



*Keio Corporation*

# ***FACT BOOK 2011***

*Last five-year Summary(Consolidated)*

(連絡先)

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## Financial statements [Consolidated]

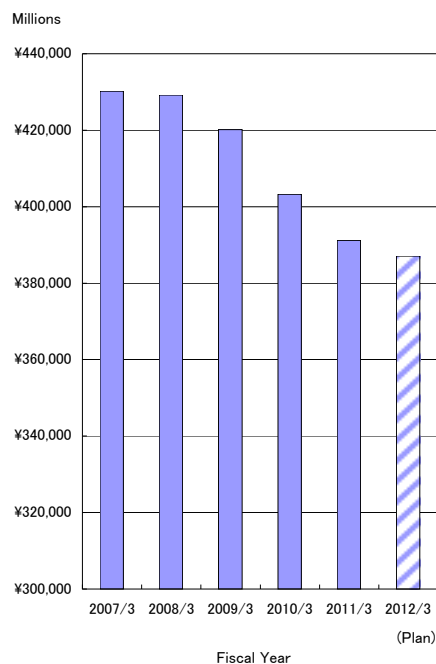
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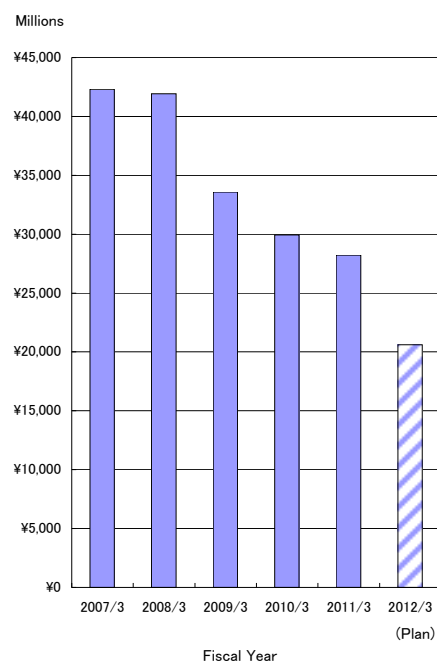
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データ・ハイライト〔連結〕  
Data highlights [Consolidated]

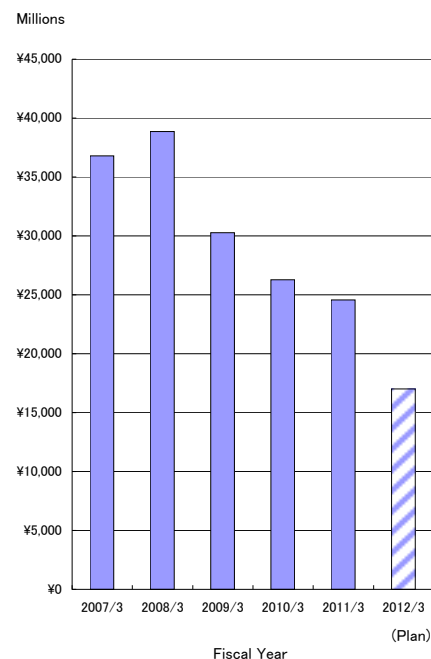
営業収益  
Operating revenue



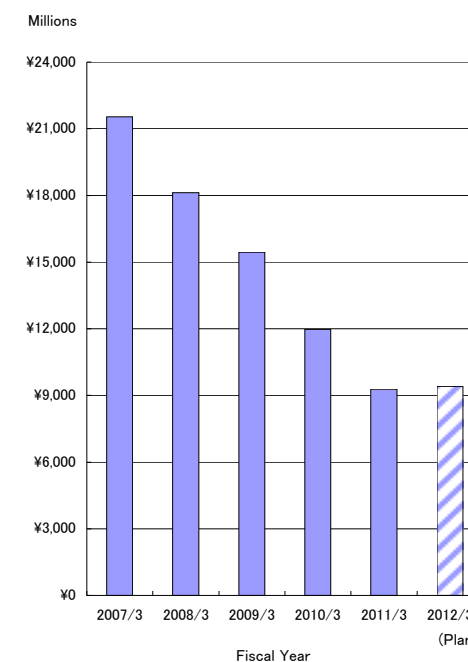
営業利益  
Operating income



経常利益  
Ordinary income



当期純利益  
Net income



	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3 (Plan)
営業収益 Operating revenues	430,197	429,190	420,150	403,247	<b>391,172</b>	387.1
営業利益 Operating income	42,298	41,941	33,581	29,947	<b>28,221</b>	20.6
経常利益 Ordinary income	36,795	38,872	30,260	26,264	<b>24,576</b>	17.0
当期純利益 Net income	21,539	18,129	15,446	11,976	<b>9,276</b>	9.4

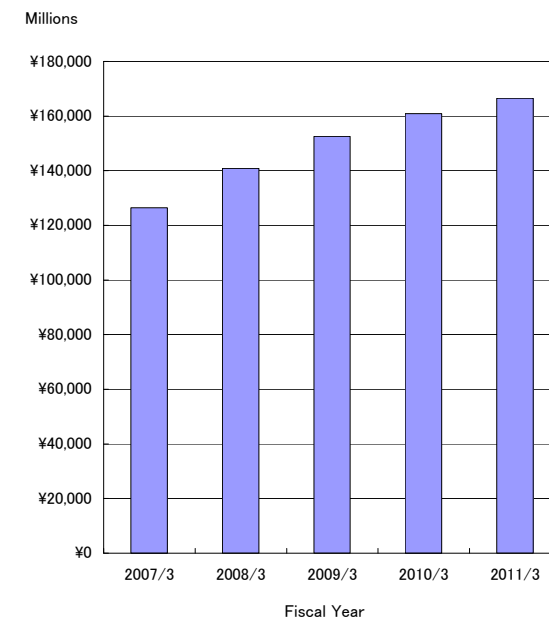
(100万円/¥-mil.) (10億円/¥-bil.)

