



あなたと あたらしい あしたへ — 京王グループ



Keio Corporation

FACT BOOK 2022

Fiscal Year ended March 31, 2022

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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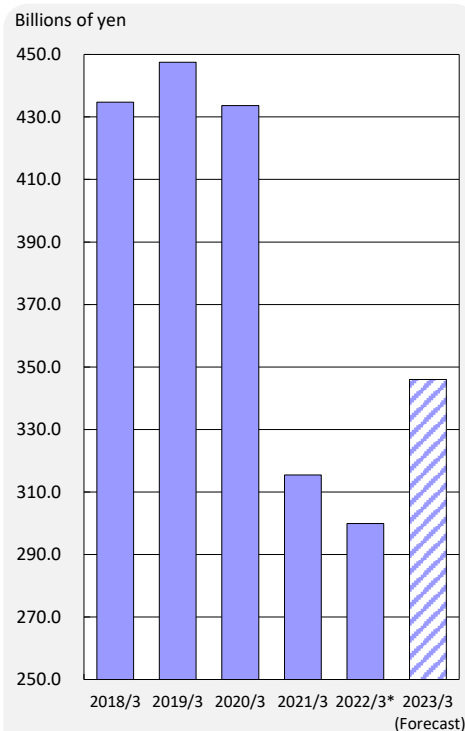
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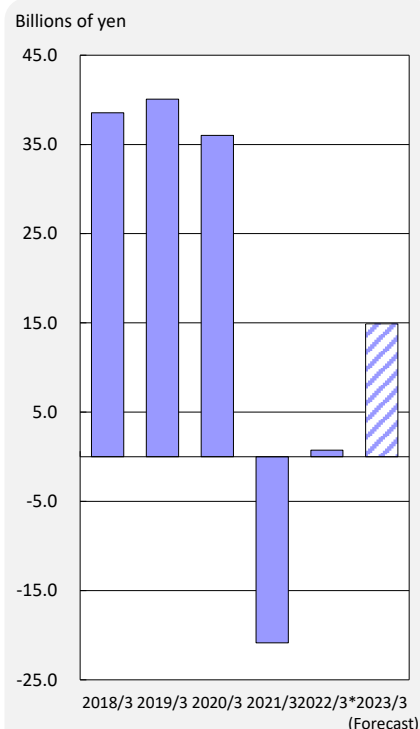
データ・ハイライト〔連結〕

Data highlights [Consolidated]

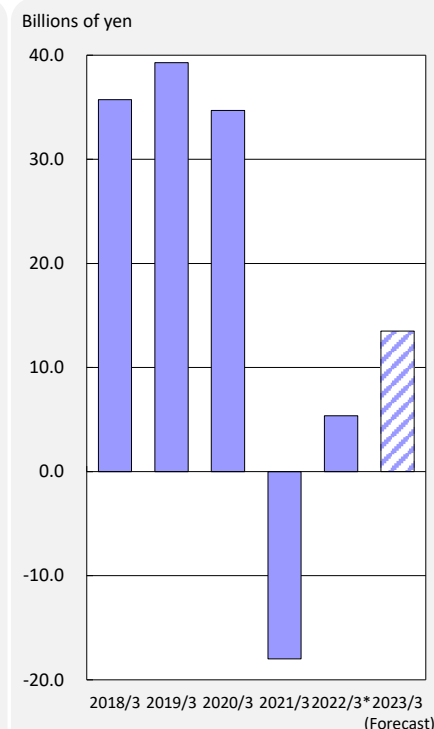
営業収益 Operating revenues



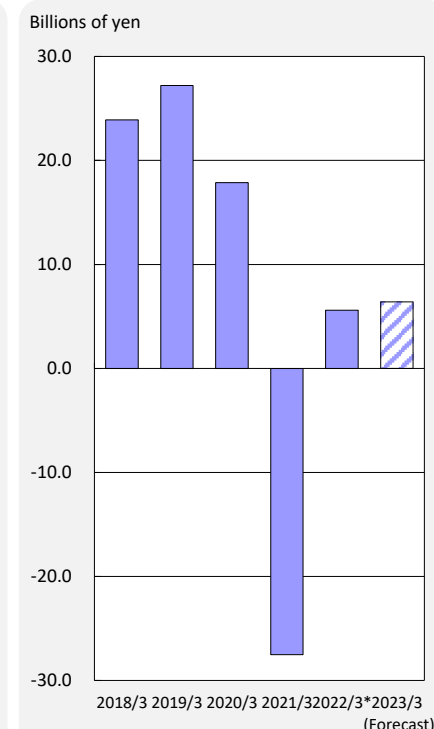
営業利益又は営業損失 Operating profit (loss)



