



あなたと あたらしい あしたへ —— 京王グループ



Keio Corporation

FACT BOOK 2021-2Q

2nd Quarter ended September 30, 2021

Last five-year Summary (Consolidated)

本資料に記載されている業績見通し等の将来に関する記述は、当社が現在入手している情報および合理的であると判断する一定の前提に基づいており、実際の業績等は様々な要因により大きく異なる可能性があります。

This document includes projections based on certain forecast/assumptions made at the time of publication.
Actual performance may differ from forecast figures due to various factors.

(連絡先)

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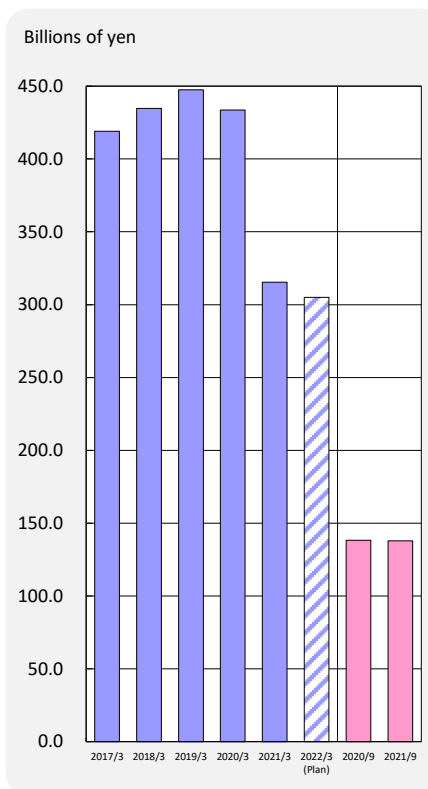
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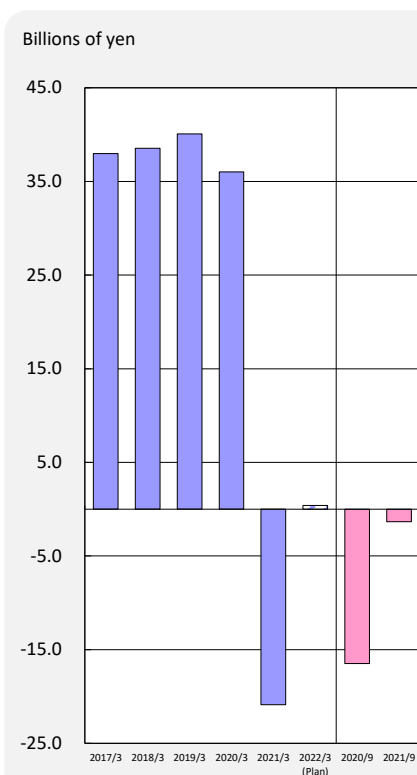
データ・ハイライト〔連結〕

Data highlights [Consolidated]

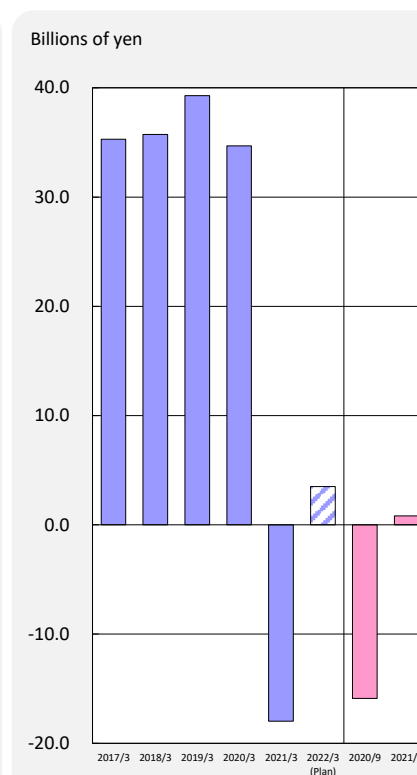
■ 営業収益
Operating revenues



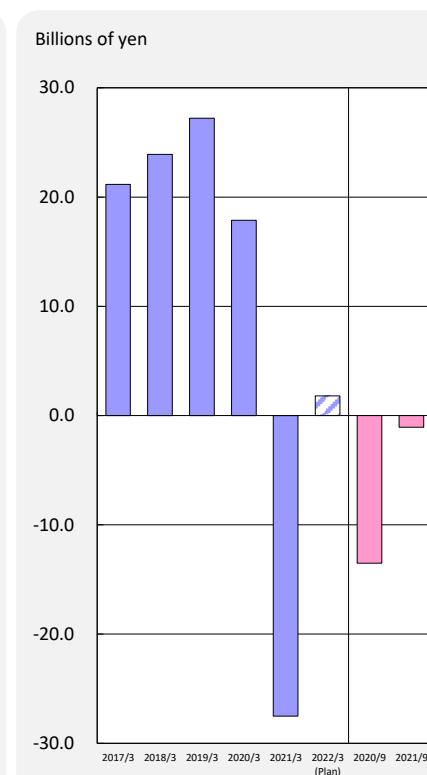
■ 営業利益又は営業損失
Operating profit (loss)



■ 経常利益又は経常損失
Ordinary profit (loss)



■ 親会社株主に帰属する当期（四半期）純利益
又は親会社株主に帰属する当期（四半期）純損失



(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3(Plan)	2020/9	2021/9
営業収益 Operating revenues	418,996	434,697	447,508	433,669	315,439	305,000	138,249	137,866
営業利益又は営業損失 Operating profit (loss)	37,976	38,537	40,078	36,024	-20,866	400	-16,481	-1,337
経常利益又は経常損失 Ordinary profit (loss)	35,285	35,728	39,281	34,684	-17,980	3,500	-15,891	816
親会社株主に帰属する当期（四半期）純利益 又は親会社株主に帰属する当期（四半期）純損失 Profit (loss) attributable to owners of parent	21,168	23,897	27,213	17,875	-27,519	1,800	-13,515	-1,070

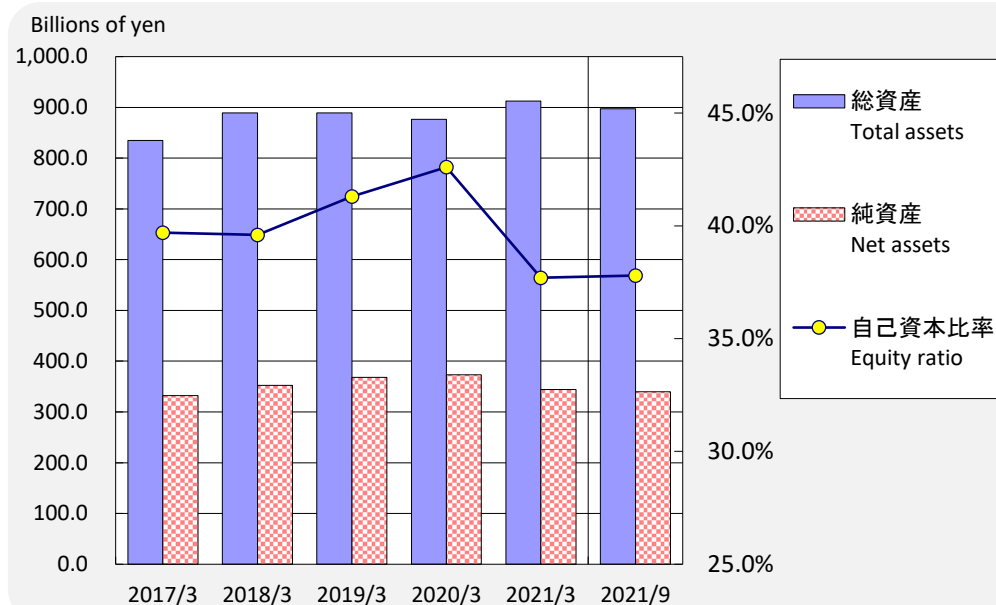
* 2022年3月期の期首より、「収益認識に関する会計基準」等を適用している。Accounting Standard for Revenue Recognition and other standards applied as of beginning of fiscal year ending March 31, 2022.

