched level of attentiveness.

These outcomes underscore the company's long-term strategic value. Rather than focusing on meeting baseline performance expectations, SECOM Singapore prioritizes internal alignment, service consistency, and customer-centric problem resolution. While competitors may offer similar tools, few match the company's culture of accountability and initiative.

SECOM Singapore reinforces its consistent delivery through strict adherence to regulatory compliance and quality frameworks. The company holds multiple certifications that strengthen its reputation as a reliable and high-performing partner, including ISO 9001:2015 for quality management and the bizSAFE Star certification for workplace safety. These recognitions contribute to client confidence and support long-term retention.

SECOM Singapore also meets stringent industry licensing and construction standards. It holds a license under the Private Security Industry Regulations and BCA certifications (L4 for Communications and Security Services and L1 for Building Automations), affirming its strong technical capabilities and complete regulatory compliance. These accreditations strengthen the company's position as a trusted partner, supporting clients' broader risk management and procurement standards.

In a security industry where trust and responsiveness define value, Frost & Sullivan observes that SECOM Singapore sets a higher standard for security partners. With foresight, proactive execution, and seamless coordination, the company instills confidence while ensuring comprehensive protection. Through its reliable and responsive culture, SECOM Singapore earns long-term trust in sectors that demand safety, accountability, and transparency.

Driving Sustainable Growth Through People, Purpose, and Performance

SECOM Singapore reported steady profitability in 2024, demonstrating the strength of its recurring services business, particularly in managed monitoring, credential management, and maintenance. The company strengthens its earnings resilience by structuring its business model around consistent, ongoing value delivery. Many competitors continue to depend on upfront hardware sales, which exposes them to cyclical procurement trends. Meanwhile, SECOM Singapore sustains performance through customer relationships and reliable service execution, rather than through product margins. The company's

emphasis on recurring services positions it to deliver long-term value through a customer-centric financial strategy.

The company also drives this performance stability through a culture that prioritizes employee well-being, workforce continuity, and shared purpose. While talent shortages (especially in engineering) challenge the security industry widely, SECOM Singapore mitigates this risk through targeted recruitment, rigorous training, and meaningful engagement with its workforce.

Many employees have remained with the company for over 20 years, reflecting SECOM Singapore's leadership and inclusive workplace environment. The company maintains a gender-balanced workforce in a traditionally male-dominated field, supports mental health initiatives, and fosters continuous learning through continuous professional development. It also holds the Progressive Wage Mark in recognition of its efforts to raise wage standards and drive equitable pay practices across the security industry.

The company's people-first approach extends to a proactive environmental, social, and governance (ESG) strategy. SECOM Singapore began advancing its ESG priorities before such efforts became standard in procurement criteria. The company established its own benchmarks for sustainability and social responsibility, reflecting leadership in aligning business growth with long-term societal impact.

Its environmental initiatives include installing solar panels, gradually replacing its vehicle fleet with electric models, and digitizing internal workflows to reduce paper and water use. The company tracks these efforts through solar energy output monitoring, annual waste reduction audits, and recycled material reporting. On the social front, SECOM Singapore's programs align with the United Nations Sustainable Development Goals (SDGs), supporting areas such as healthcare, education, and gender equality. The company established a dedicated internal team to ensure that its activities remained structured and accountable.

Frost & Sullivan finds that this people-first strategy strengthens SECOM Singapore's operations from within. It enables consistent service delivery and enhances the company's reputation as a responsible, resilient, and attractive employer in an increasingly competitive workforce sector. SECOM Singapore's focus on people, performance, and purpose positions it to thrive as a sustainable and responsible business in the security industry.

Conclusion

SECOM Singapore consistently delivers high-value integrated security solutions through a focus on accountability, innovation, and customer-centric execution. As the market faces challenges such as manpower shortages, regulatory complexity, and performance-driven competition, the company solidifies its leadership position by prioritizing long-term service outcomes over short-term gains. Its commitment to human capital, sustainability, and proven technology application, along with a structured approach to operational excellence, enables it to address complex customer needs with agility and reliability. SECOM Singapore provides peace of mind in high-stakes environments, addressing rising customer expectations in an increasingly competitive market. The company maintains high service standards, expands its portfolio with purpose-fit innovations, and builds long-term client trust to meet current market demands and contribute to the future of integrated security in Singapore. With a forward-looking mindset and a people-first strategy, the company positions itself as a reliable partner in delivering strong customer value across the industry.

With its strong overall performance, SECOM Singapore earns Frost & Sullivan's 2025 Singapore Customer Value Leadership Recognition in the integrated security services industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Customer Value Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT

STEP		WHAT	WHY
1	**Opportunity Universe**	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	**Transformational Model**	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	**Ecosystem**	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	**Growth Generator**	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	**Growth Opportunities**	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	**Frost Radar**	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	**Best Practices**	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	**Companies to Action**	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous Flow of Growth Opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*
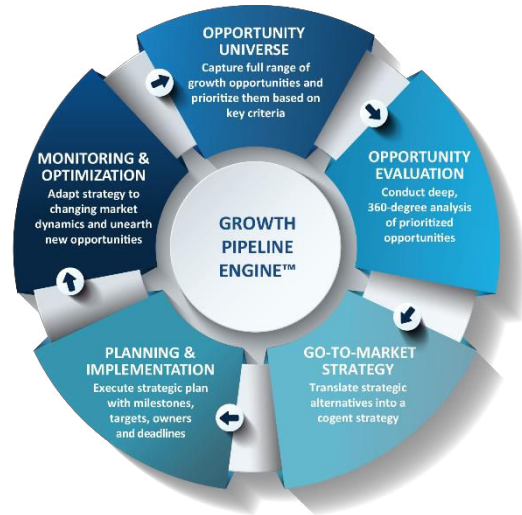
The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**