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純利益又は 親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent



	2018/3	2019/3	2020/3	2021/3	2022/3*	2023/3 (Forecast)
営業収益 Operating revenues	434,697	447,508	433,669	315,439	299,872	346,000
					[341,295]	
営業利益又は営業損失 Operating profit (loss)	38,537	40,078	36,024	(20,866)	740	14,900
経常利益又は経常損失 Ordinary profit (loss)	35,728	39,281	34,684	(17,980)	5,366	13,500
親会社株主に帰属する当期純利益又は 親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent	23,897	27,213	17,875	(27,519)	5,585	6,400

* 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.

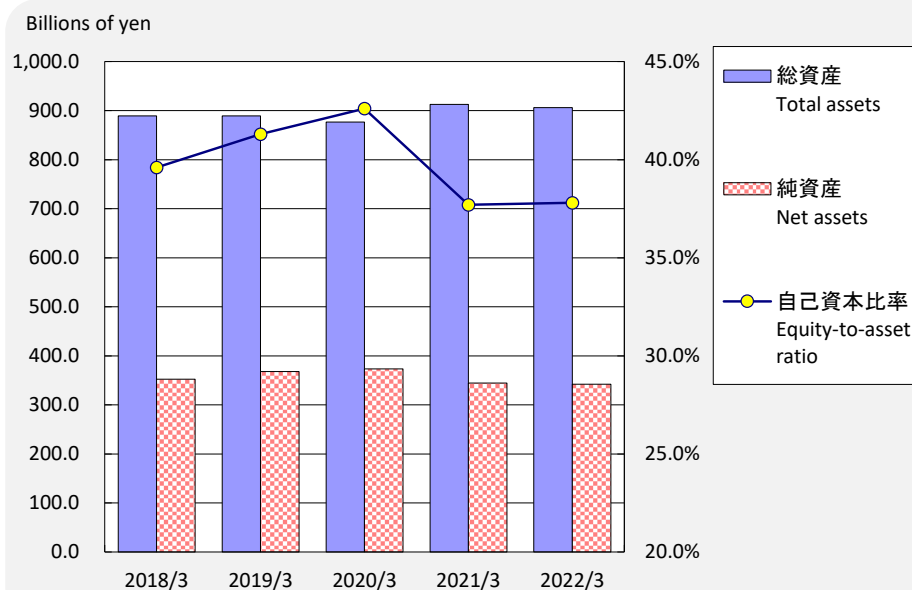
* 下段[]は「収益認識に関する会計基準」等適用前の数値を記載している。Parenthesis below show figures prior to application of Accounting Standard for Revenue Recognition.