* 下段()は「収益認識に関する会計基準」等適用前の数値を記載している。Parenthesis below show figures prior to application of Accounting Standard for Revenue Recognition

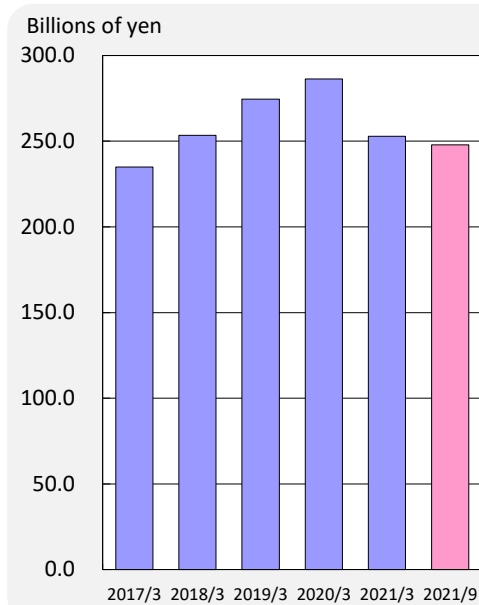
データ・ハイライト〔連結〕

Data highlights〔Consolidated〕

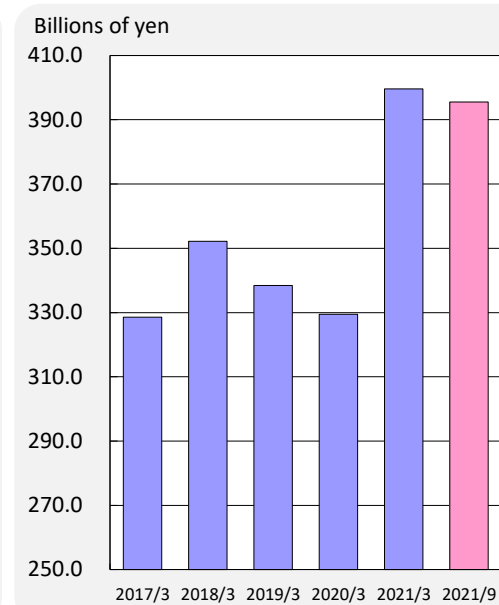
■ 総資産と純資産 Total assets & Net assets



■ 利益剰余金 Retained earnings



■ 有利子負債 Interest-bearing debt



	2017/3	2018/3	2019/3	2020/3	2021/3	2021/9	増減 change
総資産 Total assets	834,682	889,135	889,341	876,691	912,624	897,490	-15,133
純資産 Net assets	332,020	352,241	368,022	373,454	344,395	339,539	-4,855
自己資本 Shareholders' equity	331,755	351,953	367,717	373,172	344,346	339,554	-4,791
自己資本比率 Equity ratio	39.7%	39.6%	41.3%	42.6%	37.7%	37.8%	0.1%
利益剰余金 Retained earnings	234,989	253,392	274,501	286,271	252,952	247,874	-5,078
有利子負債* Interest-bearing debt	328,584	352,181	338,376	329,501	399,610	395,532	-4,077
借入金 Borrowings	198,584	202,181	198,376	199,501	199,605	195,518	-4,086
社債 Bonds payable	130,000	150,000	140,000	130,000	170,000	150,000	-20,000
コマーシャル・ペーパー Commercial papers	—	—	—	—	30,004	50,013	20,009

* 有利子負債 = 借入金 + 社債 + コマーシャル・ペーパー

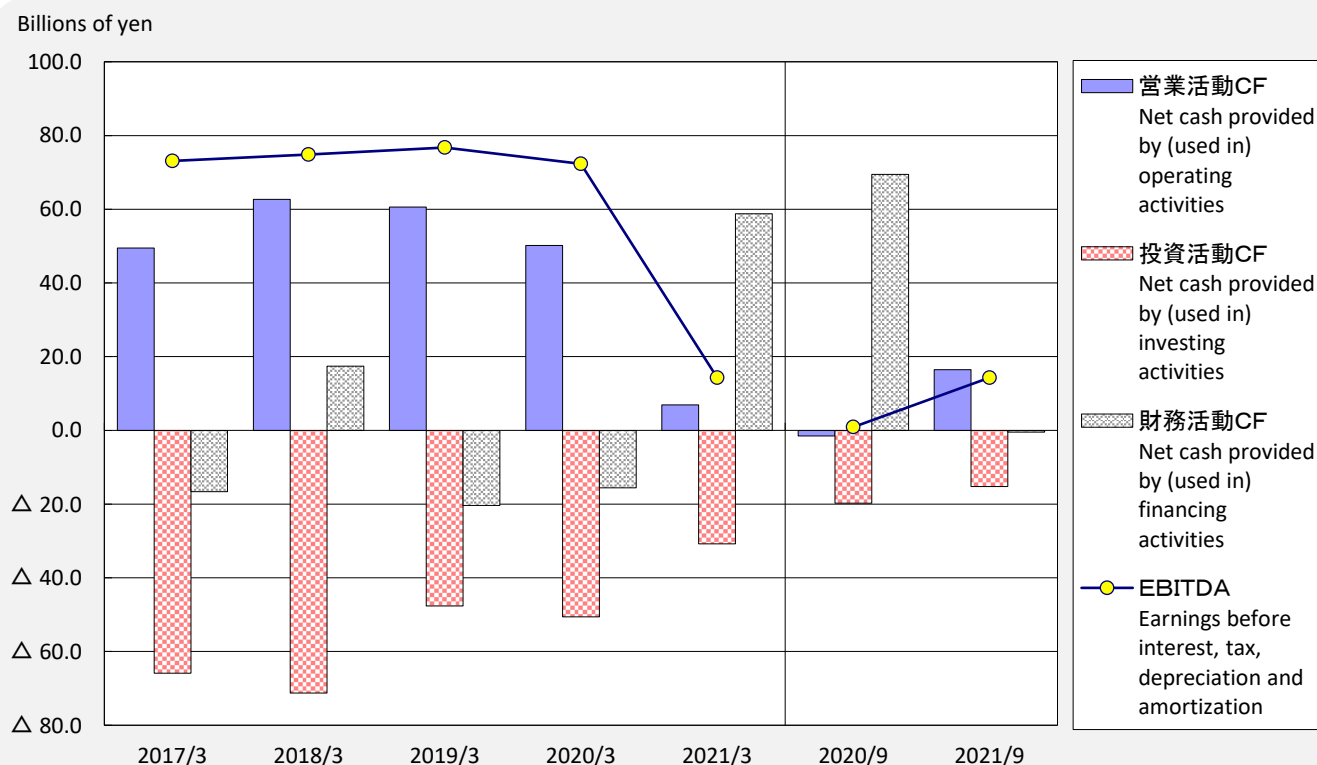
Interest-bearing debt = Borrowings + Bonds payable + Commercial papers

データ・ハイライト〔連結〕

Data highlights [Consolidated]