データ・ハイライト〔連結〕  
Data highlights [Consolidated]

総資産と純資産  
Total assets & Net assets



利益剰余金  
Retained earnings

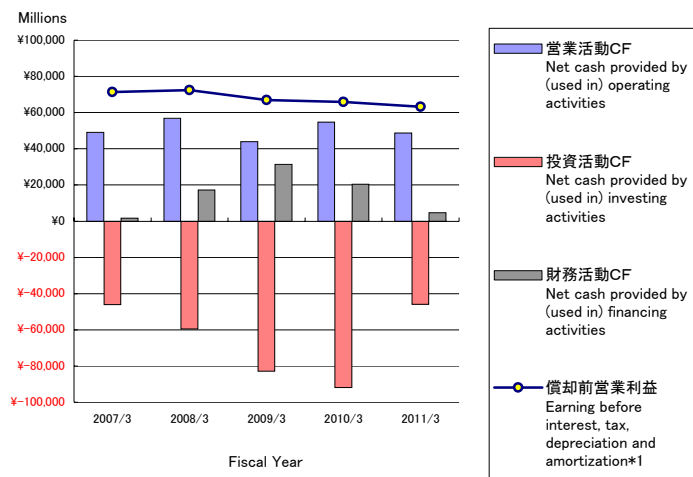


(100万円/¥-mil.)

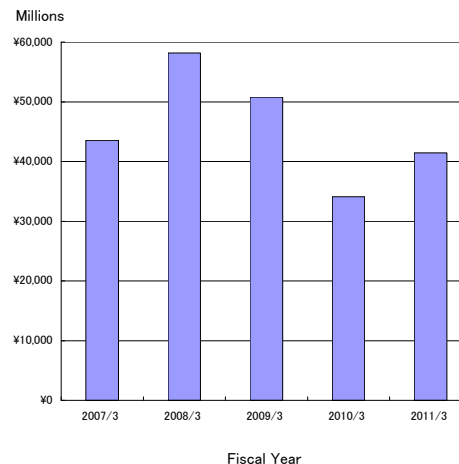
	2007/3	2008/3	2009/3	2010/3	2011/3
総資産 Total assets	648,161	660,161	692,091	731,728	<b>746,979</b>
純資産 Net assets	246,629	244,185	238,873	249,521	<b>251,405</b>
自己資本比率 Equity ratio	38.1%	37.0%	34.5%	34.1%	<b>33.7%</b>
利益剰余金 Retained earnings	126,389	140,812	152,572	160,882	<b>166,492</b>

データ・ハイライト〔連結〕  
Data highlights〔Consolidated〕

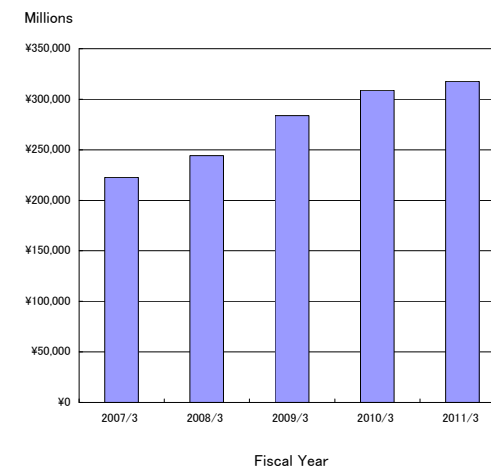
キャッシュ・フロー  
Cash flows



現金及び現金同等物の期末残高  
Cash and cash equivalents at end of period



有利子負債  
Interest-bearing debt



	2007/3	2008/3	2009/3	2010/3	2011/3
営業活動CF Net cash provided by (used in) operating activities	49,086	56,881	43,986	54,663	48,630
投資活動CF Net cash provided by (used in) investing activities	△ 46,110	△ 59,428	△ 82,844	△ 91,813	△ 45,940
財務活動CF Net cash provided by (used in) financing activities	1,733	17,194	31,474	20,448	4,673
償却前営業利益 Earning before interest, tax, depreciation and amortization*1	71,390	72,381	67,014	65,819	63,257
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	43,516	58,167	50,784	34,090	41,461

\*1 償却前営業利益 = 営業利益 + 減価償却費

Earning before interest, tax, depreciation and amortization = Operating income + Depreciation and amortization

	2007/3	2008/3	2009/3	2010/3	2011/3
有利子負債 Interest-bearing debt*2	222,531	244,254	283,794	308,748	317,762
短期借入金 Short-term loans payable	52,720	52,097	51,965	49,588	51,807
(1年内長期借入金) Current portion of long-term loans payable	(12,121)	(12,308)	(11,366)	(8,739)	(8,848)
1年内償還社債 Current portion of bonds	10,000	10,000	—	—	—
長期借入金 Long-term loans payable	98,836	104,027	123,491	130,501	136,943
社債 Bonds payable	55,932	76,512	107,092	127,672	128,251
鉄道・運輸機構未払金 Long-term accounts payable from other financial institutions	5,042	1,616	1,245	986	759

\*2 有利子負債 = 借入金 + 社債 + 鉄道建設・運輸施設整備支援機構未払金

Interest-bearing debt = Borrowings + Bonds + Long-term accounts payable from other financial institutions

## 財務諸表〔連結〕 Financial statements〔Consolidated〕

### 連結貸借対照表 Consolidated balance sheets

	2007/3	2008/3	2009/3	2010/3	(100万円/¥-mil.) 2011/3
<b>資産の部 Assets</b>					
<b>流動資産 Current assets</b>	106,687	118,358	110,681	92,251	<b>95,534</b>
現金及び預金 Cash and deposits	29,546	49,199	47,806	29,112	<b>41,482</b>
受取手形及び売掛金 Notes and accounts receivable-trade	34,251	31,990	30,927	31,839	<b>27,635</b>
短期貸付金 Short-term loans receivable	14,533	9,385	3,349	—	—
有価証券 Short-term investment securities	1	15	—	—	—
たな卸資産 Inventories	22,130	20,885	—	—	—
商品及び製品 Merchandise and finished goods	—	—	16,808	16,483	<b>15,690</b>
仕掛品 Work in process	—	—	2,974	1,928	<b>682</b>
原材料及び貯蔵品 Raw materials and supplies	—	—	1,095	1,394	<b>1,438</b>
繰延税金資産 Deferred tax assets	3,693	3,752	4,268	3,389	<b>2,990</b>
その他 Other	2,812	3,311	3,604	8,245	<b>5,739</b>
貸倒引当金 Allowance for doubtful accounts	△ 281	△ 181	△ 155	△ 142	<b>△ 124</b>
<b>固定資産 Noncurrent assets</b>	541,473	541,803	581,410	639,477	<b>651,445</b>
<b>有形固定資産 Property, plant and equipment</b>	430,482	464,024	518,695	562,414	<b>580,318</b>
建物及び構築物(純額) Buildings and structures, net	238,935	236,901	243,038	249,540	<b>246,600</b>
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	35,513	38,187	43,856	51,228	<b>45,569</b>
土地 Land	116,844	133,369	149,992	164,888	<b>166,729</b>
建設仮勘定 Construction in progress	28,822	44,623	70,154	87,264	<b>113,156</b>
その他(純額) Other, net	10,365	10,943	11,653	9,493	<b>8,263</b>
<b>無形固定資産 Intangible assets</b>	4,602	5,457	5,486	6,336	<b>6,781</b>
<b>投資その他の資産 Investments and other assets</b>	106,388	72,320	57,227	70,725	<b>64,344</b>
投資有価証券 Investment securities	85,449	53,771	31,726	48,950	<b>42,630</b>
長期貸付金 Long-term loans receivable	572	568	—	—	—
繰延税金資産 Deferred tax assets	7,444	7,972	14,960	13,721	<b>13,967</b>
その他 Other	13,076	10,335	10,991	8,453	<b>8,088</b>
貸倒引当金 Allowance for doubtful accounts	△ 154	△ 326	△ 451	△ 400	<b>△ 341</b>
<b>資産合計 Total Assets</b>	<b>648,161</b>	<b>660,161</b>	<b>692,091</b>	<b>731,728</b>	<b>746,979</b>
<b>《参考》 Reference</b>	2007/3	2008/3	2009/3	2010/3	2011/3
<b>有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment</b>					
取得 Acquired	52,787	70,667	90,596	82,542	<b>55,275</b>
償却 Amortization	△ 28,243	△ 29,807	△ 31,733	△ 34,219	<b>△ 33,571</b>
除却 Retirement	△ 2,098	△ 2,446	△ 2,175	△ 1,887	<b>△ 1,714</b>
その他 Other	△ 3,691	△ 4,870	△ 2,016	△ 2,717	<b>△ 2,085</b>
計 Total	18,754	33,542	54,670	43,719	<b>17,903</b>
<b>投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities</b>					
投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities	△ 14,607	△ 28,331	△ 22,603	4,131	<b>△ 6,236</b>

