



あなたと あたらしい あしたへ — 京王グループ



***Keio Corporation***

# ***FACTBOOK 2013***

***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)

contact address

京王電鉄株式会社 総合企画本部 経理部  
Keio Corporation

齋藤

Saito

PHONE : 042-337-3135

F A X : 042-374-9810

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## Financial statements [Consolidated]

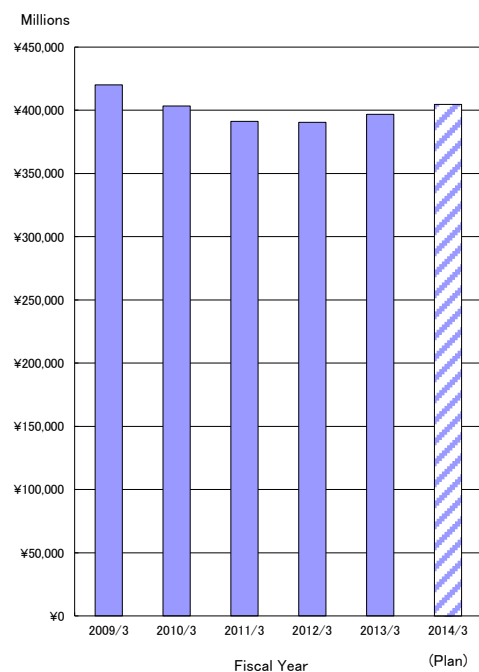
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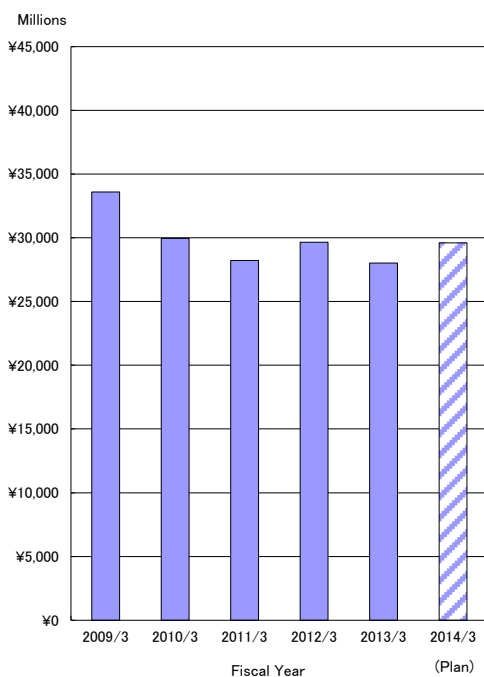
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データ・ハイライト〔連結〕  
Data highlights [Consolidated]

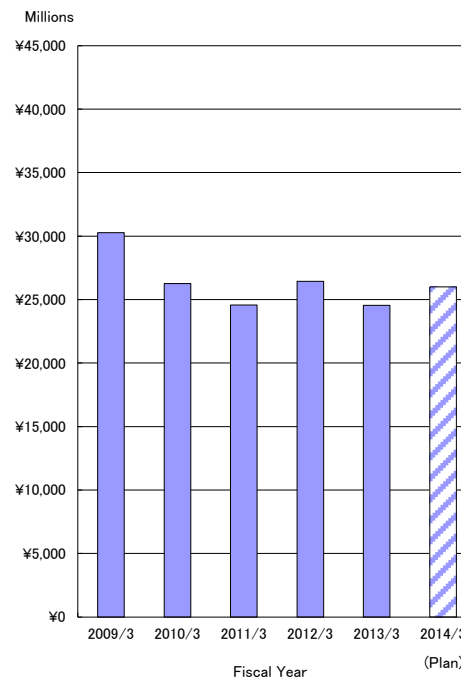
営業収益  
Operating revenues



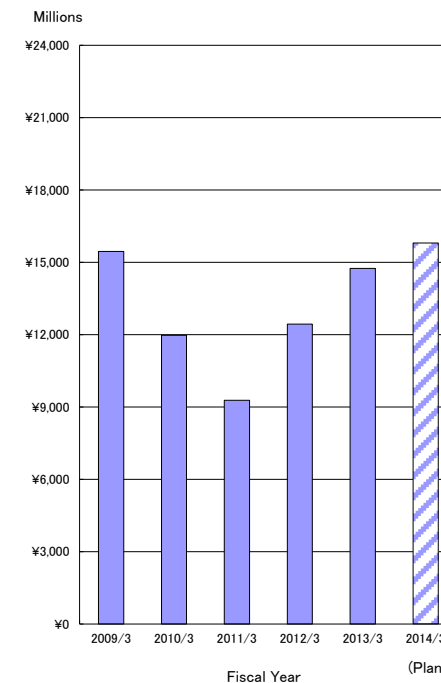
営業利益  
Operating income



経常利益  
Ordinary income



当期純利益  
Net income



	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3 (Plan)
営業収益 Operating revenues	420,150	403,247	391,172	390,472	<b>396,860</b>	404.6
営業利益 Operating income	33,581	29,947	28,221	29,640	<b>28,022</b>	29.6
経常利益 Ordinary income	30,260	26,264	24,576	26,437	<b>24,538</b>	26.0
当期純利益 Net income	15,446	11,976	9,276	12,433	<b>14,748</b>	15.8

(100万円/¥-mil.)

(10億円/¥-bil.)

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

連結損益計算書 Consolidated statements of income						(100万円/¥-mil.)		(10億円/¥-bil.)	
	2009/3	2010/3	2011/3	2012/3	2013/3	増減 change(%)	2014/3(Plan)	増減 change(%)	
運輸業 Transportation	130,956	127,099	125,081	124,217	125,300	1,083 (0.9)	125.9	0.6 (0.5)	
流通業 Merchandise sales	185,237	172,455	166,316	165,051	161,434	△ 3,617 (△ 2.2)	159.9	△ 1.5 (△ 0.9)	
不動産業 Real estate	23,964	25,330	24,601	26,696	31,624	4,928 (18.5)	37.3	5.6 (18.0)	
レジャー・サービス業 Leisure	70,684	65,200	65,148	61,879	65,665	3,785 (6.1)	67.2	1.5 (2.4)	
その他業 Other businesses	58,305	59,100	52,463	48,636	49,690	1,053 (2.2)	49.1	△ 0.4 (△ 1.0)	
連結修正 Elimination	△ 48,997	△ 45,940	△ 42,439	△ 36,009	△ 36,854	△ 845 -	△ 34.9	1.9 -	
<b>営業収益 Operating revenues</b>	<b>420,150</b>	<b>403,247</b>	<b>391,172</b>	<b>390,472</b>	<b>396,860</b>	<b>6,387 (1.6)</b>	<b>404.6</b>	<b>7.7 (2.0)</b>	
運輸業 Transportation	13,528	11,297	11,009	11,538	8,852	△ 2,686 (△ 23.3)	10.1	1.2 (14.5)	
流通業 Merchandise sales	5,803	4,736	4,629	5,266	5,327	61 (1.2)	4.4	△ 0.8 (△ 16.2)	
不動産業 Real estate	9,447	9,136	8,579	9,384	9,283	△ 100 (△ 1.1)	10.7	1.4 (15.4)	
レジャー・サービス業 Leisure	3,310	2,777	2,864	2,796	4,075	1,278 (45.7)	3.7	△ 0.2 (△ 6.8)	
その他業 Other businesses	2,514	3,198	1,634	1,213	1,024	△ 189 (△ 15.6)	0.7	△ 0.2 (△ 28.5)	
連結修正 Elimination	△ 1,023	△ 1,199	△ 496	△ 560	△ 541	19 -	△ 0.1	0.3 -	
<b>営業利益 Operating income</b>	<b>33,581</b>	<b>29,947</b>	<b>28,221</b>	<b>29,640</b>	<b>28,022</b>	<b>△ 1,617 (△ 5.5)</b>	<b>29.6</b>	<b>1.5 (5.6)</b>	
営業外収益 Non-operating income	2,557	2,118	2,501	2,934	2,800	△ 134 (△ 4.6)	1.9	△ 0.8 (△ 29.5)	
営業外費用 Non-operating expenses	5,878	5,801	6,146	6,136	6,283	146 (2.4)	5.5	△ 0.7 (△ 11.5)	
<b>経常利益 Ordinary income</b>	<b>30,260</b>	<b>26,264</b>	<b>24,576</b>	<b>26,437</b>	<b>24,538</b>	<b>△ 1,898 (△ 7.2)</b>	<b>26.0</b>	<b>1.4 (6.0)</b>	
特別利益 Extraordinary income	1,347	996	2,961	2,158	35,683	33,525 -	7.4	△ 28.2 (△ 79.2)	
特別損失 Extraordinary loss	4,353	5,328	6,669	4,248	36,729	32,480 (764.5)	10.7	△ 26.0 (△ 70.8)	
<b>税金等調整前当期純利益 Income before income taxes and minority interests</b>	<b>27,254</b>	<b>21,932</b>	<b>20,869</b>	<b>24,347</b>	<b>23,493</b>	<b>△ 854 (△ 3.5)</b>	<b>22.7</b>	<b>△ 0.7 (△ 3.2)</b>	
法人税、住民税及び事業税 Income taxes-current	10,431	9,492	8,949	9,968	7,032	△ 2,936 (△ 29.5)	6.8	△ 1.8 (△ 21.2)	
法人税等調整額 Income taxes-deferred	1,376	463	2,642	1,947	1,684	△ 263 (△ 13.5)			
<b>少数株主損益調整前当期純利益 Income before minority interests</b>	<b>-</b>	<b>-</b>	<b>9,276</b>	<b>12,431</b>	<b>14,777</b>	<b>2,345 (18.9)</b>	<b>15.8</b>	<b>1.1 (7.5)</b>	
少数株主利益(損失) Minority interests in income (loss)	-	-	-	△ 1	28	30 -	0.0	0.0 (14.8)	
<b>当期純利益 Net income</b>	<b>15,446</b>	<b>11,976</b>	<b>9,276</b>	<b>12,433</b>	<b>14,748</b>	<b>2,315 (18.6)</b>	<b>15.8</b>	<b>1.0 (7.1)</b>	

