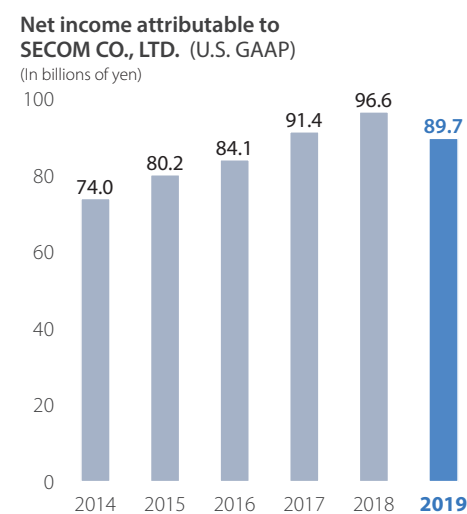


# Financial Highlights

U.S. GAAP SECOM CO., LTD. and Subsidiaries For the years ended/as of March 31	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2019	2018	2017	2019
Net sales and operating revenue	¥1,111,600	¥1,082,792	¥1,031,261	\$10,014,414
Operating income	123,711	140,111	127,395	1,114,514
Net income attributable to SECOM CO., LTD.	89,686	96,623	91,387	807,982
Total assets	1,879,710	1,838,945	1,763,278	16,934,324
Total SECOM CO., LTD. shareholders' equity	1,044,184	1,000,277	929,242	9,407,063
	In yen			In U.S. dollars
Per share of common stock:				
Net income attributable to SECOM CO., LTD.	¥ 410.91	¥ 442.70	¥ 418.71	\$ 3.70
Cash dividends	160.00	150.00	140.00	1.44
(Interim dividend)	80.00	75.00	70.00	0.72
SECOM CO., LTD. shareholders' equity	4,784.12	4,582.96	4,257.50	43.10

Notes: 1. Yen amounts have been translated into U.S. dollars, solely for the convenience of the reader, at the approximate rate of ¥111=US\$1, the rate prevailing on the Tokyo Foreign Exchange Market on March 31, 2019.  
 2. Net income attributable to SECOM CO., LTD. per share of common stock is based on the average number of shares outstanding during each period, less treasury stock.  
 3. SECOM CO., LTD. shareholders' equity per share of common stock is based on the number of shares outstanding at the end of each period, less treasury stock.  
 4. Cash dividends per share of common stock are based on dividends approved and paid in each fiscal year. At the general shareholders' meeting held on June 26, 2019, approval was granted for a proposal to pay a year-end dividend of ¥85.00 for the year ended March 31, 2019. (For further information, please see Note 18 of the Notes to Consolidated Financial Statements.)



Note: In the year ended March 31, 2019, net income attributable to SECOM CO., LTD., was down ¥6.9 billion, to ¥89.7 billion. Principal factors contributing to this result included the application of a new accounting standard whereby gains or losses on equity investments are now charged to income for the period, which resulted in an increase in loss on other-than-temporary impairment of investment securities; investments to reinforce SECOM's operating foundation with the aim of ensuring sustainable growth; and the impact of multiple major natural disasters on results in the insurance services segment.  
 In the year ended March 31, 2018, net income attributable to SECOM CO., LTD., advanced ¥5.2 billion, to ¥96.6 billion. This result was attributable to higher operating income in six segments, including security services.  
 In the year ended March 31, 2017, net income attributable to SECOM CO., LTD., advanced ¥7.3 billion, to ¥91.4 billion. Factors behind this result included an increase in operating income, bolstered by higher sales of on-line security systems and a decrease in impairment loss on long-lived assets, and a gain on private equity investments.

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

Japanese GAAP SECOM CO., LTD. and Subsidiaries For the years ended/as of March 31	In millions of yen			In thousands of U.S. dollars
	Years ended March 31			Year ended March 31
	2019	2018	2017	2019
Revenue	¥1,013,823	¥ 970,624	¥ 928,098	\$ 9,133,541
Operating profit	130,213	135,448	131,050	1,173,090
Ordinary profit	144,889	144,318	147,033	1,305,306
Net income attributable to owners of the parent	92,009	86,993	84,170	828,910
Total assets	1,765,105	1,715,123	1,650,176	15,901,847
Total net assets	1,125,954	1,081,213	1,013,253	10,143,730
	In yen			In U.S. dollars
Per share of common stock:				
Net income	¥ 421.56	¥ 398.58	¥ 385.64	\$ 3.80
Cash dividends	165.00	155.00	145.00	1.49
(Interim dividend)	80.00	75.00	70.00	0.72
Net assets	4,562.08	4,364.63	4,086.87	41.10

Note: Cash dividends per share of common stock are based on dividends the record dates for which fall in each fiscal year. The consolidated dividend payout ratio for the fiscal year ended March 31, 2019, was 39.1%.