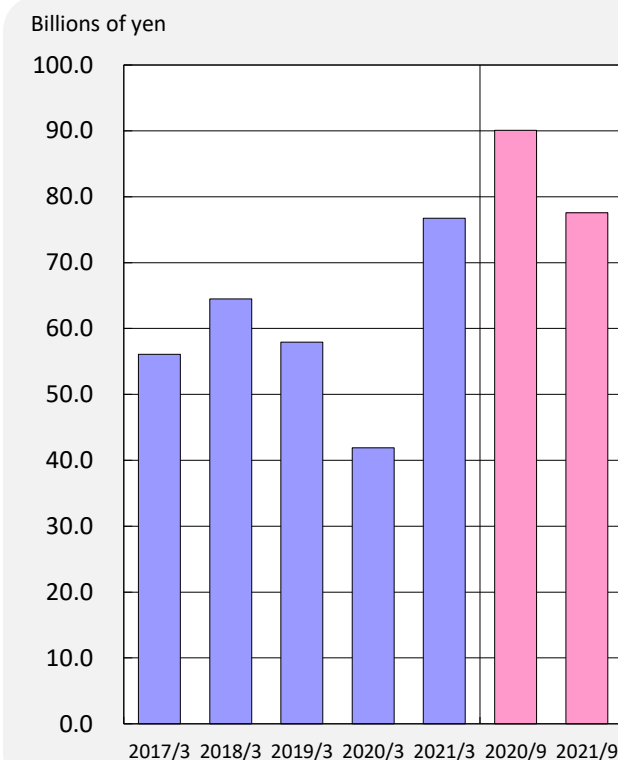
■ キャッシュ・フロー

Cash flows



■ 現金及び現金同等物の期末(四半期末)残高

Cash and cash equivalents at end of period



	2017/3	2018/3	2019/3	2020/3	2021/3	(100万円/¥-mil.)	
						2020/9	2021/9
営業活動CF Net cash provided by (used in) operating activities	49,440	62,713	60,620	50,157	6,897	-1,495	16,489
投資活動CF Net cash provided by (used in) investing activities	-65,908	-71,267	-47,608	-50,570	-30,822	-19,738	-15,241
財務活動CF Net cash provided by (used in) financing activities	-16,642	17,384	-20,376	-15,611	58,767	69,409	-431
EBITDA* Earnings before interest, tax, depreciation and amortization	73,063	74,802	76,731	72,292	14,269	878	14,329
現金及び現金同等物の期末(四半期末)残高 Cash and cash equivalents at end of period	56,067	64,469	57,934	41,912	76,753	90,087	77,571

* EBITDA = 営業利益又は営業損失 + 減価償却費 + のれん償却額

EBITDA = Operating profit (loss) + Depreciation and amortization + Amortization of goodwill

財務諸表〔連結〕

Financial statements [Consolidated]

■ 連結貸借対照表 Consolidated Balance Sheets

(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2021/9	増減 change
資産の部 Assets							
流動資産 Current assets	140,817	150,027	148,109	125,142	159,022	149,152	-9,870
現金及び預金 Cash and deposits	34,577	50,988	38,963	39,979	76,772	77,580	808
受取手形及び売掛金 Notes and accounts receivable-trade	39,142	39,033	45,144	35,249	38,009	—	-38,009
受取手形、売掛金及び契約資産 Notes and accounts receivable-trade and contract assets	—	—	—	—	—	26,172	26,172
商品及び製品 Merchandise and finished goods	13,850	16,089	12,977	11,086	11,965	14,856	2,891
仕掛品 Work in process	20,540	21,976	23,031	25,640	21,387	21,037	-350
原材料及び貯蔵品 Raw materials and supplies	2,176	2,158	2,159	2,246	2,289	2,255	-34
その他 Other	30,578	19,832	25,877	10,949	8,612	7,264	-1,348
貸倒引当金 Allowance for doubtful accounts	-48	-51	-45	-9	-13	-14	-0
固定資産 Non-current assets	693,864	739,108	741,231	751,548	753,601	748,338	-5,263
有形固定資産 Property, plant and equipment	604,397	642,985	647,687	660,131	656,717	653,549	-3,167
建物及び構築物(純額) Buildings and structures, net	310,491	328,778	342,882	344,392	332,049	326,230	-5,819
土地 Land	214,961	227,366	228,209	231,165	235,322	235,949	626
建設仮勘定 Construction in progress	36,902	36,872	28,413	36,304	46,673	52,095	5,421
その他(純額) Other, net	42,042	49,967	48,181	48,269	42,671	39,275	-3,396
無形固定資産 Intangible assets	10,633	11,525	14,049	13,340	14,736	14,286	-450
投資その他の資産 Investments and other assets	78,833	84,596	79,494	78,076	82,147	80,501	-1,645
投資有価証券 Investment securities	57,025	60,131	52,968	48,169	50,251	49,812	-438
その他 Other	21,957	24,613	26,664	30,044	32,028	30,814	-1,213
貸倒引当金 Allowance for doubtful accounts	-149	-148	-139	-138	-132	-125	6
資産合計 Total assets	834,682	889,135	889,341	876,691	912,624	897,490	-15,133

《参考》 Reference

有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment							
取得 Acquired	65,431	75,201	54,916	58,080	35,124	19,248	
償却 Depreciation	-32,627	-33,270	-33,232	-32,731	-31,948	-14,307	
圧縮 Reduction	-1,463	-1,929	-14,298	-721	-386	-72	
除却 Retirement	-901	-660	-877	-921	-388	-84	
その他 Other	-6,421	-751	-1,805	-11,262	-5,815	-7,950	
計 Total	24,017	38,588	4,702	12,443	-3,414	-3,167	
投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities							
投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities	5,802	1,821	-6,670	-7,896	3,868	1,044	

財務諸表〔連結〕

Financial statements [Consolidated]

連結貸借対照表 Consolidated Balance Sheets

(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2021/9	増減 change
負債の部 Liabilities							
流動負債 Current liabilities	207,602	207,482	212,780	182,712	221,791	216,576	△5,214
支払手形及び買掛金 Notes and accounts payable-trade	18,547	18,061	19,058	16,619	16,043	12,375	△3,668
短期借入金 Short-term borrowings	72,065	73,287	70,998	70,606	66,193	67,256	1,062
1年内償還予定の社債 Current portion of bonds	20,000	10,000	20,000	—	20,000	—	△20,000
コマーシャル・ペーパー Commercial papers	—	—	—	—	30,004	50,013	20,009
未払法人税等 Income taxes payable	6,878	6,706	6,625	5,640	2,493	4,641	2,148
引当金 Provisions	4,285	4,653	4,646	4,544	3,956	5,563	1,606
その他 Other	85,825	94,773	91,449	85,300	83,098	76,725	△6,373
固定負債 Non-current liabilities	295,059	329,411	308,538	320,524	346,438	341,375	△5,063
社債 Bonds payable	110,000	140,000	120,000	130,000	150,000	150,000	—
長期借入金 Long-term borrowings	126,518	128,893	127,377	128,894	133,412	128,262	△5,149
退職給付に係る負債 Retirement benefit liability	20,742	20,935	21,266	21,713	22,930	22,915	△15
その他 Other	37,798	39,582	39,894	39,916	40,095	40,197	102
負債合計 Total liabilities	502,661	536,893	521,319	503,236	568,229	557,951	△10,277
純資産の部 Net assets							
株主資本 Shareholders' equity	316,526	334,897	355,994	367,755	334,422	329,350	△5,072
資本金 Share capital	59,023	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,010	42,010	42,011	42,012	42,187	42,187	0
利益剰余金 Retained earnings	234,989	253,392	274,501	286,271	252,952	247,874	△5,078
自己株式 Treasury shares	△ 19,497	△ 19,530	△ 19,542	△ 19,552	△ 19,740	△19,735	5
その他の包括利益累計額 Accumulated other comprehensive income	15,229	17,056	11,723	5,416	9,923	10,204	281
その他有価証券評価差額金 Valuation difference on available-for-sale securities	13,892	15,152	10,527	5,052	7,681	8,403	722
為替換算調整勘定 Foreign currency translation adjustment	9	8	8	3	4	4	0
退職給付に係る調整累計額 Remeasurements of defined benefit plans	1,328	1,895	1,186	360	2,237	1,796	△441
非支配株主持分 Non-controlling interests	264	288	304	282	48	△15	△64
純資産合計 Total net assets	332,020	352,241	368,022	373,454	344,395	339,539	△4,855
負債純資産合計 Total liabilities and net assets	834,682	889,135	889,341	876,691	912,624	897,490	△15,133