## (営業外収益 Non-operating income)

受取利息 Interest income	137	75	55	60	76	16 (26.6)		
受取配当金 Dividends income	878	567	854	864	839	△ 25 (△ 2.9)		
受取保険金 Insurance Income	-	-	-	343	-	△ 343 (△ 100.0)		
匿名組合投資利益 Gain on investments in silent partnership	-	329	579	463	442	△ 20 (△ 4.5)		
持分法による投資利益 Equity in earnings of affiliates	121	84	49	139	76	△ 63 (△ 45.3)		
雑収入 Miscellaneous income	1,419	1,061	962	1,062	1,365	302 (28.5)		
<b>合計 Total</b>	<b>2,557</b>	<b>2,118</b>	<b>2,501</b>	<b>2,934</b>	<b>2,800</b>	<b>△ 134 (△ 4.6)</b>		

## (営業外費用 Non-operating expenses)

支払利息 Interest expenses	5,116	5,374	5,521	5,613	5,614	0 (0.0)		
雑支出 Miscellaneous expenses	761	426	625	523	669	145 (27.9)		
<b>合計 Total</b>	<b>5,878</b>	<b>5,801</b>	<b>6,146</b>	<b>6,136</b>	<b>6,283</b>	<b>146 (2.4)</b>		

## (特別利益 Extraordinary income)

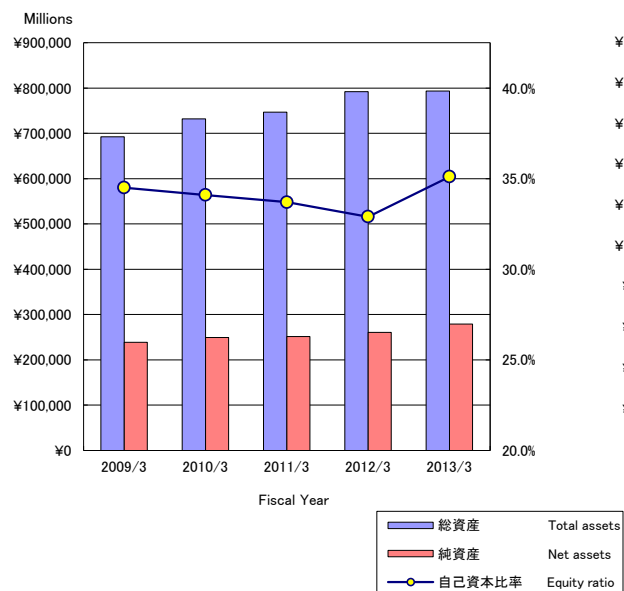
工事負担金等受入額 Contribution for construction	880	446	1,071	1,015	35,383	34,367 -		
固定資産売却益 Gain on sales of noncurrent assets	225	60	514	134	207	73 (54.5)		
SFカード未使用分受入額 Gain on unused amounts of stored fare cards	-	129	684	715	-	△ 715 (△ 100.0)		
受取補償金 Compensation Income	-	-	-	229	-	△ 229 (△ 100.0)		
償却債権取立益 Gain on bad debts recovered	-	193	-	-	-	-		
その他 Other	241	166	692	63	92	29 (45.6)		
<b>合計 Total</b>	<b>1,347</b>	<b>996</b>	<b>2,961</b>	<b>2,158</b>	<b>35,683</b>	<b>33,525 -</b>		

## (特別損失 Extraordinary loss)

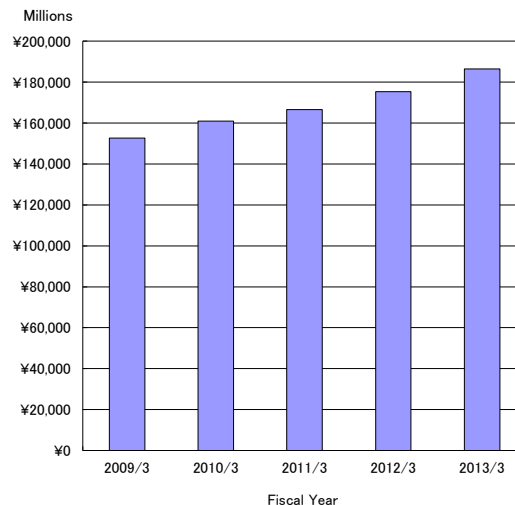
固定資産圧縮損 Loss on reduction of noncurrent assets	920	450	1,073	1,102	35,382	34,280 -		
固定資産除却損 Loss on retirement of noncurrent assets	1,172	2,139	3,246	756	878	121 (16.1)		
減損損失 Impairment loss	656	362	1,359	2,241	93	△ 2,148 (△ 95.8)		
退店補償金 Compensation for tenants closing	782	1,005	348	31	62	31 (99.5)		
固定資産売却損 Loss on sales of noncurrent assets	65	139	21	-	-	-		
その他 Other	756	1,230	619	116	311	195 (188.3)		
<b>合計 Total</b>	<b>4,353</b>	<b>5,328</b>	<b>6,669</b>	<b>4,248</b>	<b>36,729</b>	<b>32,480 (764.5)</b>		