## 財務諸表〔連結〕

### Financial statements〔Consolidated〕

#### 連結貸借対照表 Consolidated balance sheets

	2007/3	2008/3	2009/3	2010/3	(100万円/¥-mil.) 2011/3
<b>負債の部 Liabilities</b>					
<b>流動負債 Current liabilities</b>	172,156	179,443	167,850	171,976	177,948
支払手形及び買掛金 Notes and accounts payable-trade	23,559	20,517	20,287	17,361	16,011
短期借入金 Short-term loans payable	52,720	52,097	51,965	49,588	51,807
1年以内償還社債 Current portion of bonds	10,000	10,000	—	—	—
未払法人税等 Income taxes payable	8,090	11,110	3,246	5,041	4,864
前受金 Advances received	16,165	21,818	28,621	35,060	43,606
繰延税金負債 Deferred tax liabilities	—	—	72	74	—
賞与引当金 Provision for bonuses	2,572	2,423	2,352	2,090	2,189
役員賞与引当金 Provision for directors' bonuses	95	95	95	90	—
その他の引当金 Other provision	268	1,515	1,453	1,749	1,863
その他 Other	58,685	59,866	59,754	60,920	57,606
<b>固定負債 Noncurrent liabilities</b>	227,029	236,532	285,368	310,231	317,625
社債 Bonds payable	55,932	76,512	107,092	127,672	128,251
長期借入金 Long-term loans payable	98,836	104,027	123,491	130,501	136,943
長期未払金 Long-term accounts payable-other	5,094	1,647	—	—	—
繰延税金負債 Deferred tax liabilities	15,031	384	—	17	49
退職給付引当金 Provision for retirement benefits	24,788	24,843	24,814	23,963	22,557
その他 Other	27,344	29,116	29,970	28,076	29,823
特別法上の準備金 Reserve under special act	2,346	—	—	—	—
特定都市鉄道整備準備金 Special reserve for expansion of railway transport capacity	2,346	—	—	—	—
<b>負債合計 Total liabilities</b>	401,531	415,976	453,218	482,207	495,574
<b>純資産の部 Net assets</b>					
<b>株主資本 Shareholders' equity</b>	212,125	226,482	234,582	242,772	248,360
資本金 Capital stock	59,023	59,023	59,023	59,023	59,023
資本剰余金 Capital surplus	42,022	42,025	42,010	42,010	42,009
利益剰余金 Retained earnings	126,389	140,812	152,572	160,882	166,492
自己株式 Treasury stock	△ 15,310	△ 15,380	△ 19,024	△ 19,143	△ 19,165
その他の包括利益累計額 Accumulated other comprehensive income	34,504	17,703	4,290	6,748	3,044
その他有価証券評価差額金 Valuation difference on available-for-sale securities	34,504	17,703	4,290	6,748	3,044
<b>純資産合計 Total net assets</b>	246,629	244,185	238,873	249,521	251,405
<b>負債純資産合計 Total liabilities and net assets</b>	648,161	660,161	692,091	731,728	746,979