財務諸表〔連結〕

Financial statements〔Consolidated〕

■ 連結損益計算書 Consolidated Statements of Income

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)	増減 change(%)		2020/9	2021/9	(100万円/¥-mil.) 増減 change(%)
連結損益計算書 Consolidated Statements of Income											
営業収益 Operating revenues	418,996	434,697	447,508	433,669	315,439	305,000	-10,439	(-3.3)	138,249	137,866	-382 (-0.3)
営業費 Operating expenses	381,019	396,160	407,430	397,644	336,306				154,730	139,204	-15,525 (-10.0)
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	334,047	347,554	358,066	345,226	288,756				130,952	116,215	-14,737 (-11.3)
販売費及び一般管理費 Selling, general and administrative expenses	46,972	48,606	49,363	52,418	47,550				23,777	22,989	-788 (-3.3)
営業利益又は営業損失 Operating profit (loss)	37,976	38,537	40,078	36,024	-20,866	400	21,266	—	-16,481	-1,337	15,143 —
営業外収益 Non-operating income	2,152	2,317	3,125	2,278	6,549				2,738	3,872	1,133 (41.4)
受取利息 Interest income	31	176	163	23	20				9	10	0 (10.9)
受取配当金 Dividend income	1,099	1,180	1,204	1,436	1,312				688	578	-110 (-16.0)
持分法による投資利益 Share of profit of entities accounted for using equity method	—	—	22	33	88				—	—	— —
助成金等収入 Subsidy income etc	—	—	—	—	4,174				1,680	2,944	1,264 (75.3)
その他 Other	1,021	959	1,734	785	953				360	338	-22 (-6.3)
営業外費用 Non-operating expenses	4,844	5,126	3,922	3,619	3,664				2,148	1,717	-431 (-20.1)
支払利息 Interest expenses	3,955	3,702	3,431	3,082	3,091				1,553	1,480	-73 (-4.7)
持分法による投資損失 Share of loss of entities accounted for using equity method	565	129	—	—	—				252	128	-124 (-49.4)
その他 Other	323	1,294	491	536	572				342	109	-233 (-68.1)
経常利益又は経常損失 Ordinary profit (loss)	35,285	35,728	39,281	34,684	-17,980	3,500	21,480	—	-15,891	816	16,707 —
特別利益 Extraordinary income	4,738	3,305	18,230	6,856	8,555				5,841	2,638	-3,203 (-54.8)
特別損失 Extraordinary losses	8,707	3,591	17,369	13,120	11,642				1,055	435	-620 (-58.8)
税金等調整前当期(四半期)純利益又は税金等調整前当期(四半期)純損失 Profit (loss) before income taxes	31,316	35,442	40,142	28,420	-21,067				-11,104	3,019	14,124 —
法人税等 Income taxes	—	—	—	—	—				2,519	4,152	1,633 (64.8)
法人税、住民税及び事業税 Income taxes-current	11,442	11,569	12,341	11,102	3,930				—	—	— —
法人税等調整額 Income taxes-deferred	-1,318	-48	570	-541	2,688				—	—	— —
当期(四半期)純利益又は当期(四半期)純損失 Profit (loss)	21,192	23,921	27,230	17,858	-27,686				-13,623	-1,132	12,491 —
非支配株主に帰属する当期(四半期)純利益又は非支配株主に帰属する当期(四半期)純損失 Profit (loss) attributable to non-controlling interests	23	23	16	-17	-167				-108	-61	46 —
親会社株主に帰属する当期(四半期)純利益又は親会社株主に帰属する当期(四半期) Profit (loss) attributable to owners of parent	21,168	23,897	27,213	17,875	-27,519	1,800	29,319	—	-13,515	-1,070	12,444 —

《参考》Reference

特別利益 Extraordinary income

固定資産売却益 Gain on sales of non-current assets	1,292	2,214	3,554	5,291	1,167				89	2,185	2,096 —
工事負担金等受入額 Contribution for construction	1,470	1,017	14,434	747	446				222	144	-77 (-34.9)
その他 Other	1,975	73	241	817	6,941				5,530	307	-5,222 (-94.4)
計 Total	4,738	3,305	18,230	6,856	8,555				5,841	2,638	-3,203 (-54.8)

特別損失 Extraordinary loss

固定資産除却損 Loss on retirement of non-current assets	803	769	998	1,408	815				323	225	-97 (-30.2)
投資有価証券評価損 Loss on valuation of investment securities	258	—	430	1,108	407				144	96	-48 (-33.5)
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	1,469	1,935	14,382	723	388				221	72	-149 (-67.4)
その他 Other	6,175	886	1,558	9,879	10,031				365	40	-324 (-88.8)
計 Total	8,707	3,591	17,369	13,120	11,642				1,055	435	-620 (-58.8)