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

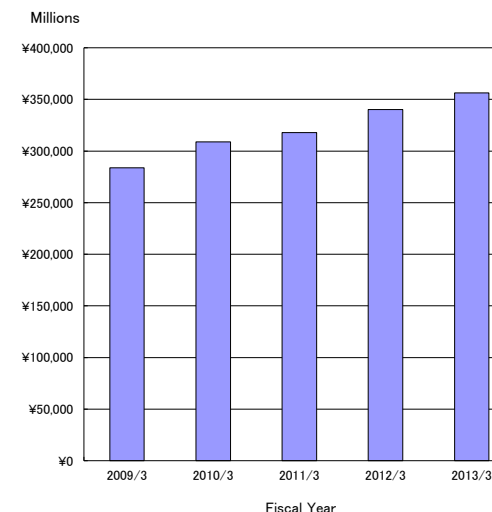
総資産と純資産  
Total assets & Net assets



利益剰余金  
Retained earnings



有利子負債  
Interest-bearing debt



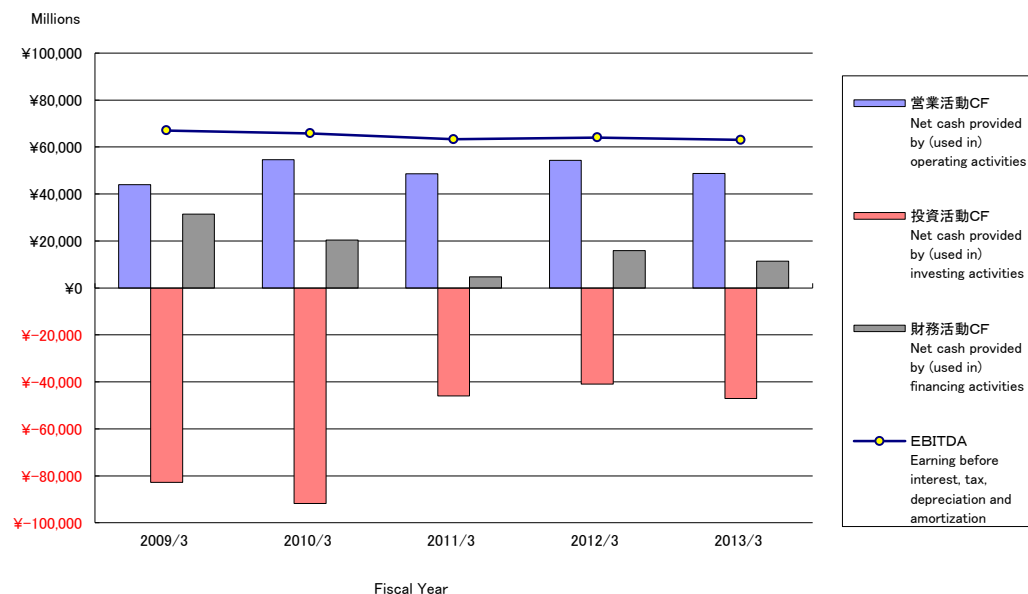
	2009/3	2010/3	2011/3	2012/3	2013/3	増減 change
総資産 Total assets	692,091	731,728	746,979	791,640	793,293	1,653
純資産 Net assets	238,873	249,521	251,405	260,549	278,834	18,284
自己資本 Shareholders' equity	238,873	249,521	251,405	260,421	278,677	18,255
自己資本比率 Equity ratio	34.5%	34.1%	33.7%	32.9%	35.1%	2.2P
利益剰余金 Retained earnings	152,572	160,882	166,492	175,259	186,342	11,082
有利子負債 Interest-bearing debt*	283,794	308,748	317,762	340,182	356,366	16,183
借入金 Loans payable	175,456	180,090	188,750	190,827	196,678	5,850
社債 Bonds payable	107,092	127,672	128,251	148,831	159,411	10,579
鉄道・運輸機構未払金 Long-term accounts payable to Japan railway construction, transport and technology agency	1,245	986	759	523	276	△ 246

\* 有利子負債 = 借入金 + 社債 + 鉄道・運輸機構未払金

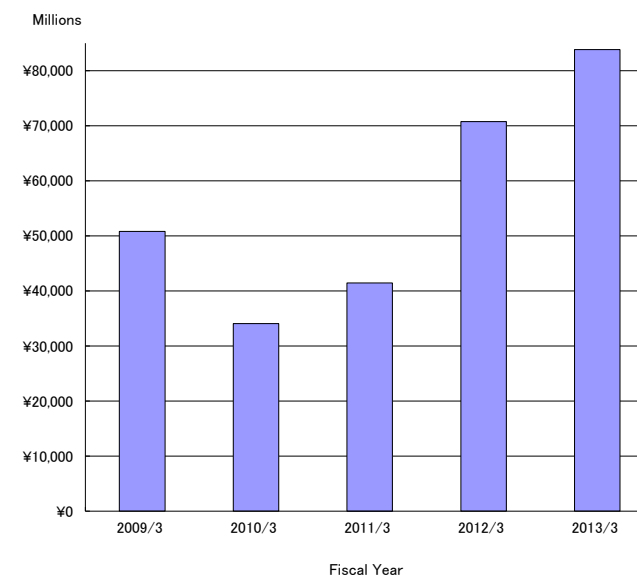
Interest-bearing debt = Loans payable + Bonds payable + Long-term accounts payable to Japan railway construction, transport and technology agency

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



	2009/3	2010/3	2011/3	2012/3	2013/3
営業活動CF Net cash provided by (used in) operating activities	43,986	54,663	48,630	54,370	<b>48,711</b>
投資活動CF Net cash provided by (used in) investing activities	△ 82,844	△ 91,813	△ 45,940	△ 40,976	<b>△ 47,080</b>
財務活動CF Net cash provided by (used in) financing activities	31,474	20,448	4,673	15,854	<b>11,442</b>
EBITDA* Earning before interest, tax, depreciation and amortization	67,014	65,819	63,257	64,028	<b>63,032</b>
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	50,784	34,090	41,461	70,715	<b>83,795</b>

(100万円/¥-mil.)

\* EBITDA = 営業利益 + 減価償却費 + のれん償却額

EBITDA = Operating income + 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**

	2009/3	2010/3	2011/3	2012/3	2013/3	増減 change
	(100万円/¥-mil.)					
<b>資産の部 Assets</b>						
<b>流動資産 Current assets</b>	110,681	92,251	95,534	132,834	147,530	14,696
現金及び預金 Cash and deposits	47,806	29,112	41,482	47,236	48,315	1,078
受取手形及び売掛金 Notes and accounts receivable-trade	30,927	31,839	27,635	32,806	32,204	△ 602
短期貸付金 Short-term loans receivable	3,349	—	—	—	—	—
有価証券 Short-term investment securities	—	—	—	23,535	35,550	12,014
商品及び製品 Merchandise and finished goods	16,808	16,483	15,690	15,117	14,682	△ 434
仕掛品 Work in process	2,974	1,928	682	3,545	7,574	4,029
原材料及び貯蔵品 Raw materials and supplies	1,095	1,394	1,438	1,667	1,590	△ 77
繰延税金資産 Deferred tax assets	4,268	3,389	2,990	2,783	3,021	238
その他 Other	3,604	8,245	5,739	6,245	4,687	△ 1,557
貸倒引当金 Allowance for doubtful accounts	△ 155	△ 142	△ 124	△ 102	△ 94	7
<b>固定資産 Noncurrent assets</b>	581,410	639,477	651,445	658,806	645,763	△ 13,042
<b>有形固定資産 Property, plant and equipment</b>	518,695	562,414	580,318	584,756	564,563	△ 20,192
建物及び構築物(純額) Buildings and structures, net	243,038	249,540	246,600	266,807	305,351	38,543
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	43,856	51,228	45,569	40,137	37,240	△ 2,897
土地 Land	149,992	164,888	166,729	167,797	175,153	7,355
建設仮勘定 Construction in progress	70,154	87,264	113,156	101,693	38,866	△ 62,827
その他(純額) Other, net	11,653	9,493	8,263	8,320	7,952	△ 367
<b>無形固定資産 Intangible assets</b>	5,486	6,336	6,781	10,297	10,745	448
<b>投資その他の資産 Investments and other assets</b>	57,227	70,725	64,344	63,752	70,453	6,701
投資有価証券 Investment securities	31,726	48,950	42,630	43,095	54,571	11,475
繰延税金資産 Deferred tax assets	14,960	13,721	13,967	12,465	6,510	△ 5,955
その他 Other	10,991	8,453	8,088	8,524	9,659	1,134
貸倒引当金 Allowance for doubtful accounts	△ 451	△ 400	△ 341	△ 333	△ 286	47
<b>資産合計 Total assets</b>	692,091	731,728	746,979	791,640	793,293	1,653
<b>《参考》 Reference</b>	2009/3	2010/3	2011/3	2012/3	2013/3	
<b>有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment</b>						
取得 Acquired	90,596	82,542	55,275	40,721	52,658	
償却 Depreciation	△ 31,733	△ 34,219	△ 33,571	△ 32,593	△ 32,747	
除却 Retirement	△ 2,175	△ 1,887	△ 1,714	△ 989	△ 2,681	
その他 Other	△ 2,016	△ 2,717	△ 2,085	△ 2,701	△ 37,422	
計 Total	54,670	43,719	17,903	4,437	△ 20,192	
<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	△ 22,603	4,131	△ 6,236	△ 6	11,258	

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

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

(100万円/¥-mil.)