## 財務諸表〔連結〕

### Financial statements〔Consolidated〕

#### 連結損益計算書 Consolidated statements of income

	2007/3	2008/3	2009/3	2010/3	(100万円/¥-mil.) 2011/3
<b>営業損益 Operating income and expenses</b>					
営業収益 Operating revenue	430,197	429,190	420,150	403,247	391,172
営業費 Operating expenses	387,899	387,248	386,569	373,299	362,950
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	340,239	339,426	338,688	326,042	317,143
販売費及び一般管理費 Selling, general and administrative expenses	47,659	47,822	47,880	47,257	45,807
営業利益 Operating income	42,298	41,941	33,581	29,947	28,221
<b>営業外損益 Non operating income and expenses</b>					
営業外収益 Non-operating income	2,291	2,464	2,557	2,118	2,501
受取利息及び受取配当金 Interest income and dividends income	1,019	1,128	1,015	642	910
匿名組合投資利益 Gain on investments in silent partnership	—	—	—	329	579
持分法による投資利益 Equity in earnings of affiliates	95	95	121	84	49
雑収入 Miscellaneous income	1,177	1,240	1,419	1,061	962
営業外費用 Non-operating expenses	7,794	5,533	5,878	5,801	6,146
支払利息 Interest expenses	5,397	4,896	5,116	5,374	5,521
雑支出 Miscellaneous expenses	2,396	636	761	426	625
経常利益 Ordinary income	36,795	38,872	30,260	26,264	24,576
<b>特別損益 Extraordinary profit and loss</b>					
特別利益 Extraordinary income	4,997	4,943	1,347	996	2,961
工事負担金等受入額 Contribution for construction	2,223	1,208	880	446	1,071
SFカード未使用分受入額 Gain on unused amounts of stored fare cards	—	—	—	129	684
固定資産売却益 Gain on sales of noncurrent assets	135	453	225	60	514
償却債権取立益 Gain on bad debts recovered	—	—	—	193	—
特定都市鉄道整備準備金取崩額 Reversal of special reserve for expansion of railway transport capacity	2,346	2,346	—	—	—
投資有価証券売却益 Gain on sales of investment securities	—	371	—	—	—
年金資産返還時数理差異償却額 Gain on actuarial assumptions in retirement benefits	—	367	—	—	—
その他 Other	292	196	241	166	692
特別損失 Extraordinary loss	5,090	12,576	4,353	5,328	6,669
固定資産除却損 Loss on retirement of noncurrent assets	1,228	1,245	1,172	2,139	3,246
減損損失 Impairment loss	1,037	4,226	656	362	1,359
固定資産圧縮損 Loss on reduction of noncurrent assets	2,198	1,629	920	450	1,073
退店補償金 Compensation for tenants closing	—	3,113	782	1,005	348
固定資産売却損 Loss on sales of noncurrent assets	134	58	65	139	21
投資有価証券評価損 Loss on revaluation of investments in securities	—	1,068	—	—	—
商品券等回収損失引当金繰入額 Provision of reserve for loss from redemption of gift vouchers for prior periods	—	355	—	—	—
特別退職金 Special retirement payments	123	—	—	—	—
その他 Other	368	880	756	1,230	619
税金等調整前当期純利益 Income before income taxes and minority interests	36,702	31,239	27,254	21,932	20,869
法人税、住民税及び事業税 Income taxes-current	13,668	16,814	10,431	9,492	8,949
法人税等調整額 Income taxes-deferred	1,494	△ 3,704	1,376	463	2,642
少数株主損益調整前当期純利益 Income before minority interests	—	—	—	—	9,276
当期純利益 Net income	21,539	18,129	15,446	11,976	9,276



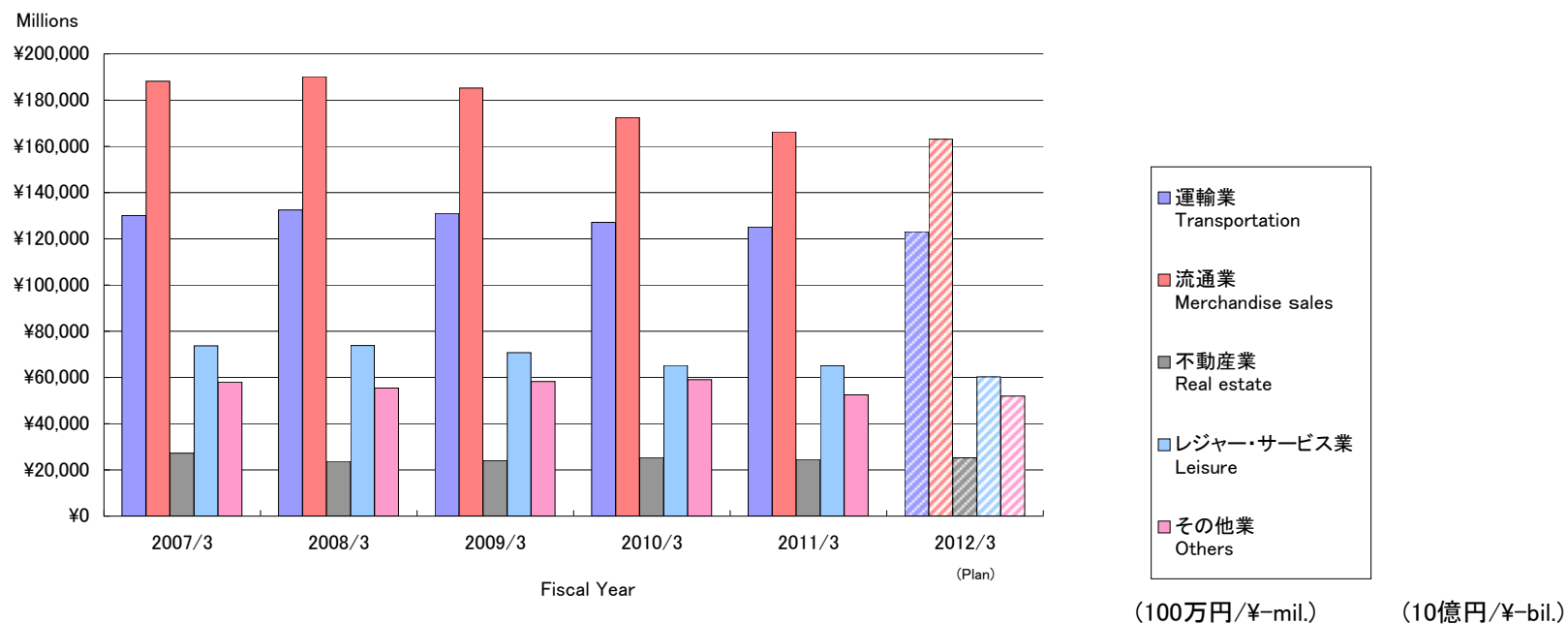
## 財務諸表〔連結〕 Financial statements [Consolidated]