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

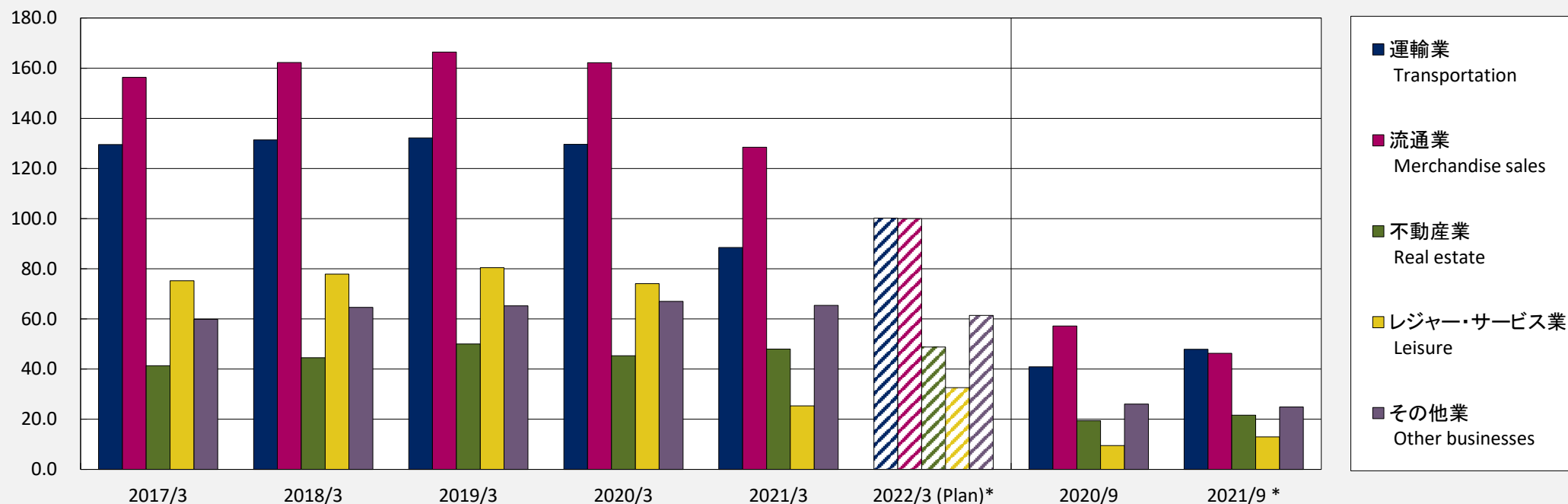
	2017/3	2018/3	2019/3	2020/3	2021/3	2020/9	2021/9	(100万円/¥-mil.) 増減 change
税金等調整前当期(四半期)純利益又は税金等調整前当期(四半期)純損失 Profit (loss) before income taxes	31,316	35,442	40,142	28,420	-21,067	-11,104	3,019	14,124
減価償却費 Depreciation and amortization	34,681	35,860	36,248	35,862	34,663	17,123	15,464	-1,658
減損損失 Impairment loss	5,735	743	518	9,195	9,224	—	—	—
のれん償却額 Amortization of goodwill	404	404	404	404	472	236	202	-33
退職給付に係る負債の増減額 Increase (decrease) in retirement benefit liability	-236	-155	19	35	2,405	—	—	—
退職給付に係る資産の増減額 Increase (decrease) in retirement benefit asset	-245	-528	-985	-420	-4,066	—	—	—
販売用土地評価損 Loss on valuation of land for sale	145	62	104	146	30	—	—	—
固定資産除却損 Loss on retirement of non-current assets	908	662	882	1,040	395	—	—	—
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	1,469	1,935	14,382	723	388	—	—	—
受取利息及び受取配当金 Interest and Dividend income	-1,130	-1,357	-1,368	-1,459	-1,333	—	—	—
助成金等収入 Subsidy income etc	—	—	—	—	-4,174	—	—	—
支払利息 Interest expenses	3,955	3,702	3,431	3,082	3,091	—	—	—
投資有価証券売却益 Gain on sales of investment securities	—	—	—	-639	-4,655	—	—	—
工事負担金等受入額 Contribution for construction	-1,470	-1,017	-14,434	-747	-446	—	—	—
固定資産売却益 Gain on sales of non-current assets	-1,292	-2,214	-3,554	-5,291	-1,167	—	—	—
退店補償金 Compensation for tenants closing	239	105	730	489	707	—	—	—
営業債権の増減額 Decrease (increase) in trade receivables	-2,590	746	-4,843	7,457	-5,601	—	—	—
棚卸資産の増減額 Decrease (increase) in inventories	-5,952	-3,795	958	-1,943	3,248	-350	-2,578	-2,227
営業債務の増減額 Increase (decrease) in trade payables	-347	1,067	237	-5,561	245	—	—	—
その他 Other, net	455	5,184	2,718	-6,138	-561	—	—	—
小計 Subtotal	66,047	76,849	75,592	64,656	11,797	—	—	—
利息及び配当金の受取額 Interest and dividends received	1,137	1,346	1,409	1,387	1,333	—	—	—
助成金等の受取額 Proceeds from Subsidy income etc	—	—	—	—	4,171	—	—	—
利息の支払額 Interest expenses paid	-3,973	-3,786	-3,472	-3,136	-3,017	—	—	—
退店補償金の支払額 Compensation paid for tenants closing	-239	-105	-730	-165	-559	—	—	—
法人税等の支払額 Income taxes paid	-13,640	-11,591	-12,179	-12,584	-6,828	-4,701	-1,744	2,956
その他 Other, net	109	—	—	—	—	-2,698	2,126	4,824
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	49,440	62,713	60,620	50,157	6,897	-1,495	16,489	17,985
有形及び無形固定資産の取得による支出 Purchase of property, plant and equipment and intangible assets	-66,347	-76,528	-57,866	-61,817	-46,169	-28,031	-22,753	5,277
有形及び無形固定資産の売却による収入 Proceeds from sales of property, plant and equipment and intangible assets	2,559	1,586	5,105	9,592	2,955	713	3,062	2,349
工事負担金等受入による収入 Proceeds from contribution received for construction	4,072	4,943	5,136	5,101	6,398	3,738	3,258	-479
投資有価証券の取得による支出 Purchase of investment securities	-7,484	-1,434	-138	-4,269	-173	—	—	—
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	1,091	196	15	697	6,309	4,053	1,305	-2,747
連結の範囲の変更を伴う子会社株式の取得による支出 Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	—	—	—	-189	—	—	—
その他 Other, net	199	-31	139	124	47	-212	-115	97
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	-65,908	-71,267	-47,608	-50,570	-30,822	-19,738	-15,241	4,496
短期借入金の純増減額 Net increase (decrease) in short-term borrowings	3,327	-2,659	-169	1,441	-2,491	-783	465	1,249
長期借入れによる収入 Proceeds from long-term borrowings	15,301	18,469	13,220	13,400	15,790	15,500	100	-15,400
長期借入金の返済による支出 Repayment of long-term borrowings	-19,349	-12,212	-16,855	-13,717	-17,911	-11,433	-4,652	6,780
社債の発行による収入 Proceeds from issuance of bonds	—	39,777	—	9,948	39,783	39,783	—	-39,783
社債の償還による支出 Redemption of bonds	-10,000	-20,000	-10,000	-20,000	—	—	-20,000	-20,000
自己株式の取得による支出 Purchase of Treasury shares	-14	-34	-12	-10	-364	-3	-4	-1
コマーシャル・ペーパーの純増減額 Net increase (decrease) in commercial papers	—	—	—	—	30,004	30,000	20,019	-9,980
配当金の支払額 Dividends paid	-5,493	-5,492	-6,101	-6,105	-5,803	-3,355	-2,440	914
セール・アンド・リースバックによる収入 Proceeds from sale and leaseback transactions	—	—	—	—	—	—	6,626	6,626
その他 Other, net	-412	-462	-458	-568	-239	-297	-545	-247
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	-16,642	17,384	-20,376	-15,611	58,767	69,409	-431	-69,841
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	-2	-427	830	1	-0	-0	-0	0
現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents	-33,113	8,402	-6,534	-16,022	34,841	48,175	815	-47,359
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	89,180	56,067	64,469	57,934	41,912	41,912	76,753	34,841
連結子会社による非連結子会社の合併に伴う現金及び現金同等物の増加額 Increase in cash and cash equivalents resulting from merger of unconsolidated subsidiaries of subsidiaries	—	—	—	—	—	—	1	1
現金及び現金同等物の期末(四半期末)残高 Cash and cash equivalents at end of period	56,067	64,469	57,934	41,912	76,753	90,087	77,571	-12,516

セグメント情報

Segment information

■ 営業収益 Operating revenues

Billions of yen



	(100万円/¥-mil.)					(10億円/¥-bil.)		(100万円/¥-mil.)		(100万円/¥-mil.)	
	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)*	【参考】収益認識 会計基準適用前 Prior to Accounting Standard revision	2020/9	Results *	【参考】収益認識 会計基準適用前 Prior to Accounting Standard revision	
運輸業 Transportation	129,487	131,378	132,224	129,659	88,451	100.2	100.4	40,921	47,854	47,895	
流通業 Merchandise sales	156,373	162,235	166,423	162,180	128,485	100.0	139.8	57,153	46,330	62,978	
不動産業 Real estate	41,389	44,565	50,004	45,333	48,007	48.8	48.9	19,442	21,587	21,649	
レジャー・サービス業 Leisure	75,258	77,914	80,477	74,088	25,331	32.6	35.8	9,481	12,979	14,084	
その他業 Other businesses	59,796	64,616	65,191	67,035	65,409	61.4	61.4	26,086	24,910	24,880	
合計 Total	462,305	480,711	494,320	478,296	355,684	343.1	386.6	153,084	153,661	171,489	
連結修正 Elimination	-43,309	-46,013	-46,812	-44,627	-40,244	-38.1	-38.6	-14,834	-15,794	-16,021	
連結 Consolidated	418,996	434,697	447,508	433,669	315,439	305.0	347.9	138,249	137,866	155,468	

* 2022年3月期の期首より、「収益認識に関する会計基準」等を適用している。Accounting Standard for Revenue Recognition and other standards applied as of beginning of fiscal year ending March 31, 2022.

セグメント情報

Segment information

■ 営業収益の明細 Operating revenues transaction

	2017/3	2018/3	2019/3	2020/3	2021/3	(100万円/¥-mil.)	
						2020/9	2021/9
運輸業 Transportation							
鉄道事業 Railways	84,558	86,057	86,179	84,848	58,184	26,986	30,994
バス事業 Bus services	35,035	35,667	36,542	36,222	24,073	11,848	14,011
タクシー業 Taxi services	13,185	12,926	13,022	12,133	8,543	3,837	4,496
その他 Other	2,641	2,599	2,646	2,557	2,272	1,048	1,119
消去 Elimination	-5,933	-5,873	-6,166	-6,101	-4,621	-2,800	-2,766
合計 Total	129,487	131,378	132,224	129,659	88,451	40,921	47,854
流通業 Merchandise sales							
百貨店業 Department stores	84,854	88,356	89,535	84,768	54,819	21,447	11,638
ストア業 Retail stores	46,389	48,462	50,327	51,166	50,281	24,862	23,708
書籍販売業 Retail stores for books	7,224	6,609	6,447	6,089	6,045	2,807	2,639
ショッピングセンター事業 Shopping centers	12,553	13,478	14,384	14,612	13,340	6,344	6,851
その他 Other	11,603	11,618	12,130	11,883	9,684	4,509	4,292
消去 Elimination	-6,251	-6,290	-6,402	-6,340	-5,686	-2,819	-2,799
合計 Total	156,373	162,235	166,423	162,180	128,485	57,153	46,330
不動産業 Real estate							
不動産賃貸業 Land and building leasing	33,951	34,743	35,497	36,973	36,773	18,111	18,506
不動産販売業 Development for selling by lots	13,973	16,451	20,966	17,246	20,210	5,489	6,844
その他 Other	1,823	2,113	2,463	2,799	2,263	952	1,229
消去 Elimination	-8,359	-8,742	-8,922	-11,686	-11,240	-5,111	-4,991
合計 Total	41,389	44,565	50,004	45,333	48,007	19,442	21,587
レジャー・サービス業 Leisure							
ホテル業 Hotels	48,955	51,428	54,633	52,814	21,525	9,082	11,555
旅行業 Travel services	17,244	17,865	17,686	13,186	2,295	699	1,437
広告代理業 Advertising services	12,283	12,500	12,556	13,162	8,545	3,397	2,432
その他 Other	6,533	6,634	6,831	6,377	4,135	1,829	2,371
消去 Elimination	-9,758	-10,513	-11,231	-11,451	-11,171	-5,527	-4,817
合計 Total	75,258	77,914	80,477	74,088	25,331	9,481	12,979
その他業 Other businesses							
ビル総合管理業 Building maintenance	23,758	25,367	25,845	27,070	25,598	11,684	10,693
車両整備業 Railway car maintenance	10,264	10,499	10,100	10,691	8,953	3,669	3,331
建築・土木業 Construction	21,479	23,335	23,730	22,670	25,627	6,730	7,294
その他 Other	7,526	7,838	7,870	8,924	8,335	4,182	4,291
消去 Elimination	-3,231	-2,422	-2,356	-2,322	-3,106	-180	-701
合計 Total	59,796	64,616	65,191	67,035	65,409	26,086	24,910