	2009/3	2010/3	2011/3	2012/3	2013/3	増減 change
<b>負債の部 Liabilities</b>						
<b>流動負債 Current liabilities</b>	167,850	171,976	177,948	211,561	195,399	△ 16,161
支払手形及び買掛金 Notes and accounts payable-trade	20,287	17,361	16,011	16,850	17,189	338
短期借入金 Short-term loans payable	51,965	49,588	51,807	52,655	60,612	7,956
1年内償還予定の社債 Current portion of bonds	—	—	—	20,000	30,000	10,000
未払法人税等 Income taxes payable	3,246	5,041	4,864	6,116	2,765	△ 3,351
前受金 Advances received	28,621	35,060	43,606	50,528	18,228	△ 32,299
繰延税金負債 Deferred tax liabilities	72	74	—	—	—	—
賞与引当金 Provision for bonuses	2,352	2,090	2,189	2,018	2,028	10
役員賞与引当金 Provision for directors' bonuses	95	90	—	—	—	—
その他の引当金 Other provision	1,453	1,749	1,863	2,013	2,464	451
その他 Other	59,754	60,920	57,606	61,376	62,110	733
<b>固定負債 Noncurrent liabilities</b>	285,368	310,231	317,625	319,529	319,060	△ 469
社債 Bonds payable	107,092	127,672	128,251	128,831	129,411	579
長期借入金 Long-term loans payable	123,491	130,501	136,943	138,171	136,066	△ 2,105
繰延税金負債 Deferred tax liabilities	—	17	49	43	32	△ 10
退職給付引当金 Provision for retirement benefits	24,814	23,963	22,557	21,544	20,961	△ 583
その他 Other	29,970	28,076	29,823	30,938	32,589	1,651
<b>負債合計 Total liabilities</b>	453,218	482,207	495,574	531,090	514,459	△ 16,631
<b>純資産の部 Net assets</b>						
<b>株主資本 Shareholders' equity</b>	234,582	242,772	248,360	257,120	268,095	10,975
資本金 Capital stock	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,010	42,010	42,009	42,008	42,008	0
利益剰余金 Retained earnings	152,572	160,882	166,492	175,259	186,342	11,082
自己株式 Treasury stock	△ 19,024	△ 19,143	△ 19,165	△ 19,172	△ 19,279	△ 106
その他の包括利益累計額 Accumulated other comprehensive income	4,290	6,748	3,044	3,301	10,581	7,280
その他有価証券評価差額金 Valuation difference on available-for-sale securities	4,290	6,748	3,044	3,301	10,580	7,278
為替換算調整勘定 Foreign currency translation adjustment	—	—	—	0	1	1
少数株主持分 Minority interests	—	—	—	127	156	28
<b>純資産合計 Total net assets</b>	238,873	249,521	251,405	260,549	278,834	18,284
<b>負債純資産合計 Total liabilities and net assets</b>	692,091	731,728	746,979	791,640	793,293	1,653



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

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

	2009/3	2010/3	2011/3	2012/3	(100万円/¥-mil.) 2013/3
<b>営業損益 Operating income and expenses</b>					
営業収益 Operating revenues	420,150	403,247	391,172	390,472	<b>396,860</b>
営業費 Operating expenses	386,569	373,299	362,950	360,832	<b>368,838</b>
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	338,688	326,042	317,143	314,632	<b>322,176</b>
販売費及び一般管理費 Selling, general and administrative expenses	47,880	47,257	45,807	46,200	<b>46,661</b>
営業利益 Operating income	33,581	29,947	28,221	29,640	<b>28,022</b>
<b>営業外損益 Non operating income and expenses</b>					
営業外収益 Non-operating income	2,557	2,118	2,501	2,934	<b>2,800</b>
受取利息及び受取配当金 Interest income and dividends income	1,015	642	910	925	<b>916</b>
受取保険金 Insurance Income	—	—	—	343	—
匿名組合投資利益 Gain on investments in silent partnership	—	329	579	463	<b>442</b>
持分法による投資利益 Equity in earnings of affiliates	121	84	49	139	<b>76</b>
雑収入 Miscellaneous income	1,419	1,061	962	1,062	<b>1,365</b>
営業外費用 Non-operating expenses	5,878	5,801	6,146	6,136	<b>6,283</b>
支払利息 Interest expenses	5,116	5,374	5,521	5,613	<b>5,614</b>
雑支出 Miscellaneous expenses	761	426	625	523	<b>669</b>
経常利益 Ordinary income	30,260	26,264	24,576	26,437	<b>24,538</b>
<b>特別損益 Extraordinary income and loss</b>					
特別利益 Extraordinary income	1,347	996	2,961	2,158	<b>35,683</b>
工事負担金等受入額 Contribution for construction	880	446	1,071	1,015	<b>35,383</b>
固定資産売却益 Gain on sales of noncurrent assets	225	60	514	134	<b>207</b>
SFカード未使用分受入額 Gain on unused amounts of stored fare cards	—	129	684	715	—
受取補償金 Compensation Income	—	—	—	229	—
償却債権取立益 Gain on bad debts recovered	—	193	—	—	—
その他 Other	241	166	692	63	<b>92</b>
特別損失 Extraordinary loss	4,353	5,328	6,669	4,248	<b>36,729</b>
固定資産圧縮損 Loss on reduction of noncurrent assets	920	450	1,073	1,102	<b>35,382</b>
固定資産除却損 Loss on retirement of noncurrent assets	1,172	2,139	3,246	756	<b>878</b>
減損損失 Impairment loss	656	362	1,359	2,241	<b>93</b>
退店補償金 Compensation for tenants closing	782	1,005	348	31	<b>62</b>
固定資産売却損 Loss on sales of noncurrent assets	65	139	21	—	—
その他 Other	756	1,230	619	116	<b>311</b>
税金等調整前当期純利益 Income before income taxes and minority interests	27,254	21,932	20,869	24,347	<b>23,493</b>
法人税、住民税及び事業税 Income taxes-current	10,431	9,492	8,949	9,968	<b>7,032</b>
法人税等調整額 Income taxes-deferred	1,376	463	2,642	1,947	<b>1,684</b>
少数株主損益調整前当期純利益 Income before minority interests	—	—	9,276	12,431	<b>14,777</b>
少数株主利益(損失) Minority interests in income (loss)	—	—	—	△ 1	<b>28</b>
当期純利益 Net income	15,446	11,976	9,276	12,433	<b>14,748</b>

