



# Summary of Selected Financial Data

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

In millions of yen

	2019	2018	2017	2016	2015	2014
<b>Composition of consolidated net sales and operating revenue by segment</b>						
Net sales and operating revenue.....	<b>¥1,111,600</b>	¥1,082,792	¥1,031,261	¥983,428	¥945,238	¥921,146
Security services:.....	<b>563,739</b>	562,272	543,524	505,058	487,063	472,449
As a percentage of net sales and operating revenue.....	<b>50.8%</b>	51.9%	52.7%	51.4%	51.5%	51.3%
Electronic security services.....	<b>344,297</b>	341,157	338,744	330,843	326,300	318,116
As a percentage of net sales and operating revenue.....	<b>31.0</b>	31.5	32.8	33.6	34.5	34.5
Other security services—						
Static guard services.....	<b>66,265</b>	59,030	56,417	55,907	53,788	51,681
As a percentage of net sales and operating revenue.....	<b>6.0</b>	5.5	5.5	5.7	5.7	5.6
Armored car services.....	<b>62,417</b>	61,089	57,873	32,990	21,010	20,767
As a percentage of net sales and operating revenue.....	<b>5.6</b>	5.6	5.6	3.4	2.2	2.3
Subtotal.....	<b>128,682</b>	120,119	114,290	88,897	74,798	72,448
Merchandise and other.....	<b>90,760</b>	100,996	90,490	85,318	85,965	81,885
As a percentage of net sales and operating revenue.....	<b>8.2</b>	9.3	8.8	8.7	9.1	8.9
Fire protection services.....	<b>140,139</b>	136,559	126,232	131,743	121,189	122,046
As a percentage of net sales and operating revenue.....	<b>12.6</b>	12.6	12.2	13.4	12.8	13.3
Medical services.....	<b>181,705</b>	175,318	168,819	163,538	155,884	150,535
As a percentage of net sales and operating revenue.....	<b>16.3</b>	16.2	16.4	16.6	16.5	16.3
Insurance services.....	<b>41,637</b>	44,683	43,780	40,654	38,259	37,011
As a percentage of net sales and operating revenue.....	<b>3.8</b>	4.2	4.3	4.1	4.1	4.0
Geospatial information services.....	<b>51,510</b>	50,906	51,609	52,553	52,760	54,697
As a percentage of net sales and operating revenue.....	<b>4.6</b>	4.7	5.0	5.4	5.6	5.9
BPO and ICT services.....	<b>88,065</b>	69,569	49,681	48,294	47,412	46,992
As a percentage of net sales and operating revenue.....	<b>7.9</b>	6.4	4.8	4.9	5.0	5.1
Real estate and other services.....	<b>44,805</b>	43,485	47,616	41,588	42,671	37,416
As a percentage of net sales and operating revenue.....	<b>4.0</b>	4.0	4.6	4.2	4.5	4.1

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

Net income attributable to SECOM CO., LTD. ....	<b>¥ 89,686</b>	¥ 96,623	¥ 91,387	¥ 84,072	¥ 80,184	¥ 73,979
Cash dividends paid <sup>(2)</sup> .....	<b>34,922</b>	32,738	30,557	28,373	38,197	22,918
SECOM CO., LTD. shareholders' equity.....	<b>1,044,184</b>	1,000,277	929,242	865,278	825,969	753,099

## Consolidated financial ratios

Percentage of working capital accounted for by:

Debt—						
Bank loans.....	<b>3.4</b>	3.5	4.0	5.6	4.7	6.0
Current portion of long-term debt.....	<b>1.6</b>	1.7	1.9	1.8	1.4	1.8
Straight bonds.....	<b>0.4</b>	0.5	0.7	0.8	0.9	0.9
Other long-term debt.....	<b>3.6</b>	4.1	4.5	5.3	4.9	4.6
Total debt.....	<b>8.9</b>	9.8	11.1	13.5	11.9	13.3
SECOM CO., LTD. shareholders' equity.....	<b>91.1</b>	90.2	88.9	86.5	88.1	86.7
Total capitalization.....	<b>100.0</b>	100.0	100.0	100.0	100.0	100.0
Return on total assets (percentage) <sup>(a)</sup> .....	<b>4.8</b>	5.3	5.2	5.0	5.3	5.1
Return on equity (percentage) <sup>(b)</sup> .....	<b>8.6</b>	9.7	9.8	9.7	9.7	9.8
Percentage of net sales and operating revenue absorbed by <sup>(c)</sup> :						
Depreciation and amortization.....	<b>6.8</b>	7.3	7.6	7.4	7.3	7.2
Rental expense under operating leases.....	<b>2.5</b>	2.3	2.5	2.5	2.4	2.4
Ratio of accumulated depreciation to depreciable assets (percentage).....	<b>65.4</b>	64.6	63.2	62.8	61.6	60.8
Net property turnover (times) <sup>(c)</sup> .....	<b>2.67</b>	2.63	2.49	2.38	2.38	2.34
Before-tax interest coverage (times) <sup>(c) (d)</sup> .....	<b>109.6</b>	123.0	107.1	89.2	93.8	90.4