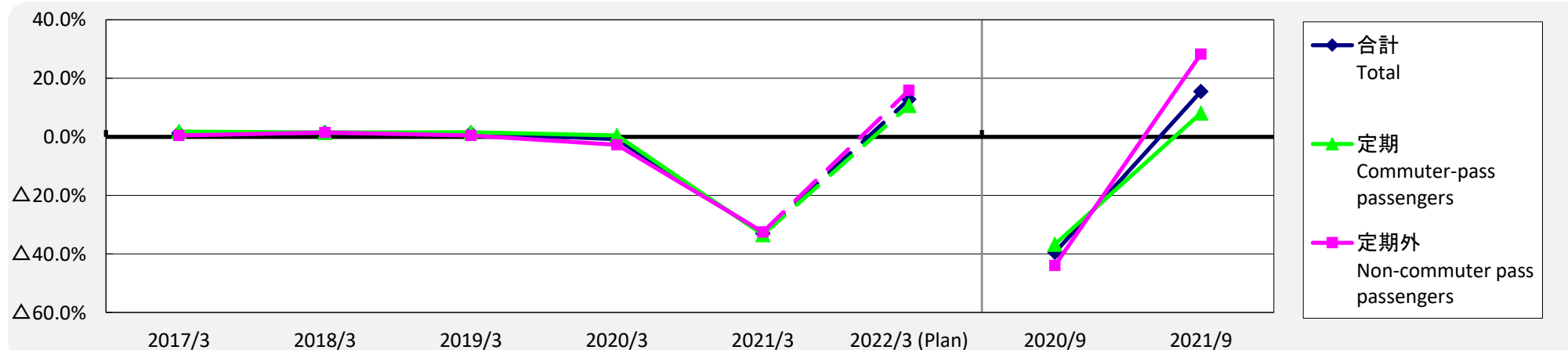
セグメント情報

Segment information

	■ 鉄道輸送人員(対前年増減) Passengers transported of Railways(Change of Passengers transported of Railways)						(千人/Thousands of people)	
	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)		
定期 Commuter-pass passengers	390,503 (6,775)	396,434 (5,931)	402,729 (6,295)	404,751 (2,022)	269,745 (-135,006)	298,650 (28,905)		
通勤 Commuter-pass passengers	296,359 (6,629)	302,563 (6,204)	309,170 (6,607)	312,585 (3,415)	231,373 (-81,212)	231,386 (13)		
通学 Commuter-pass passengers (Students)	94,144 (146)	93,871 (-273)	93,559 (-312)	92,166 (-1,393)	38,372 (-53,794)	67,264 (28,892)		
定期外 Non-commuter pass passengers	269,824 (1,212)	273,808 (3,984)	275,259 (1,451)	267,814 (-7,445)	180,899 (-86,915)	209,730 (28,831)		
合計 Total	660,327 (7,987)	670,242 (9,915)	677,988 (7,746)	672,565 (-5,423)	450,644 (-221,921)	508,380 (57,736)		

	2020/9	2021/9
定期 Commuter-pass passengers	134,619 (-78,070)	145,581 (10,962)
通勤 Commuter-pass passengers	118,071 (-42,010)	112,860 (-5,211)
通学 Commuter-pass passengers (Students)	16,548 (-36,060)	32,721 (16,173)
定期外 Non-commuter pass passengers	78,167 (-61,059)	100,264 (22,097)
合計 Total	212,786 (-139,129)	245,845 (33,059)

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



	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)	2020/9 2021/9	
定期 Commuter-pass passengers	1.8	1.5	1.6	0.5	-33.4	10.7	-36.7	8.1
通勤 Commuter-pass passengers	2.3	2.1	2.2	1.1	-26.0	0.0	-26.2	-4.4
通学 Commuter-pass passengers (Students)	0.2	-0.3	-0.3	-1.5	-58.4	75.3	-68.5	97.7
定期外 Non-commuter pass passengers	0.5	1.5	0.5	-2.7	-32.5	15.9	-43.9	28.3
合計 Total	1.2	1.5	1.2	-0.8	-33.0	12.8	-39.5	15.5

セグメント情報

Segment information

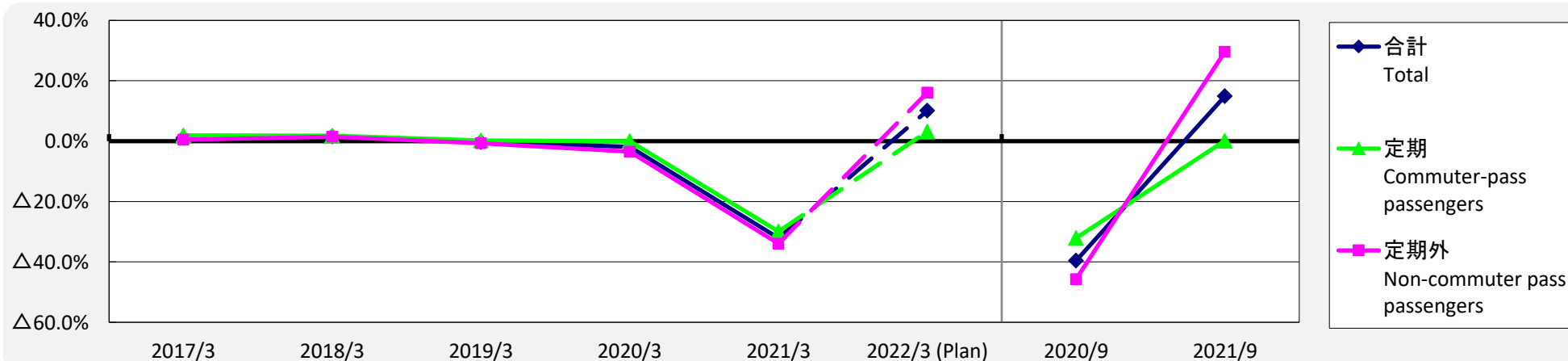
■ 旅客運輸収入(対前年増減) Passenger revenues of Railways(Change of Passenger revenues of Railways)

(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)
定期 Commuter-pass passengers	35,146 (665)	35,782 (636)	35,852 (69)	35,866 (14)	25,155 (-10,710)	25,948 (792)
通勤 Commuter-pass passengers	31,449 (657)	32,099 (649)	32,264 (165)	32,356 (92)	23,739 (-8,617)	23,478 (-261)
通学 Commuter-pass passengers (Students)	3,696 (8)	3,683 (-12)	3,587 (-96)	3,510 (-77)	1,416 (-2,093)	2,470 (1,053)
定期外 Non-commuter pass passengers	46,071 (238)	46,751 (680)	46,407 (-344)	44,801 (-1,605)	29,614 (-15,186)	34,370 (4,756)
合計 Total	81,217 (903)	82,534 (1,317)	82,259 (-275)	80,668 (-1,590)	54,770 (-25,897)	60,319 (5,548)