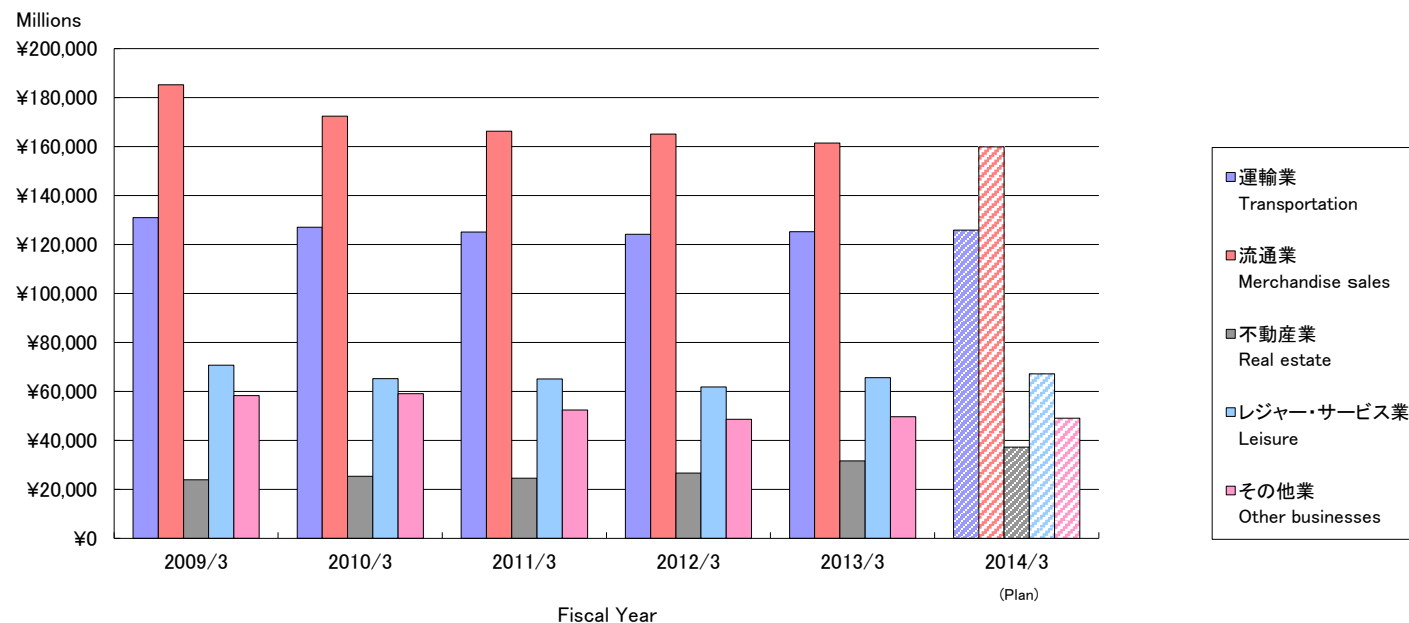
## 財務諸表〔連結〕 Financial statements [Consolidated]

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

	2009/3	2010/3	2011/3	2012/3	2013/3	増減 change
	(100万円/¥-mil.)					
税金等調整前当期純利益 Income before income taxes and minority interests	27,254	21,932	20,869	24,347	23,493	△ 854
減価償却費 Depreciation and amortization	33,432	35,871	35,036	34,287	34,605	318
減損損失 Impairment loss	656	362	1,359	2,241	93	△ 2,148
のれん償却額 Amortization of goodwill	—	—	—	101	404	303
退職給付引当金の増減額(△は減少) Increase (decrease) in provision for retirement benefits	△ 29	△ 851	△ 1,405	△ 1,012	△ 583	428
前払年金費用の増減額(△は増加) Decrease (increase) in prepaid pension costs	△ 611	2,371	201	△ 515	△ 663	△ 147
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	1	12	98	37	153	115
投資有価証券評価損益(△は益) Loss (gain) on valuation of investment securities	163	33	7	—	—	—
固定資産除却損 Loss on retirement of noncurrent assets	2,262	2,052	1,735	1,116	2,699	1,582
固定資産圧縮損 Loss on reduction of noncurrent assets	920	450	1,073	1,102	35,382	34,280
受取利息及び受取配当金 Interest and dividends income	△ 1,015	△ 642	△ 910	△ 925	△ 916	9
支払利息 Interest expenses	5,116	5,374	5,521	5,613	5,614	0
投資有価証券売却損益(△は益) Loss (gain) on sales of investment securities	—	△ 72	—	—	—	—
工事負担金等受入額 Proceeds from contribution for construction	△ 880	△ 446	△ 1,071	△ 1,015	△ 35,383	△ 34,367
退店補償金 Compensation for tenants closing	782	1,005	348	31	62	31
営業債権の増減額(△は増加) Decrease (increase) in operating receivables	356	△ 1,646	4,127	△ 3,898	△ 264	3,634
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	△ 138	2,583	1,899	1,034	△ 3,914	△ 4,949
営業債務の増減額(△は減少) Increase (decrease) in operating debt	△ 559	54	△ 1,633	1,753	1,351	△ 402
その他 Other, net	△ 1,418	△ 162	△ 4,393	2,770	1,023	△ 1,746
小計 Subtotal	66,334	68,284	62,863	67,071	63,159	△ 3,911
利息及び配当金の受取額 Interest and dividends income received	1,020	645	914	927	920	△ 6
利息の支払額 Interest expenses paid	△ 4,495	△ 4,740	△ 4,919	△ 5,000	△ 5,046	△ 45
退店補償金の支払額 Compensation paid for tenants closing	△ 603	△ 1,630	△ 1,120	△ 62	△ 62	△ 0
法人税等の支払額 Income taxes paid	△ 18,269	△ 7,895	△ 9,108	△ 8,564	△ 10,259	△ 1,695
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	43,986	54,663	48,630	54,370	48,711	△ 5,659
有形固定資産の取得による支出 Purchase of property, plant and equipment	△ 88,669	△ 85,173	△ 53,365	△ 40,570	△ 53,067	△ 12,496
工事負担金等受入による収入 Proceeds from contribution received for construction	7,122	8,466	7,767	5,819	6,351	531
投資有価証券の取得による支出 Purchase of investment securities	△ 628	△ 13,297	△ 16	△ 376	△ 377	△ 1
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	22	325	279	11	207	195
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 investments in subsidiaries resulting in change in scope of consolidation	—	—	—	△ 5,414	—	5,414
その他 Other, net	△ 690	△ 2,134	△ 605	△ 445	△ 194	250
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	△ 82,844	△ 91,813	△ 45,940	△ 40,976	△ 47,080	△ 6,104
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	810	249	2,110	100	4,490	4,390
長期借入れによる収入 Proceeds from long-term loans payable	30,830	15,750	15,290	9,340	13,610	4,270
長期借入金の返済による支出 Repayment of long-term loans payable	△ 12,308	△ 11,366	△ 8,739	△ 9,430	△ 12,249	△ 2,818
社債の発行による収入 Proceeds from issuance of bonds	29,878	19,908	—	19,906	29,859	9,953
社債の償還による支出 Redemption of bonds	△ 10,000	—	—	—	△ 20,000	△ 20,000
自己株式の取得による支出 Purchase of treasury stock	△ 3,819	△ 142	△ 26	△ 12	△ 107	△ 95
配当金の支払額 Cash dividends paid	△ 3,683	△ 3,660	△ 3,660	△ 3,663	△ 3,664	△ 1
その他 Other, net	△ 232	△ 290	△ 299	△ 386	△ 495	△ 109
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	31,474	20,448	4,673	15,854	11,442	△ 4,411
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	1	6	7	5	7	2
現金及び現金同等物の増減額(△は減少) Net increase (decrease) in cash and cash equivalents	△ 7,382	△ 16,694	7,371	29,253	13,080	△ 16,173
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	58,167	50,784	34,090	41,461	70,715	29,253
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	50,784	34,090	41,461	70,715	83,795	13,080

セグメント情報  
Segment information

営業収益 Operating revenues



(100万円/¥-mil.)

(10億円/¥-bil.)

	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3(Plan)
運輸業 Transportation	130,956	127,099	125,081	124,217	<b>125,300</b>	125.9
流通業 Merchandise sales	185,237	172,455	166,316	165,051	<b>161,434</b>	159.9
不動産業 Real estate	23,964	25,330	24,601	26,696	<b>31,624</b>	37.3
レジャー・サービス業 Leisure	70,684	65,200	65,148	61,879	<b>65,665</b>	67.2
その他業 Other businesses	58,305	59,100	52,463	48,636	<b>49,690</b>	49.1
合計 Total	469,148	449,187	433,611	426,481	<b>433,715</b>	439.5
連結修正 Elimination	△ 48,997	△ 45,940	△ 42,439	△ 36,009	<b>△ 36,854</b>	△ 34.9
連結 Consolidated	420,150	403,247	391,172	390,472	<b>396,860</b>	404.6

## セグメント情報

### Segment information

#### 営業収益の明細 Operating revenues transaction

(100万円/¥-mil.)