### 連結キャッシュ・フロー計算書 Consolidated statements of cash flows

	2007/3	2008/3	2009/3	2010/3	(100万円/¥-mil.) 2011/3
税金等調整前当期純利益 Income before income taxes and minority interests	36,702	31,239	27,254	21,932	20,869
減価償却費 Depreciation and amortization	29,091	31,084	33,432	35,871	35,036
減損損失 Impairment loss	1,037	4,226	656	362	1,359
退職給付引当金の増減額(△は減少) Increase (decrease) in provision for retirement benefits	△ 481	55	△ 29	△ 851	△ 1,405
前払年金費用の増減額(△は増加) Decrease (increase) in prepaid pension costs	△ 3,428	2,146	△ 611	2,371	201
特定都市鉄道整備準備金の増減額(△は減少) Increase (decrease) in special reserve for expansion of railway transport capacity	△ 2,346	△ 2,346	—	—	—
たな卸資産評価損 Loss on valuation of inventories	—	—	42	1	—
販売用土地評価損 Loss on valuation of land for sale	40	16	1	12	98
投資有価証券評価損益(△は益) Loss (gain) on valuation of investment securities	19	1,068	163	33	7
固定資産除却損 Loss on retirement of noncurrent assets	2,114	2,482	2,262	2,052	1,735
固定資産圧縮損 Loss on reduction of noncurrent assets	2,198	1,629	920	450	1,073
受取利息及び受取配当金 Interest and dividends income	△ 1,019	△ 1,128	△ 1,015	△ 642	△ 910
支払利息 Interest expenses	5,397	4,896	5,116	5,374	5,521
社債償還損 Loss on redemption of bonds	1,623	—	—	—	—
投資有価証券売却損益(△は益) Loss (gain) on sales of investment securities	—	△ 371	—	△ 72	—
工事負担金等受入額 Proceeds from contribution for construction	△ 2,223	△ 1,208	△ 880	△ 446	△ 1,071
退店補償金 Compensation for tenants closing	—	3,113	782	1,005	348
営業債権の増減額(△は増加) Decrease (increase) in operating receivables	△ 6,619	2,238	356	△ 1,646	4,127
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	3,622	888	△ 138	2,583	1,899
営業債務の増減額(△は減少) Increase (decrease) in operating debt	1,904	△ 4,422	△ 559	54	△ 1,633
その他 Other, net	1,408	46	△ 1,418	△ 162	△ 4,393
小計 Subtotal	69,044	75,653	66,334	68,284	62,863
利息及び配当金の受取額 Interest and dividends income received	1,022	1,133	1,020	645	914
利息の支払額 Interest expenses paid	△ 5,098	△ 4,226	△ 4,495	△ 4,740	△ 4,919
退店補償金の支払額 Compensation paid for tenants closing	—	△ 2,000	△ 603	△ 1,630	△ 1,120
法人税等の支払額 Income taxes paid	△ 15,882	△ 13,679	△ 18,269	△ 7,895	△ 9,108
<b>営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities</b>	<b>49,086</b>	<b>56,881</b>	<b>43,986</b>	<b>54,663</b>	<b>48,630</b>
有形固定資産の取得による支出 Purchase of property, plant and equipment	△ 49,815	△ 67,274	△ 88,669	△ 85,173	△ 53,365
工事負担金等受入による収入 Proceeds from contribution received for construction	6,399	7,119	7,122	8,466	7,767
投資有価証券の取得による支出 Purchase of investment securities	△ 711	△ 703	△ 628	△ 13,297	△ 16
投資有価証券の売却及び償還による収入 Proceeds from sales and redemption of investment securities	87	3,434	22	325	279
その他 Other, net	△ 2,070	△ 2,003	△ 690	△ 2,134	△ 605
<b>投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities</b>	<b>△ 46,110</b>	<b>△ 59,428</b>	<b>△ 82,844</b>	<b>△ 91,813</b>	<b>△ 45,940</b>
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	859	△ 810	810	249	2,110
長期借入れによる収入 Proceeds from long-term loans payable	19,950	17,500	30,830	15,750	15,290
長期借入金の返済による支出 Repayment of long-term loans payable	△ 18,313	△ 12,121	△ 12,308	△ 11,366	△ 8,739
社債の発行による収入 Proceeds from issuance of bonds	25,352	29,844	29,878	19,908	—
社債の償還による支出 Redemption of bonds	△ 21,623	△ 10,000	△ 10,000	—	—
長期未払金の返済による支出 Payments for long-term accounts payable-other	△ 680	△ 3,447	—	—	—
自己株式の取得による支出 Purchase of treasury stock	△ 117	△ 91	△ 3,819	△ 142	△ 26
配当金の支払額 Cash dividends paid	△ 3,706	△ 3,705	△ 3,683	△ 3,660	△ 3,660
その他 Other, net	12	25	△ 232	△ 290	△ 299
<b>財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities</b>	<b>1,733</b>	<b>17,194</b>	<b>31,474</b>	<b>20,448</b>	<b>4,673</b>
現金及び現金同等物に係る換算差額 Effect of exchange rate change on cash and cash equivalents	4	3	1	6	7
現金及び現金同等物の増減額(△は減少) Net increase (decrease) in cash and cash equivalents	4,713	14,650	△ 7,382	△ 16,694	7,371
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	38,802	43,516	58,167	50,784	34,090
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	43,516	58,167	50,784	34,090	41,461

セグメント情報  
Segment information

営業収益 Operating revenue



	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3(Plan)
運輸業 Transportation	130,097	132,453	130,956	127,099	<b>125,081</b>	123.1
流通業 Merchandise sales	188,240	190,141	185,237	172,455	<b>166,316</b>	163.1
不動産業 Real estate	27,201	23,745	23,964	25,330	<b>24,601</b>	25.2
レジャー・サービス業 Leisure	73,718	73,835	70,684	65,200	<b>65,148</b>	60.3
その他業 Others	57,933	55,451	58,305	59,100	<b>52,463</b>	51.9
合計 Total	477,191	475,627	469,148	449,187	<b>433,611</b>	423.7
消去 Elimination	( 46,994 )	( 46,437 )	( 48,997 )	( 45,940 )	( <b>42,439</b> )	( 36.6 )
連結 Consolidated	430,197	429,190	420,150	403,247	<b>391,172</b>	387.1

## セグメント情報

## Segment information

## 営業収益の明細 Operating revenue transaction

(100万円/¥-mil.)