	2020/9	2021/9
定期 Commuter-pass passengers	12,666 (-5,988)	12,683 (17)
通勤 Commuter-pass passengers	12,060 (-4,582)	11,475 (-584)
通学 Commuter-pass passengers (Students)	605 (-1,406)	1,208 (602)
定期外 Non-commuter pass passengers	12,719 (-10,684)	16,480 (3,761)
合計 Total	25,385 (-16,673)	29,164 (3,778)

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



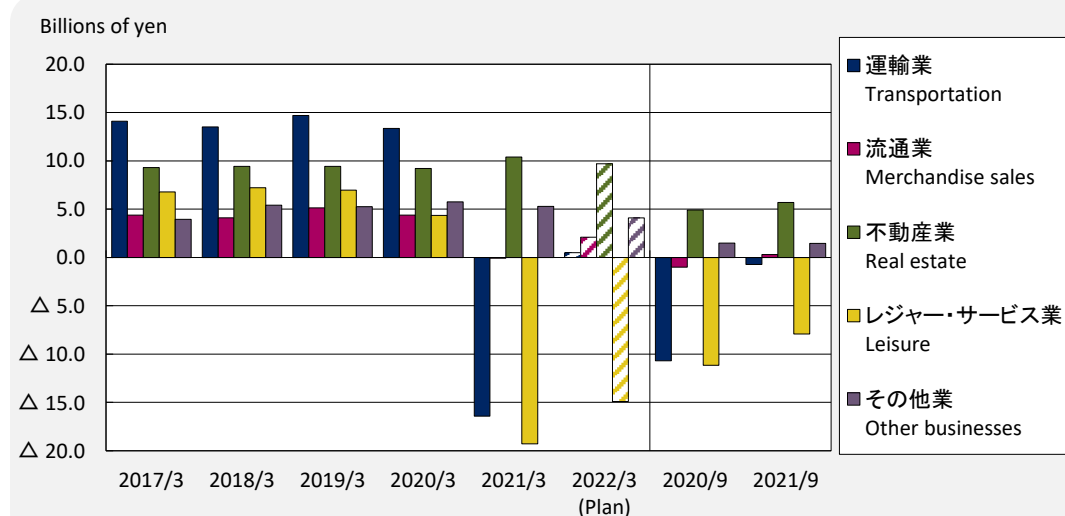
(%/Percent)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)	2020/9	2021/9
定期 Commuter-pass passengers	1.9	1.8	0.2	0.0	-29.9	3.2	-32.1	0.1
通勤 Commuter-pass passengers	2.1	2.1	0.5	0.3	-26.6	-1.1	-27.5	-4.8
通学 Commuter-pass passengers (Students)	0.2	-0.3	-2.6	-2.2	-59.6	74.4	-69.9	99.4
定期外 Non-commuter pass passengers	0.5	1.5	-0.7	-3.5	-33.9	16.1	-45.7	29.6
合計 Total	1.1	1.6	-0.3	-1.9	-32.1	10.1	-39.6	14.9

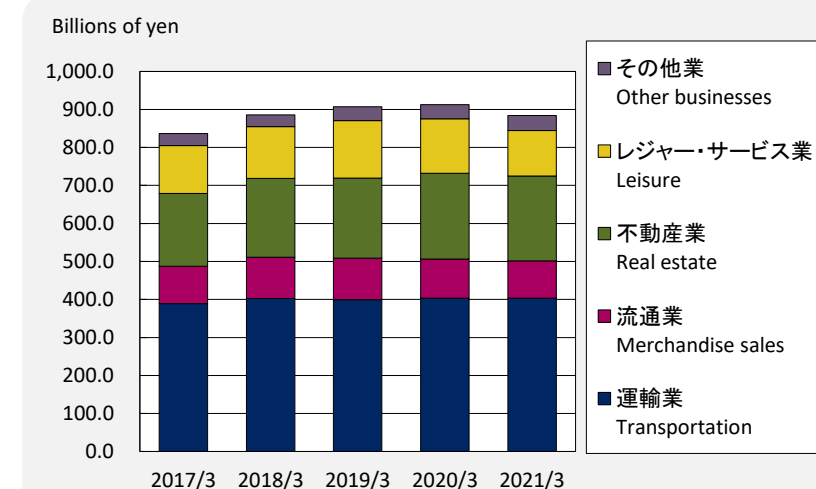
セグメント情報

Segment information

■ 営業利益又は営業損失 Operating profit(loss)



■ 総資産 Total assets



営業利益又は営業損失 Operating profit(loss)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)	2020/9	2021/9
運輸業 Transportation	14,118	13,516	14,710	13,345	-16,413	0.5	-10,698	-712
流通業 Merchandise sales	4,389	4,113	5,138	4,400	-62	2.1	-1,011	308
不動産業 Real estate	9,318	9,445	9,433	9,199	10,401	9.7	4,929	5,698
レジャー・サービス業 Leisure	6,784	7,206	6,983	4,343	-19,285	-14.9	-11,156	-7,905
その他業 Other businesses	3,936	5,410	5,247	5,759	5,286	4.1	1,488	1,455
合計 Total	38,548	39,692	41,514	37,048	-20,074	1.5	-16,447	-1,156
連結修正 Elimination	-571	-1,155	-1,435	-1,023	-792	-1.0	-33	-181
連結 Consolidated	37,976	38,537	40,078	36,024	-20,866	0.4	-16,481	-1,337

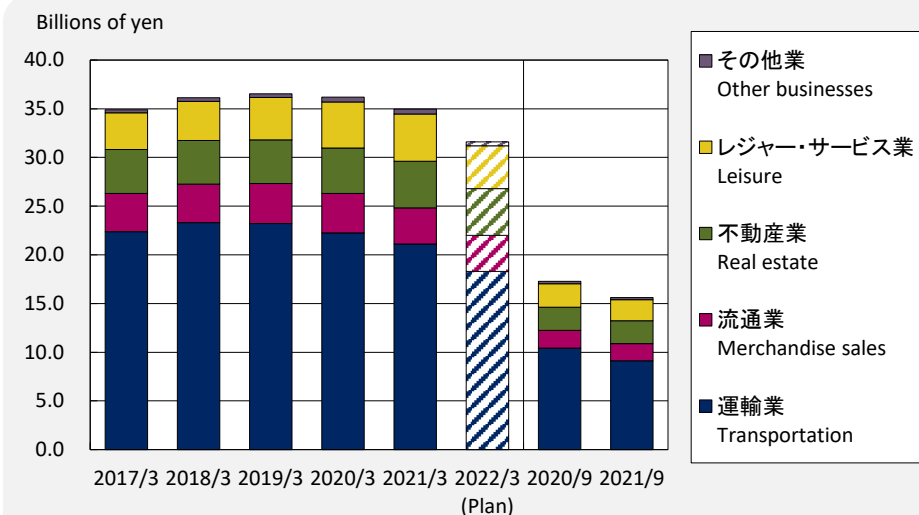
総資産 Total assets

	2017/3	2018/3	2019/3	2020/3	2021/3
運輸業 Transportation	388,748	402,581	399,461	403,335	403,501
流通業 Merchandise sales	98,960	108,133	108,949	102,918	97,946
不動産業 Real estate	191,385	207,722	211,015	225,870	223,544
レジャー・サービス業 Leisure	125,691	136,503	151,271	142,927	119,288
その他業 Other businesses	31,969	30,577	36,579	37,241	40,013
合計 Total	836,754	885,517	907,277	912,292	884,294
連結修正 Elimination	-2,072	3,617	-17,936	-35,601	28,329
連結 Consolidated	834,682	889,135	889,341	876,691	912,624