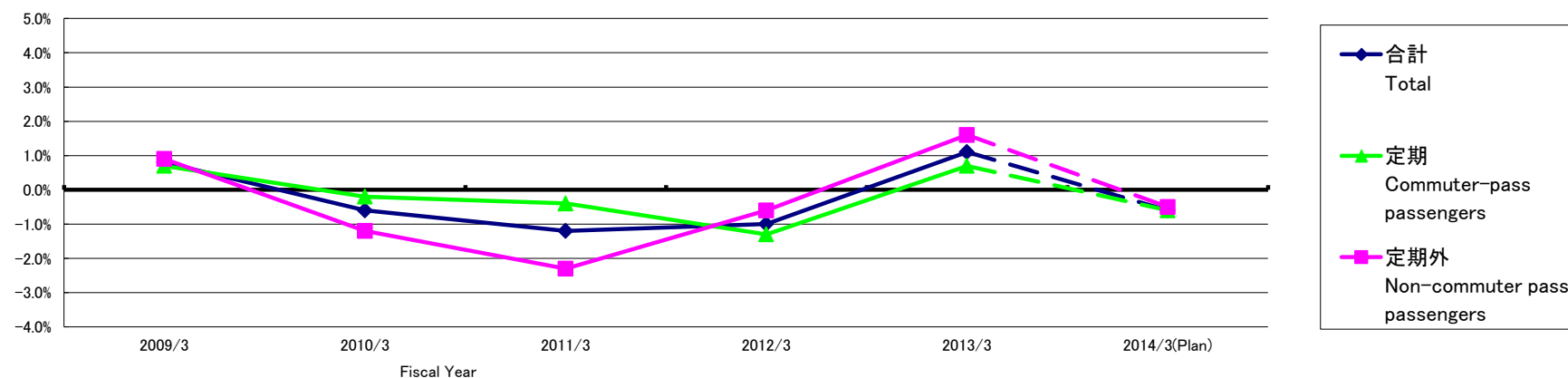
	2009/3	2010/3	2011/3	2012/3	2013/3
<b>運輸業 Transportation</b>					
鉄道事業 Railways	83,574	82,332	80,621	79,901	80,974
バス事業 Bus services	33,173	31,823	32,183	32,499	33,060
タクシー業 Taxi services	15,733	14,076	13,569	13,305	13,132
その他 Others	2,557	2,442	2,429	2,451	2,464
消去 Elimination	△ 4,082	△ 3,576	△ 3,722	△ 3,940	△ 4,332
合計 Total	130,956	127,099	125,081	124,217	125,300
<b>流通業 Merchandise sales</b>					
百貨店業 Department stores	106,642	97,855	93,545	92,806	90,680
ストア業 Retail stores	41,444	38,424	37,795	37,045	36,482
書籍販売業 Retail stores for books	12,455	11,758	10,887	10,703	10,368
駅売店業 Retail stores at stations	10,784	10,392	8,812	8,926	8,430
ショッピングセンター事業 Shopping centers	10,578	10,678	10,903	10,535	10,530
その他 Others	11,680	11,362	11,473	11,713	11,537
消去 Elimination	△ 8,348	△ 8,016	△ 7,100	△ 6,679	△ 6,594
合計 Total	185,237	172,455	166,316	165,051	161,434
<b>不動産業 Real estate</b>					
不動産賃貸業 Land and building leasing	25,089	25,764	25,536	27,079	29,380
不動産販売業 Development for selling by lots	4,660	4,870	4,602	5,903	9,868
その他 Others	1,383	1,161	1,286	1,229	1,178
消去 Elimination	△ 7,169	△ 6,466	△ 6,824	△ 7,516	△ 8,803
合計 Total	23,964	25,330	24,601	26,696	31,624
<b>レジャー・サービス業 Leisure</b>					
ホテル業 Hotels	43,984	42,880	42,105	39,347	42,187
旅行業 Travel services	18,456	16,342	16,385	16,154	16,660
広告代理業 Advertising services	11,610	9,435	10,159	9,844	10,420
その他 Others	6,804	6,389	6,090	6,007	5,991
消去 Elimination	△ 10,171	△ 9,847	△ 9,591	△ 9,474	△ 9,593
合計 Total	70,684	65,200	65,148	61,879	65,665
<b>その他業 Other businesses</b>					
ビル総合管理業 Building maintenance	21,006	20,337	19,867	20,429	21,275
車両整備業 Railway car maintenance	9,498	9,817	9,030	8,132	8,641
建築・土木業 Construction	24,281	26,167	20,573	17,813	16,389
その他 Others	5,182	5,003	5,160	4,708	5,724
消去 Elimination	△ 1,663	△ 2,225	△ 2,168	△ 2,446	△ 2,340
合計 Total	58,305	59,100	52,463	48,636	49,690

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)

	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3(Plan)
定期 Commuter-pass passengers	365,559 ( 2,462 )	364,696 ( △ 863 )	363,257 ( △ 1,439 )	358,466 ( △ 4,791 )	<b>360,945 ( 2,479 )</b>	358,664 ( △ 2,281 )
通勤 Commuter-pass passengers	274,679 ( 2,404 )	272,785 ( △ 1,894 )	269,848 ( △ 2,937 )	265,965 ( △ 3,883 )	<b>267,414 ( 1,449 )</b>	265,521 ( △ 1,893 )
通学 Commuter-pass passengers (Students)	90,880 ( 58 )	91,911 ( 1,031 )	93,409 ( 1,498 )	92,501 ( △ 908 )	<b>93,531 ( 1,030 )</b>	93,143 ( △ 388 )
定期外 Non-commuter pass passengers	271,621 ( 2,330 )	268,479 ( △ 3,142 )	262,182 ( △ 6,297 )	260,597 ( △ 1,585 )	<b>264,740 ( 4,143 )</b>	263,340 ( △ 1,400 )
合計 Total	637,180 ( 4,792 )	633,175 ( △ 4,005 )	625,439 ( △ 7,736 )	619,063 ( △ 6,376 )	<b>625,685 ( 6,622 )</b>	622,004 ( △ 3,681 )

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



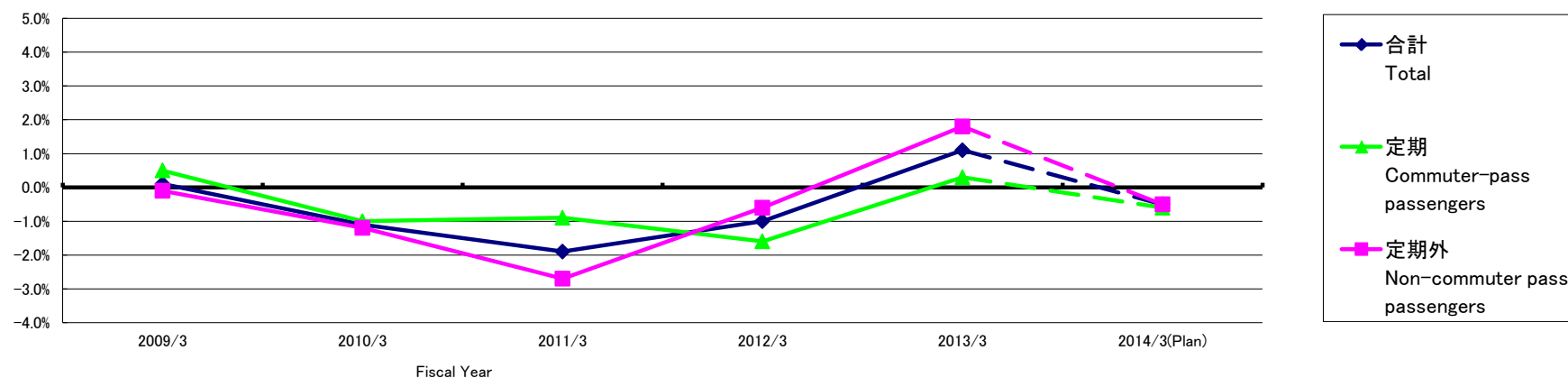
	2009/3	2010/3	2011/3	2012/3	2013/3	(%, percent) 2014/3(Plan)
定期 Commuter-pass passengers	0.7	△ 0.2	△ 0.4	△ 1.3	<b>0.7</b>	△ 0.6
通勤 Commuter-pass passengers	0.9	△ 0.7	△ 1.1	△ 1.4	<b>0.5</b>	△ 0.7
通学 Commuter-pass passengers (Students)	0.1	1.1	1.6	△ 1.0	<b>1.1</b>	△ 0.4
定期外 Non-commuter pass passengers	0.9	△ 1.2	△ 2.3	△ 0.6	<b>1.6</b>	△ 0.5
合計 Total	0.8	△ 0.6	△ 1.2	△ 1.0	<b>1.1</b>	△ 0.6

