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## NONCONSOLIDATED BALANCE SHEETS

SECOM CO., LTD.  
As of March 31

In millions of yen

ASSETS	2001	2000	1999	1998	1997	1996
<b>Current assets:</b>						
Cash on hand and in banks .....	¥ 77,581	¥ 92,077	¥ 93,901	¥ 83,462	¥ 95,566	¥ 97,630
Notes receivable.....	538	324	459	392	481	436
Due from subscribers .....	7,073	6,243	5,564	5,218	5,034	4,111
Accounts receivable, trade .....	5,089	4,173	3,238	3,409	3,010	3,636
Receivables—other .....	3,123	3,457	1,243	1,003	1,512	1,603
Marketable securities.....	6,313	15,483	25,888	31,151	26,115	20,250
Common stock in treasury .....	3	42	119	25	19	13
Merchandise .....	6,625	5,525	4,805	3,642	3,972	2,939
Supplies .....	1,326	1,122	948	967	821	726
Prepaid expenses .....	1,606	1,370	1,241	1,084	1,221	570
Deferred income taxes.....	3,064	1,961	—	—	—	—
Short-term loans .....	28,898	33,189	29,031	23,683	17,263	17,023
Other current assets.....	2,683	4,275	1,513	1,390	1,413	2,601
Allowance for doubtful accounts.....	(2,246)	(137)	(146)	(136)	(102)	(114)
Total current assets .....	141,676	169,104	167,804	155,290	156,325	151,424
<b>Fixed assets:</b>						
Tangible assets:						
Buildings and improvements .....	23,007	23,697	24,295	23,617	21,247	22,148
Automobiles.....	680	579	737	815	925	816
Signal equipment on subscribers' premises.....	51,876	47,158	44,244	36,579	32,637	30,974
Control station signal equipment.....	18,635	18,667	18,442	19,160	21,259	22,030
Machinery and equipment.....	4,105	2,907	1,509	1,535	1,584	1,121
Tools, furniture and fixtures .....	3,317	2,335	2,167	2,167	2,269	2,087
Land .....	37,838	35,153	34,997	34,525	27,297	27,343
Construction in progress .....	2,327	1,616	1,693	1,630	1,459	1,577
Other.....	16	18	19	11	12	14
Intangible assets:						
Telephone rights and other .....	4,702	6,518	4,533	4,458	4,141	3,891
Telephone and telegraph utility rights .....	804	1,157	1,976	2,957	4,047	5,220
Software .....	11,423	3,314	—	—	—	—
Investments and other:						
Investment securities .....	27,285	10,706	12,519	5,535	5,674	5,655
Investments in subsidiaries and affiliated companies .....	145,227	129,771	112,714	105,145	99,603	91,223
Long-term loans receivable.....	11,242	2,636	3,112	2,951	3,238	896
Lease deposits .....	8,698	6,803	6,890	6,494	6,572	6,570
Long-term prepaid expenses.....	1,263	1,540	9,437	7,292	6,820	7,265
Deferred income taxes .....	—	1,632	—	—	—	—
Other investments .....	11,423	9,429	6,671	4,177	4,232	3,854
Allowance for doubtful accounts .....	(1,205)	(13)	(14)	(30)	(33)	(6)
Total fixed assets .....	362,663	305,623	285,941	259,018	242,983	232,678
Total assets .....	¥504,339	¥474,727	¥453,745	¥414,308	¥399,308	¥384,102



In millions of yen

**LIABILITIES AND SHAREHOLDERS' EQUITY**

	2001	2000	1999	1998	1997	1996
<b>Current liabilities:</b>						
Accounts payable.....	¥ 1,908	¥ 1,683	¥ 1,671	¥ 1,256	¥ 1,032	¥ 1,273
Bank loans .....	20,157	23,455	21,058	10,193	20,884	21,137
Current portion of long-term debt.....	—	—	5	394	—	14,296
Payables—other .....	10,722	7,590	6,707	5,640	5,018	4,029
Accrued expenses .....	5,714	5,484	5,356	6,248	5,621	5,545
Deposits received.....	15,682	18,785	25,440	17,548	16,081	17,165
Deferred revenue—service charges .....	19,583	19,255	18,735	18,087	16,640	15,530
Income taxes payable .....	13,904	9,858	13,771	14,808	13,918	13,331
Payables—construction .....	4,328	4,123	3,173	3,326	3,474	3,188
Other current liabilities .....	2,438	3,331	2,211	4,157	1,787	1,906
Total current liabilities.....	94,436	93,564	98,127	81,657	84,455	97,400
<b>Fixed liabilities:</b>						
Long-term debt.....	518	578	1,347	1,724	2,266	2,850
Guarantee deposits received .....	15,785	15,047	14,607	14,194	12,821	11,480
Deferred tax liabilities.....	581	—	—	—	—	—
Accrued severance indemnities.....	—	369	378	397	409	424
Accrued pension and severance costs.....	1,999	—	—	—	—	—
Other fixed liabilities.....	120	—	557	—	—	—
Total fixed liabilities.....	19,003	15,994	16,889	16,315	15,496	14,754
Total liabilities .....	113,439	109,558	115,016	97,972	99,951	112,154
<b>Shareholders' equity:</b>						
Common stock .....	66,127	66,097	65,710	65,327	65,253	59,865
Statutory reserve:						
Additional paid-in capital.....	82,303	82,273	81,782	78,110	78,036	72,650
Legal reserve.....	8,077	7,127	6,294	5,521	4,805	4,216
Total statutory reserve .....	90,380	89,400	88,076	83,631	82,841	76,866
Voluntary reserve:						
Reserve for systems development.....	800	800	800	800	800	800
Reserve for tax deferral on assets replacement .....	30	31	56	58	60	62
General reserve .....	2,212	2,212	2,212	2,212	2,212	2,212
Total voluntary reserve .....	3,042	3,043	3,068	3,070	3,072	3,074
Unappropriated earned surplus.....	226,776	206,629	181,875	164,308	148,191	132,143
Net unrealized gain in debt and equity securities.....	4,575	—	—	—	—	—
Total shareholders' equity .....	390,900	365,169	338,729	316,336	299,357	271,948
Total liabilities and shareholders' equity .....	¥504,339	¥474,727	¥453,745	¥414,308	¥399,308	¥384,102