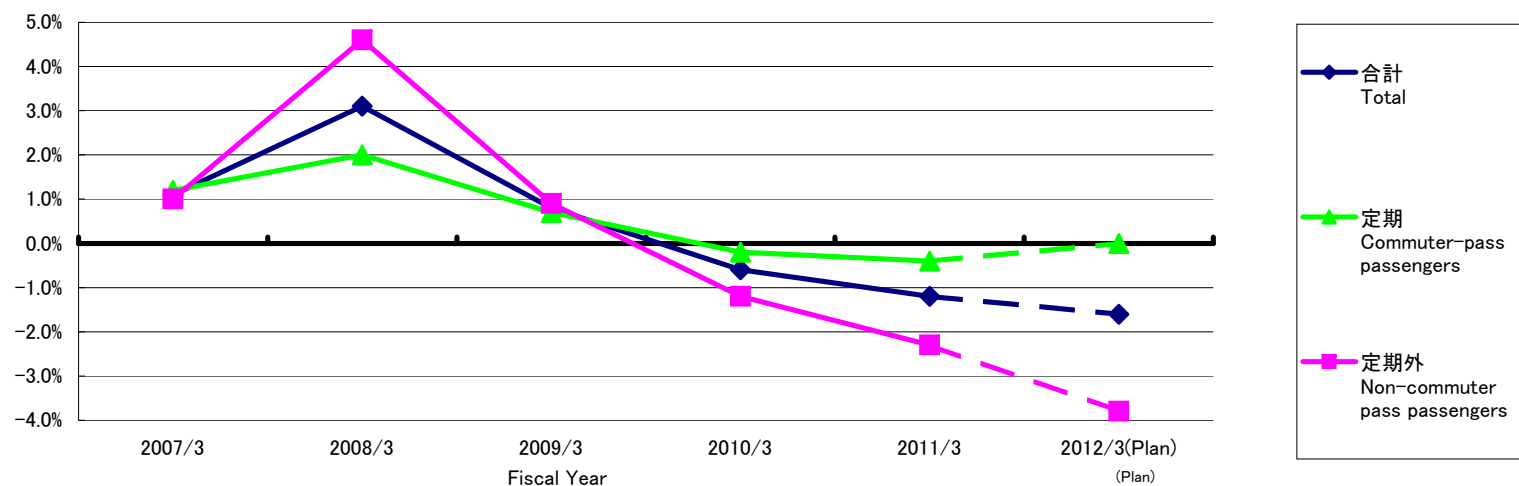
	2007/3	2008/3	2009/3	2010/3	2011/3
<b>運輸業 Transportation</b>					
鉄道事業 Railways	81,238	82,902	82,680	81,500	<b>79,826</b>
バス事業 Bus services	28,141	28,610	28,844	28,104	<b>28,437</b>
タクシー業 Taxi services	14,604	14,665	13,749	12,306	<b>11,794</b>
その他 Others	3,101	3,156	2,554	2,226	<b>2,170</b>
セグメント間取引 Intersegment	3,011	3,118	3,129	2,962	<b>2,852</b>
合計 Total	130,097	132,453	130,956	127,099	<b>125,081</b>
<b>流通業 Merchandise sales</b>					
百貨店業 Department stores	111,628	110,620	104,939	96,444	<b>92,103</b>
ストア業 Retail stores	39,761	40,865	41,317	38,306	<b>37,682</b>
書籍販売業 Retail stores for books	11,191	11,816	12,439	11,746	<b>10,869</b>
駅売店業 Retail stores at stations	9,657	9,733	9,753	9,463	<b>8,805</b>
その他 Others	13,472	14,402	14,523	14,484	<b>14,527</b>
セグメント間取引 Intersegment	2,528	2,703	2,263	2,010	<b>2,328</b>
合計 Total	188,240	190,141	185,237	172,455	<b>166,316</b>
<b>不動産業 Real estate</b>					
不動産賃貸業 Land and building leasing	15,455	16,850	17,119	18,048	<b>17,980</b>
不動産販売業 Development for selling by lots	8,485	3,303	3,151	3,823	<b>3,291</b>
その他 Others	1,294	1,508	1,383	1,161	<b>1,286</b>
セグメント間取引 Intersegment	1,965	2,082	2,310	2,296	<b>2,042</b>
合計 Total	27,201	23,745	23,964	25,330	<b>24,601</b>
<b>レジャー・サービス業 Leisure</b>					
ホテル業 Hotels	37,163	37,292	35,459	34,156	<b>33,447</b>
旅行業 Travel services	18,706	18,641	18,058	16,021	<b>16,028</b>
広告代理業 Advertising services	5,875	5,805	5,270	4,479	<b>5,093</b>
その他 Others	6,349	6,676	6,586	6,156	<b>5,904</b>
セグメント間取引 Intersegment	5,622	5,420	5,309	4,386	<b>4,674</b>
合計 Total	73,718	73,835	70,684	65,200	<b>65,148</b>
<b>その他業 Others</b>					
ビル総合管理業 Building maintenance	8,666	8,775	9,156	9,069	<b>9,202</b>
車両整備業 Railway car maintenance	6,453	5,761	5,901	6,631	<b>6,067</b>
建築・土木業 Construction	8,171	7,015	6,287	8,126	<b>5,634</b>
その他 Others	776	787	976	989	<b>1,017</b>
セグメント間取引 Intersegment	33,865	33,112	35,984	34,283	<b>30,542</b>
合計 Total	57,933	55,451	58,305	59,100	<b>52,463</b>

セグメント情報  
Segment information

鉄道輸送人員 Passengers transported (Railways) (千人 Thousands of people)

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3(Plan)
定期 Commuter-pass passengers	355,858	363,097	365,559	364,696	<b>363,257</b>	363,408
通勤 Commuter-pass passengers	265,076	272,275	274,679	272,785	<b>269,848</b>	268,743
通学 Commuter-pass passengers (Students)	90,782	90,822	90,880	91,911	<b>93,409</b>	94,665
定期外 Non-commuter pass passengers	257,362	269,291	271,621	268,479	<b>262,182</b>	252,278
合計 Total	613,220	632,388	637,180	633,175	<b>625,439</b>	615,686

鉄道輸送人員の対前年増減率 Variation ratio against previous year of passengers transported (Railways)



(%, percent)

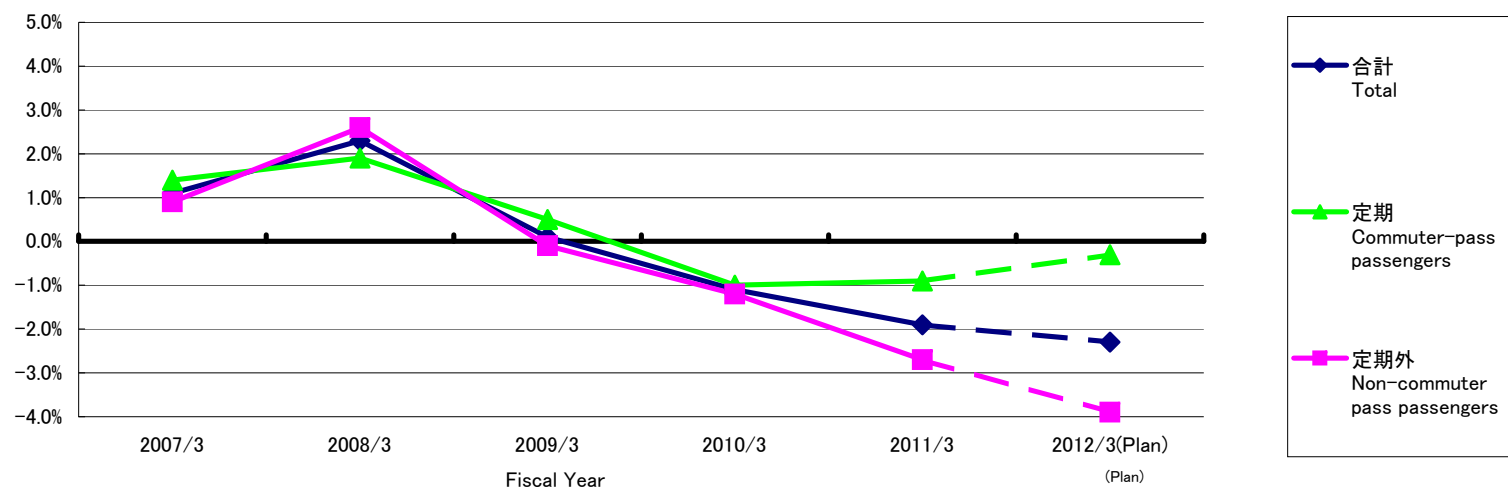
	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3(Plan)
定期 Commuter-pass passengers	1.2	2.0	0.7	△ 0.2	△ 0.4	0.0
通勤 Commuter-pass passengers	2.1	2.7	0.9	△ 0.7	△ 1.1	△ 0.4
通学 Commuter-pass passengers (Students)	△ 1.4	0.0	0.1	1.1	1.6	1.3
定期外 Non-commuter pass passengers	1.0	4.6	0.9	△ 1.2	△ 2.3	△ 3.8
合計 Total	1.1	3.1	0.8	△ 0.6	△ 1.2	△ 1.6