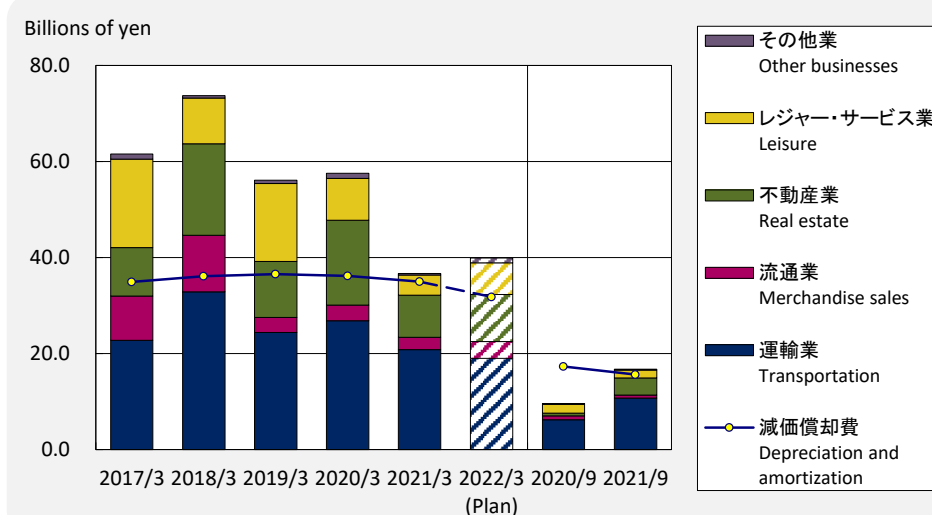
セグメント情報

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



減価償却費 Depreciation and amortization

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)	2020/9	2021/9
運輸業 Transportation	22,372	23,313	23,212	22,268	21,117	18.3	10,425	9,132
流通業 Merchandise sales	3,918	3,943	4,108	4,039	3,706	3.7	1,821	1,755
不動産業 Real estate	4,529	4,502	4,488	4,653	4,774	4.8	2,367	2,348
レジャー・サービス業 Leisure	3,752	4,014	4,363	4,730	4,858	4.4	2,408	2,151
その他業 Other businesses	330	346	371	491	515	0.4	256	239
合計 Total	34,902	36,120	36,543	36,183	34,972	31.8	17,278	15,627
連結修正 Elimination	- 220	- 259	- 295	- 320	- 309	- 0.3	- 154	- 163
連結 Consolidated	34,681	35,860	36,248	35,862	34,663	31.4	17,123	15,464

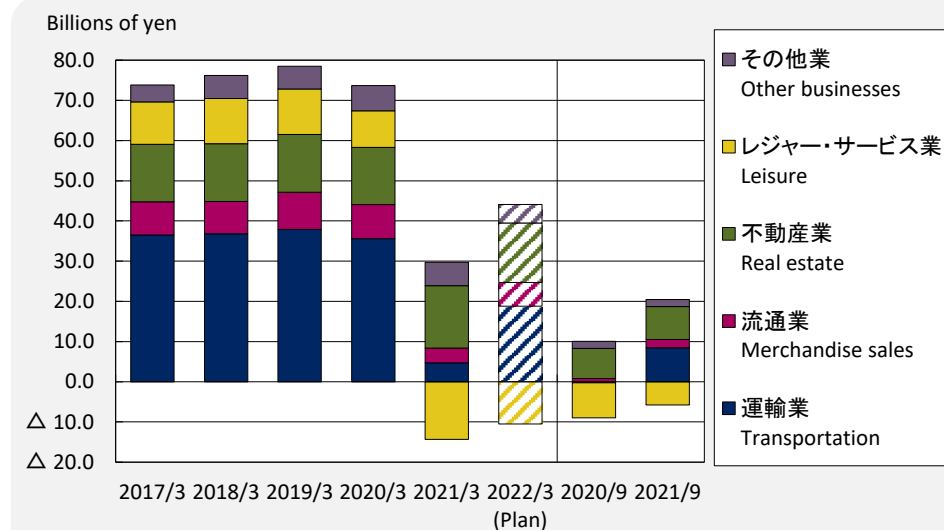
設備投資 Capital expenditures

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)	2020/9	2021/9
運輸業 Transportation	22,730	32,829	24,360	26,856	20,817	19.0	6,203	10,721
流通業 Merchandise sales	9,274	11,795	3,191	3,260	2,564	3.5	840	637
不動産業 Real estate	10,064	19,061	11,605	17,664	8,758	9.8	541	3,545
レジャー・サービス業 Leisure	18,416	9,546	16,276	8,689	4,191	6.6	1,816	1,623
その他業 Other businesses	1,055	500	661	1,093	345	1.0	176	224
合計 Total	61,542	73,733	56,096	57,563	36,677	40.1	9,578	16,751
連結修正 Elimination	251	- 1,112	- 949	- 931	- 555	- 0.7	2,081	2,354
連結 Consolidated	61,793	72,621	55,146	56,632	36,121	39.3	11,659	19,106

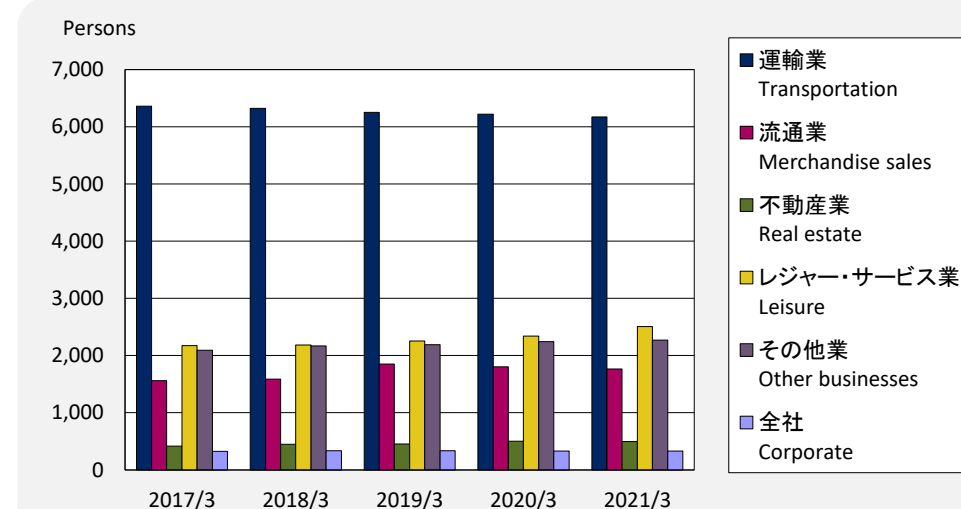
セグメント情報

Segment information

EBITDA Earnings before interest, tax, depreciation and amortization



従業員数 Numbers of employee



EBITDA Earnings before interest, tax, depreciation and amortization

	(100万円/¥-mil.)					(10億円/¥-bil.)		(100万円/¥-mil.)	
	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)	2020/9	2021/9	
運輸業 Transportation	36,491	36,829	37,923	35,613	4,703	18.8	- 272	8,420	
流通業 Merchandise sales	8,308	8,057	9,246	8,439	3,643	5.9	809	2,063	
不動産業 Real estate	14,253	14,352	14,326	14,258	15,580	14.8	7,499	8,248	
レジャー・サービス業 Leisure	10,536	11,221	11,346	9,073	- 14,359	- 10.5	- 8,713	-5,753	
その他業 Other businesses	4,266	5,756	5,619	6,251	5,801	4.6	1,744	1,694	
合計 Total	73,856	76,217	78,462	73,636	15,371	33.6	1,066	14,674	
連結修正 Elimination	- 792	- 1,414	- 1,731	- 1,344	- 1,101	- 1.3	- 188	-344	
連結 Consolidated	73,063	74,802	76,731	72,292	14,269	32.2	878	14,329	

従業員数 Numbers of employee

	(人/Persons)				
	2017/3	2018/3	2019/3	2020/3	2021/3
運輸業 Transportation	6,358	6,320	6,255	6,219	6,171
流通業 Merchandise sales	1,559	1,586	1,849	1,802	1,768
不動産業 Real estate	415	447	457	504	496
レジャー・サービス業 Leisure	2,176	2,183	2,255	2,343	2,507
その他業 Other businesses	2,093	2,169	2,190	2,245	2,269
全社 Corporate	324	335	336	331	331
連結 Consolidated	12,925	13,040	13,342	13,444	13,542