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)

	2009/3	2010/3	2011/3	2012/3	2013/3	(100万円/¥-mil.) 2014/3(Plan)
定期 Commuter-pass passengers	33,948 ( 161 )	33,624 ( △ 323 )	33,324 ( △ 299 )	32,790 ( △ 533 )	<b>32,899 ( 109 )</b>	32,707 ( △ 192 )
通勤 Commuter-pass passengers	30,333 ( 173 )	29,989 ( △ 343 )	29,631 ( △ 358 )	29,142 ( △ 488 )	<b>29,211 ( 68 )</b>	29,032 ( △ 179 )
通学 Commuter-pass passengers (Students)	3,614 ( △ 12 )	3,634 ( 19 )	3,693 ( 58 )	3,647 ( △ 45 )	<b>3,688 ( 40 )</b>	3,675 ( △ 13 )
定期外 Non-commuter pass passengers	46,117 ( △ 48 )	45,556 ( △ 561 )	44,320 ( △ 1,235 )	44,056 ( △ 264 )	<b>44,830 ( 773 )</b>	44,627 ( △ 202 )
合計 Total	80,065 ( 112 )	79,180 ( △ 885 )	77,644 ( △ 1,535 )	76,847 ( △ 797 )	<b>77,729 ( 882 )</b>	77,334 ( △ 395 )

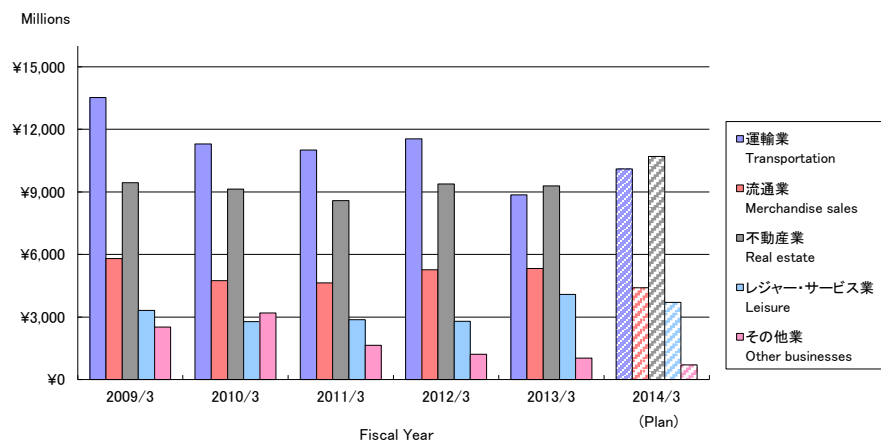
旅客運輸収入の対前年増減率 Variation ratio against previous year of Passenger revenues of Railways



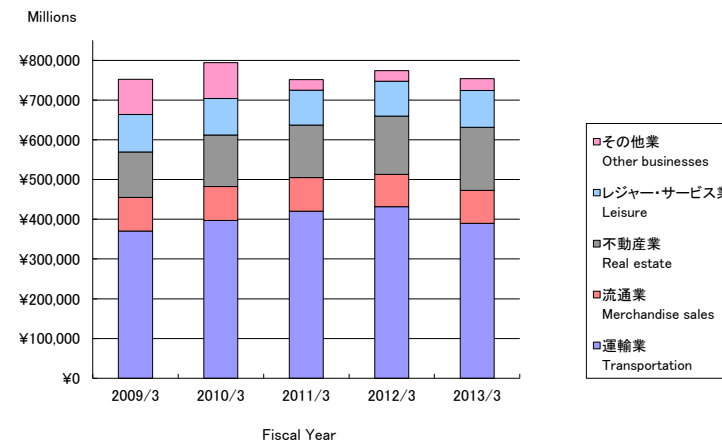
	2009/3	2010/3	2011/3	2012/3	2013/3	(%, percent) 2014/3(Plan)
定期 Commuter-pass passengers	0.5	△ 1.0	△ 0.9	△ 1.6	<b>0.3</b>	△ 0.6
通勤 Commuter-pass passengers	0.6	△ 1.1	△ 1.2	△ 1.6	<b>0.2</b>	△ 0.6
通学 Commuter-pass passengers (Students)	△ 0.3	0.5	1.6	△ 1.2	<b>1.1</b>	△ 0.4
定期外 Non-commuter pass passengers	△ 0.1	△ 1.2	△ 2.7	△ 0.6	<b>1.8</b>	△ 0.5
合計 Total	0.1	△ 1.1	△ 1.9	△ 1.0	<b>1.1</b>	△ 0.5

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.)

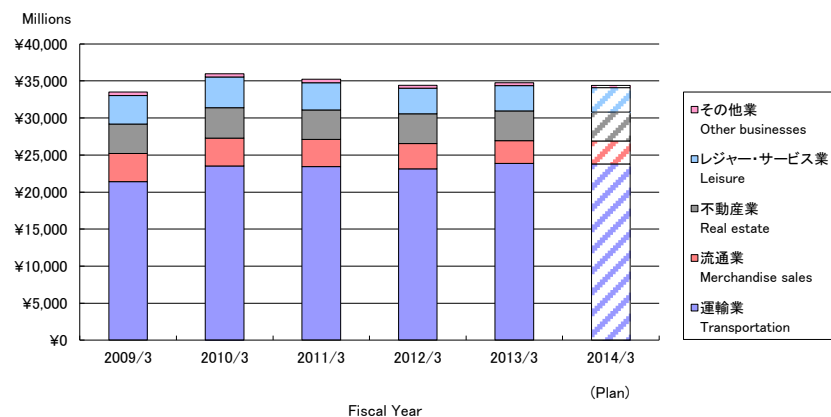
営業利益 Operating income	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3(Plan)
運輸業 Transportation	13,528	11,297	11,009	11,538	<b>8,852</b>	10.1
流通業 Merchandise sales	5,803	4,736	4,629	5,266	<b>5,327</b>	4.4
不動産業 Real estate	9,447	9,136	8,579	9,384	<b>9,283</b>	10.7
レジャー・サービス業 Leisure	3,310	2,777	2,864	2,796	<b>4,075</b>	3.7
その他業 Other businesses	2,514	3,198	1,634	1,213	<b>1,024</b>	0.7
合計 Total	34,604	31,147	28,717	30,200	<b>28,563</b>	29.8
連結修正 Elimination	△ 1,023	△ 1,199	△ 496	△ 560	<b>△ 541</b>	△ 0.1
連結 Consolidated	33,581	29,947	28,221	29,640	<b>28,022</b>	29.6

(100万円/¥-mil.)