セグメント情報  
Segment information

旅客運輸収入 Passenger revenues(Railways)

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3(Plan)
	(100万円/¥-mil.)					
定期 Commuter-pass passengers	33,170	33,786	33,948	33,624	<b>33,324</b>	33,238
通勤 Commuter-pass passengers	29,510	30,160	30,333	29,989	<b>29,631</b>	29,494
通学 Commuter-pass passengers (Students)	3,660	3,626	3,614	3,634	<b>3,693</b>	3,744
定期外 Non-commuter pass passengers	44,995	46,166	46,117	45,556	<b>44,320</b>	42,604
合計 Total	78,165	79,953	80,065	79,180	<b>77,644</b>	75,843

旅客運輸収入の対前年増減率 Variation ratio against previous year of Passenger revenues(Railways)



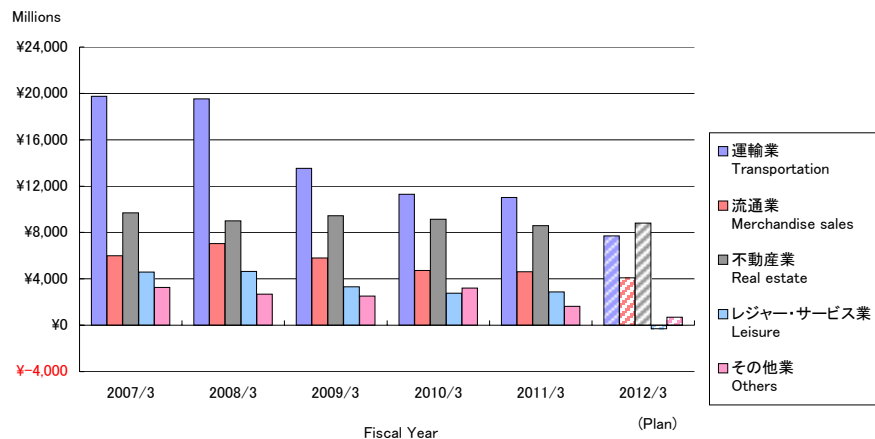
	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3(Plan)
定期 Commuter-pass passengers	1.4	1.9	0.5	△ 1.0	<b>△ 0.9</b>	△ 0.3
通勤 Commuter-pass passengers	1.8	2.2	0.6	△ 1.1	<b>△ 1.2</b>	△ 0.5
通学 Commuter-pass passengers (Students)	△ 1.9	△ 0.9	△ 0.3	0.5	<b>1.6</b>	1.4
定期外 Non-commuter pass passengers	0.9	2.6	△ 0.1	△ 1.2	<b>△ 2.7</b>	△ 3.9
合計 Total	1.1	2.3	0.1	△ 1.1	<b>△ 1.9</b>	△ 2.3

(% , percent)

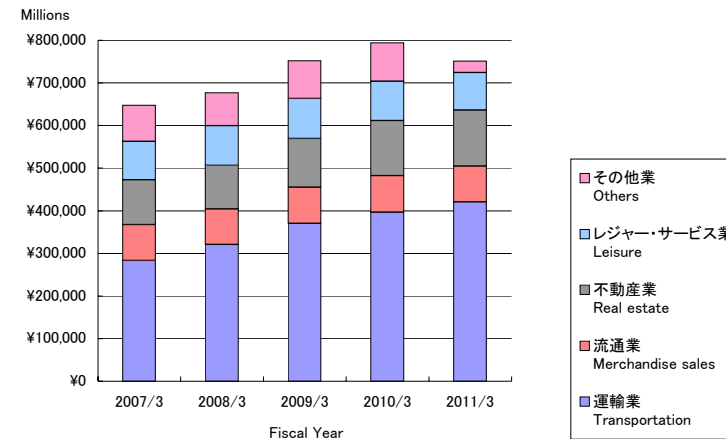
## セグメント情報

### Segment information

#### 営業利益 Operating income



#### 総資産 Total Assets



(100万円/¥-mil.) (10億円/¥-bil.)

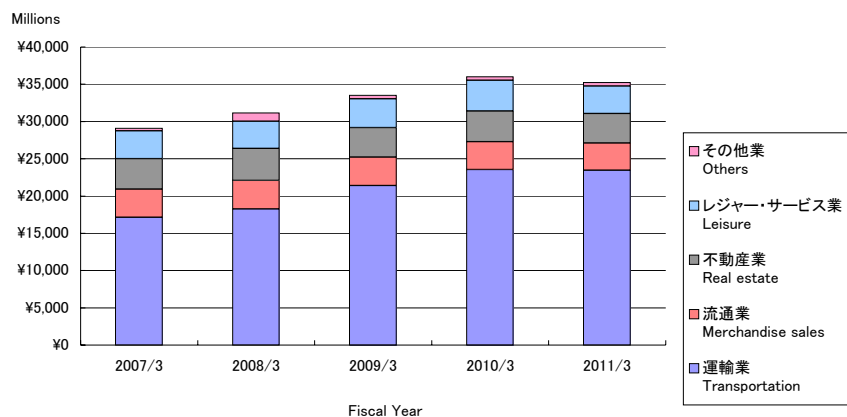
営業利益 Operating income	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3(Plan)
運輸業 Transportation	19,760	19,513	13,528	11,297	<b>11,009</b>	7.7
流通業 Merchandise sales	6,007	7,044	5,803	4,736	<b>4,629</b>	4.1
不動産業 Real estate	9,690	9,013	9,447	9,136	<b>8,579</b>	8.8
レジャー・サービス業 Leisure	4,595	4,650	3,310	2,777	<b>2,864</b>	△ 0.3
その他業 Others	3,257	2,691	2,514	3,198	<b>1,634</b>	0.7
合計 Total	43,312	42,913	34,604	31,147	<b>28,717</b>	21.1
消去 Elimination	( 1,013 )	( 972 )	( 1,023 )	( 1,199 )	( <b>496</b> )	( 0.4 )
連結 Consolidated	42,298	41,941	33,581	29,947	<b>28,221</b>	20.6

(100万円/¥-mil.)