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

	2019	2018	2017	2016	2015	2014
<b>Number of shares outstanding</b>						
Issued .....	<b>233,292,219</b>	233,290,441	233,288,717	233,288,717	233,288,717	233,288,717
Owned by the Company .....	<b>15,031,867</b>	15,030,573	15,028,470	15,026,824	15,024,812	15,022,012
Balance .....	<b>218,260,352</b>	218,259,868	218,260,247	218,261,893	218,263,905	218,266,705
<b>Per share information</b>						
Net income attributable to SECOM CO., LTD. per share (in yen) <sup>(1)</sup> .....	<b>¥ 410.91</b>	¥ 442.70	¥ 418.71	¥ 385.19	¥ 367.37	¥ 338.94
Cash dividends paid per share (in yen) <sup>(2)</sup> .....	<b>160.00</b>	150.00	140.00	130.00	175.00	105.00
SECOM CO., LTD. shareholders' equity per share (in yen) <sup>(3)</sup> .....	<b>4,784.12</b>	4,582.96	4,257.50	3,964.40	3,784.27	3,450.36
Cash flow per share (in yen) <sup>(1)(e)</sup> .....	<b>590.91</b>	649.44	631.91	582.27	557.88	529.35
Price/Book value ratio .....	<b>1.98</b>	1.73	1.87	2.11	2.12	1.72
Price/Earnings ratio .....	<b>23.08</b>	17.89	19.03	21.72	21.84	17.54
Price/Cash flow ratio .....	<b>16.05</b>	12.20	12.61	14.37	14.38	11.23
Stock price at year-end (in yen) .....	<b>9,482</b>	7,920	7,969	8,366	8,025	5,946

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, 2019, cash dividends of ¥18,552 million (¥85 per share) were approved at the general shareholders' meeting on June 26, 2019 (see Note 18 of the accompanying notes to consolidated financial statements).  
(3) Per share amounts are based on the number of shares outstanding at the end of each period, less treasury stock.

# Common Stock Data

SECOM CO., LTD.  
As of March 31

<b>SHAREHOLDER INFORMATION</b>	<b>2019</b>	2018	2017	2016	2015	2014
Number of shareholders .....	<b>24,023</b>	26,809	25,200	24,975	24,852	27,054
Common shares held by:						
Financial institutions .....	<b>37.14%</b>	35.94%	35.05%	32.50%	29.89%	31.28%
Securities firms .....	<b>3.30</b>	1.63	3.89	3.52	3.43	4.88
Other domestic corporations .....	<b>2.46</b>	2.53	2.51	2.92	3.16	2.56
Foreign investors .....	<b>42.74</b>	44.85	43.42	44.46	44.95	42.32
Individuals and others .....	<b>7.92</b>	8.61	8.69	10.16	12.13	12.52
Treasury stock .....	<b>6.44</b>	6.44	6.44	6.44	6.44	6.44
Total .....	<b>100.00%</b>	100.00%	100.00%	100.00%	100.00%	100.00%

<b>PRICE INFORMATION (TOKYO STOCK EXCHANGE)</b>		Price per share (in yen)		Nikkei Stock Average (in yen)	
		High	Low	High	Low
2017	April–June .....	¥8,686	¥7,814	¥20,230.41	¥18,335.63
	July–September .....	8,687	7,921	20,397.58	19,274.82
	October–December .....	9,118	8,170	22,939.18	20,400.78
2018	January–March .....	8,833	7,435	24,124.15	20,617.86
	April–June .....	8,550	7,751	23,002.37	21,292.29
	July–September .....	9,368	8,130	24,120.04	21,546.99
	October–December .....	9,827	8,765	24,270.62	19,155.74
2019	January–March .....	9,684	8,781	21,822.04	19,561.96

## 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

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.