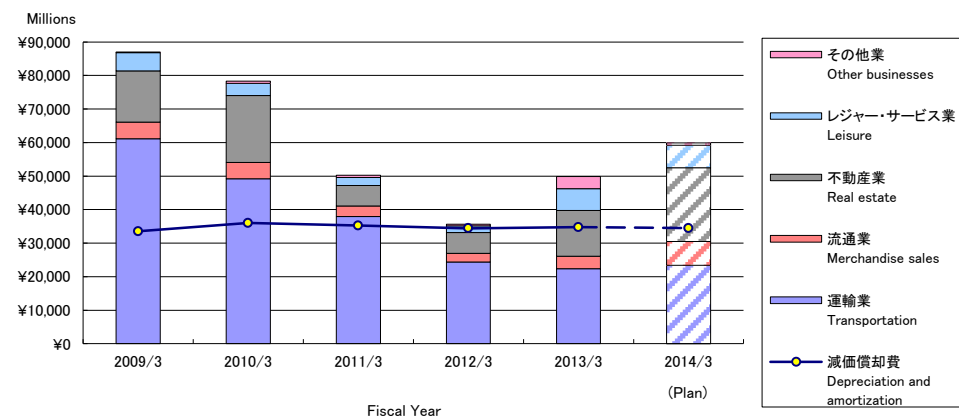
総資産 Total assets	2009/3	2010/3	2011/3	2012/3	2013/3
運輸業 Transportation	370,646	396,713	420,482	431,972	<b>390,028</b>
流通業 Merchandise sales	84,442	85,605	84,268	81,336	<b>82,938</b>
不動産業 Real estate	114,158	129,337	131,859	146,067	<b>158,303</b>
レジャー・サービス業 Leisure	94,236	92,483	87,834	87,899	<b>92,488</b>
その他業 Other businesses	88,763	89,902	26,582	26,908	<b>30,176</b>
合計 Total	752,247	794,042	751,026	774,185	<b>753,936</b>
連結修正 Elimination	△ 60,155	△ 62,313	△ 4,047	17,454	<b>39,357</b>
連結 Consolidated	692,091	731,728	746,979	791,640	<b>793,293</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



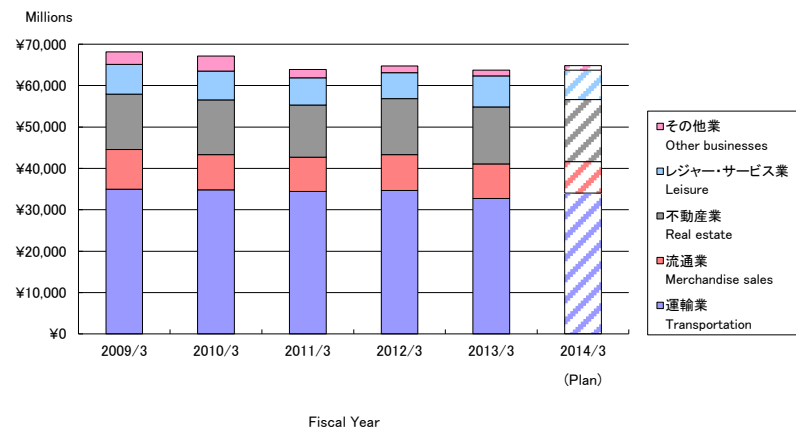
	(100万円/¥-mil.)					(10億円/¥-bil.)
減価償却費 Depreciation and amortization	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3(Plan)
運輸業 Transportation	21,414	23,543	23,455	23,124	<b>23,883</b>	23.8
流通業 Merchandise sales	3,817	3,723	3,648	3,434	<b>3,051</b>	3.1
不動産業 Real estate	3,945	4,140	3,968	4,001	<b>4,019</b>	3.9
レジャー・サービス業 Leisure	3,875	4,126	3,702	3,476	<b>3,441</b>	3.3
その他業 Other businesses	478	459	452	400	<b>366</b>	0.3
合計 Total	33,530	35,993	35,228	34,438	<b>34,761</b>	34.7
連結修正 Elimination	△ 97	△ 122	△ 191	△ 150	<b>△ 156</b>	△ 0.1
連結 Consolidated	33,432	35,871	35,036	34,287	<b>34,605</b>	34.5

	(100万円/¥-mil.)					(10億円/¥-bil.)
設備投資 Capital expenditures	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3(Plan)
運輸業 Transportation	61,180	49,219	37,899	24,406	<b>22,415</b>	23.4
流通業 Merchandise sales	4,946	4,874	3,228	2,517	<b>3,707</b>	7.1
不動産業 Real estate	15,212	19,936	6,069	6,256	<b>13,610</b>	22.0
レジャー・サービス業 Leisure	5,460	3,612	2,382	2,004	<b>6,491</b>	6.7
その他業 Other businesses	184	642	695	442	<b>3,628</b>	0.7
合計 Total	86,984	78,285	50,275	35,628	<b>49,852</b>	60.2
連結修正 Elimination	△ 988	△ 660	△ 733	△ 639	<b>△ 525</b>	△ 0.3
連結 Consolidated	85,996	77,624	49,541	34,989	<b>49,327</b>	59.8

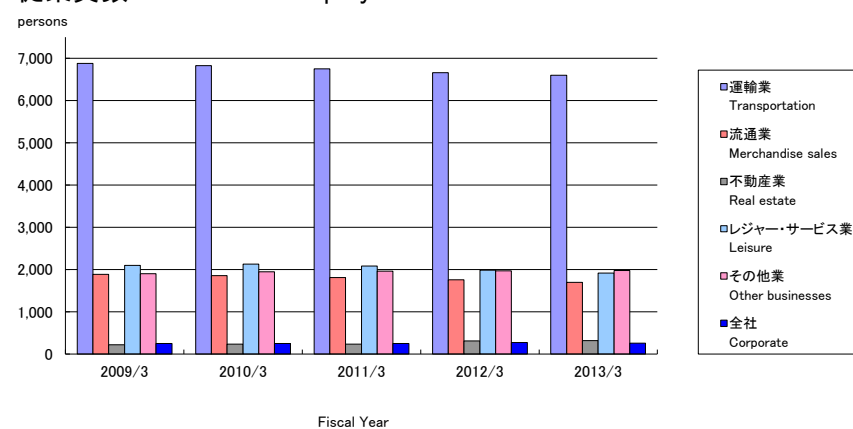


セグメント情報  
Segment information

EBITDA Earning before interest, tax, depreciation and amortization



従業員数 Numbers of employee



EBITDA

Earning before interest, tax, depreciation and amortization

	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3(Plan)
運輸業 Transportation	34,943	34,841	34,465	34,663	<b>32,735</b>	34.0
流通業 Merchandise sales	9,620	8,459	8,278	8,701	<b>8,378</b>	7.6
不動産業 Real estate	13,392	13,277	12,547	13,487	<b>13,708</b>	15.0
レジャー・サービス業 Leisure	7,185	6,904	6,567	6,273	<b>7,516</b>	7.1
その他業 Other businesses	2,992	3,658	2,086	1,613	<b>1,390</b>	1.1
合計 Total	68,135	67,141	63,945	64,739	<b>63,730</b>	64.9
連結修正 Elimination	△ 1,120	△ 1,322	△ 688	△ 710	<b>△ 697</b>	△ 0.3
連結 Consolidated	67,014	65,819	63,257	64,028	<b>63,032</b>	64.6

	2009/3	2010/3	2011/3	2012/3	2013/3
従業員数 Numbers of employee					(人 persons)
運輸業 Transportation	6,882	6,827	6,753	6,657	<b>6,599</b>
流通業 Merchandise sales	1,884	1,859	1,813	1,758	<b>1,696</b>
不動産業 Real estate	222	237	236	307	<b>316</b>
レジャー・サービス業 Leisure	2,100	2,127	2,081	1,984	<b>1,919</b>
その他業 Other businesses	1,905	1,948	1,964	1,967	<b>1,976</b>
全社 Corporate	251	252	253	271	<b>259</b>
連結 Consolidated	13,244	13,250	13,100	12,944	<b>12,765</b>