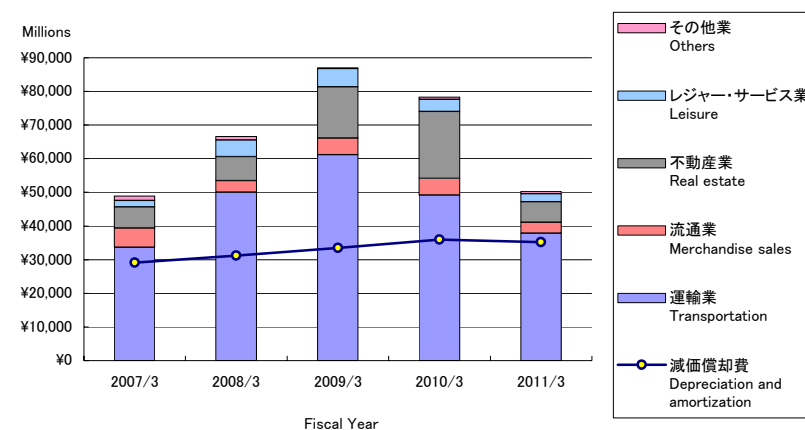
総資産 Total Assets	2007/3	2008/3	2009/3	2010/3	2011/3
運輸業 Transportation	283,292	320,682	370,646	396,713	<b>420,482</b>
流通業 Merchandise sales	83,820	83,592	84,442	85,605	<b>84,268</b>
不動産業 Real estate	105,169	102,242	114,158	129,337	<b>131,859</b>
レジャー・サービス業 Leisure	90,520	92,698	94,236	92,483	<b>87,834</b>
その他業 Others	84,889	77,297	88,763	89,902	<b>26,582</b>
合計 Total	647,692	676,513	752,247	794,042	<b>751,026</b>
消去 Elimination	( 468 )	( 16,351 )	( 60,155 )	( 62,313 )	( <b>4,047</b> )
連結 Consolidated	648,161	660,161	692,091	731,728	<b>746,979</b>

## セグメント情報 Segment information

### 減価償却費 Depreciation and amortization



### 減価償却費と設備投資 Depreciation and amortization & Capital expenditures



(100万円/¥-mil.)

#### 減価償却費 Depreciation and amortization

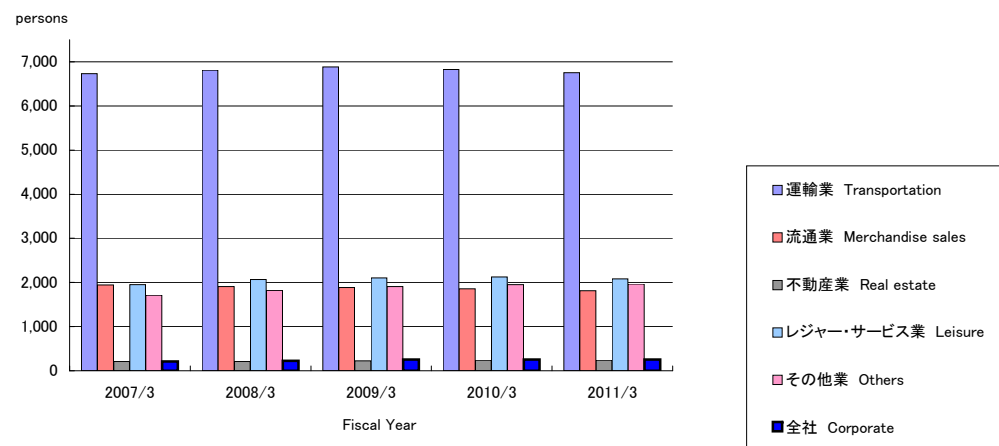
	2007/3	2008/3	2009/3	2010/3	2011/3
運輸業 Transportation	17,154	18,272	21,414	23,543	<b>23,455</b>
流通業 Merchandise sales	3,750	3,798	3,817	3,723	<b>3,648</b>
不動産業 Real estate	4,102	4,293	3,945	4,140	<b>3,968</b>
レジャー・サービス業 Leisure	3,719	3,682	3,875	4,126	<b>3,702</b>
その他業 Others	381	1,114	478	459	<b>452</b>
合計 Total	29,108	31,161	33,530	35,993	<b>35,228</b>
消去 Elimination	( 16 )	( 77 )	( 97 )	( 122 )	( 191 )
連結 Consolidated	29,091	31,084	33,432	35,871	<b>35,036</b>

#### 設備投資 Capital expenditures

	2007/3	2008/3	2009/3	2010/3	2011/3
運輸業 Transportation	33,662	50,020	61,180	49,219	<b>37,899</b>
流通業 Merchandise sales	5,759	3,402	4,946	4,874	<b>3,228</b>
不動産業 Real estate	6,213	7,133	15,212	19,936	<b>6,069</b>
レジャー・サービス業 Leisure	1,898	4,969	5,460	3,612	<b>2,382</b>
その他業 Others	1,342	1,031	184	642	<b>695</b>
合計 Total	48,877	66,556	86,984	78,285	<b>50,275</b>
消去 Elimination	( 848 )	( 821 )	( 988 )	( 660 )	( 733 )
連結 Consolidated	48,028	65,735	85,996	77,624	<b>49,541</b>

## セグメント情報 Segment information

### 従業員数 Numbers of employee



(人 persons)

従業員数 Numbers of employee	2007/3	2008/3	2009/3	2010/3	2011/3
運輸業 Transportation	6,731	6,812	6,882	6,827	<b>6,753</b>
流通業 Merchandise sales	1,944	1,909	1,884	1,859	<b>1,813</b>
不動産業 Real estate	207	211	222	237	<b>236</b>
レジャー・サービス業 Leisure	1,954	2,064	2,100	2,127	<b>2,081</b>
その他業 Others	1,709	1,820	1,905	1,948	<b>1,964</b>
全社 Corporate	210	225	251	252	<b>253</b>
連結 Consolidated	12,755	13,041	13,244	13,250	<b>13,100</b>