## NONCONSOLIDATED STATEMENTS OF INCOME

SECOM CO., LTD.  
Years ended March 31

In millions of yen

	2001	2000	1999	1998	1997	1996
Revenue: .....	<b>¥257,009</b>	¥242,462	¥231,505	¥222,541	¥212,887	¥200,165
<i>Percent change from prior year</i> .....	<b>6.0%</b>	4.7%	4.0%	4.5%	6.4%	7.3%
Service charges .....	<b>230,723</b>	218,978	210,239	201,929	191,465	179,902
<i>Percent change from prior year</i> .....	<b>5.4</b>	4.2	4.1	5.5	6.4	4.9
Sales of merchandise.....	<b>26,286</b>	23,484	21,266	20,612	21,422	20,263
<i>Percent change from prior year</i> .....	<b>11.9</b>	10.4	3.2	(3.8)	5.7	34.2
Costs: .....	<b>141,310</b>	130,586	123,180	117,801	113,495	105,153
<i>As a percent of revenue</i> .....	<b>55.0</b>	53.9	53.2	52.9	53.3	52.5
Cost of service .....	<b>122,457</b>	113,816	108,349	103,887	98,381	91,157
<i>As a percent of service charges</i> .....	<b>53.1</b>	52.0	51.5	51.4	51.4	50.7
Cost of sales.....	<b>18,853</b>	16,770	14,831	13,914	15,114	13,996
<i>As a percent of merchandise sales</i> .....	<b>71.7</b>	71.4	69.7	67.5	70.6	69.1
Gross profit:.....	<b>115,699</b>	111,876	108,325	104,740	99,392	95,012
<i>As a percent of revenue</i> .....	<b>45.0</b>	46.1	46.8	47.1	46.7	47.5
Gross profit on service.....	<b>108,266</b>	105,162	101,890	98,042	93,084	88,745
<i>As a percent of service charges</i> .....	<b>46.9</b>	48.0	48.5	48.6	48.6	49.3
Gross profit on sales .....	<b>7,433</b>	6,714	6,435	6,698	6,308	6,267
<i>As a percent of merchandise sales</i> .....	<b>28.3</b>	28.6	30.3	32.5	29.4	30.9
Selling, general and administrative expenses.....	<b>62,485</b>	60,212	58,186	61,572	58,627	57,115
<i>As a percent of revenue</i> .....	<b>24.3</b>	24.8	25.1	27.7	27.6	28.6
Operating profit.....	<b>53,214</b>	51,664	50,139	43,168	40,765	37,897
<i>As a percent of revenue</i> .....	<b>20.7</b>	21.3	21.7	19.4	19.1	18.9
Other income (expenses)						
Interest dividends .....	<b>7,212</b>	5,210	5,198	4,230	3,731	3,653
Interest expense .....	<b>(269)</b>	(15)	(18)	(36)	(101)	(606)
Other expense.....	<b>(6,918)</b>	(4,822)	(4,804)	(3,887)	(3,091)	(2,215)
Ordinary profit.....	<b>53,239</b>	52,037	50,515	43,475	41,304	38,729
<i>As a percent of revenue</i> .....	<b>20.7</b>	21.5	21.8	19.5	19.4	19.3
Extraordinary profit.....	<b>23,247</b>	5,427	12,073	—	—	7,036
Extraordinary loss .....	<b>(24,570)</b>	(5,810)	(12,168)	—	—	(7,040)
Income before income taxes.....	<b>51,916</b>	51,654	50,420	43,475	41,304	38,725
<i>As a percent of revenue</i> .....	<b>20.2</b>	21.3	21.8	19.5	19.4	19.3
Provision for income taxes.....	<b>21,320</b>	21,382	24,343	19,491	18,773	17,710
<i>Effective tax rate</i> .....	<b>41.1</b>	41.4	48.3	44.8	45.5	45.7
Net income .....	<b>30,596</b>	30,272	26,077	23,984	22,531	21,015
<i>As a percent of revenue</i> .....	<b>11.9</b>	12.5	11.3	10.8	10.6	10.5
<i>Percent change from prior year</i> .....	<b>1.1</b>	16.1	8.7	6.4	7.2	8.9