データ・ハイライト〔連結〕

Data highlights〔Consolidated〕

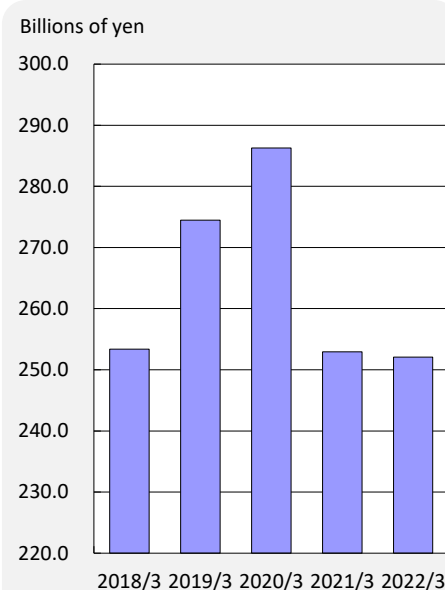
■ 総資産と純資産

Total assets & Net assets



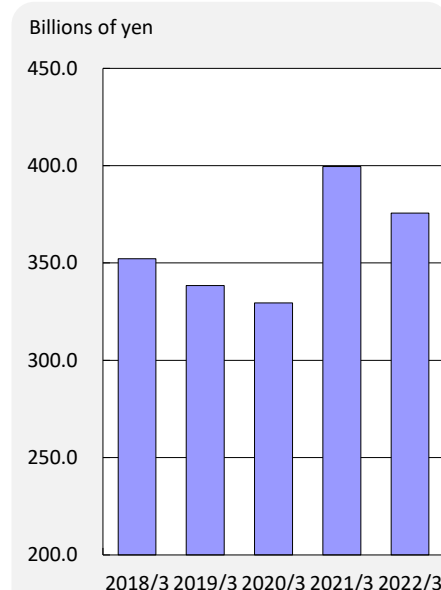
■ 利益剰余金

Retained earnings



■ 有利子負債

Interest-bearing debt



	2018/3	2019/3	2020/3	2021/3	2022/3	増減 change
総資産 Total assets	889,135	889,341	876,691	912,624	906,212	(6,412)
純資産 Net assets	352,241	368,022	373,454	344,395	342,286	(2,108)
自己資本 Shareholders' equity	351,953	367,717	373,172	344,346	342,321	(2,024)
自己資本比率 Equity-to-asset ratio	39.6%	41.3%	42.6%	37.7%	37.8%	0.1%
利益剰余金 Retained earnings	253,392	274,501	286,271	252,952	252,087	(864)
有利子負債* Interest-bearing debt	352,181	338,376	329,501	399,610	375,715	(23,895)
借入金 Borrowings	202,181	198,376	199,501	199,605	205,708	6,103
社債 Bonds payable	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	20,006	(9,998)

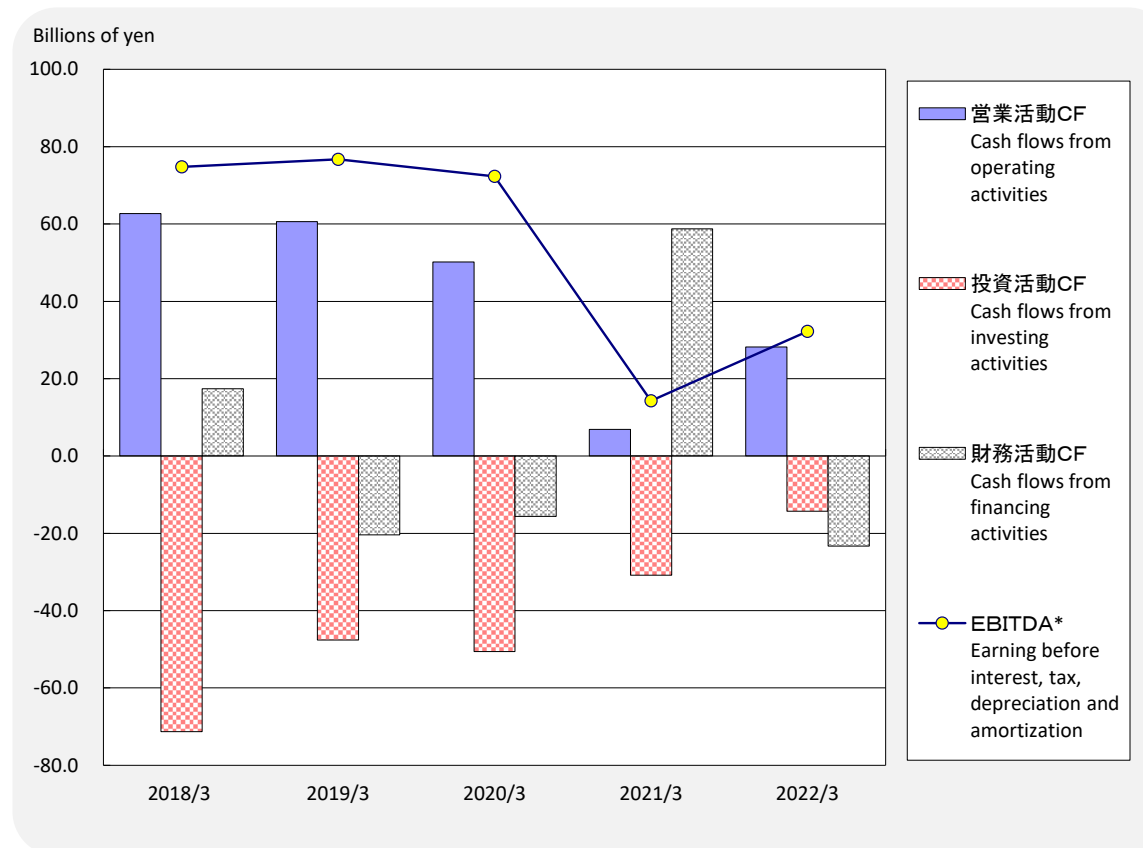
*有利子負債 = 借入金 + 社債 + コマーシャル・ペーパー
Interest-bearing debt = Borrowings + Bonds payable + Commercial papers

データ・ハイライト〔連結〕

Data highlights〔Consolidated〕

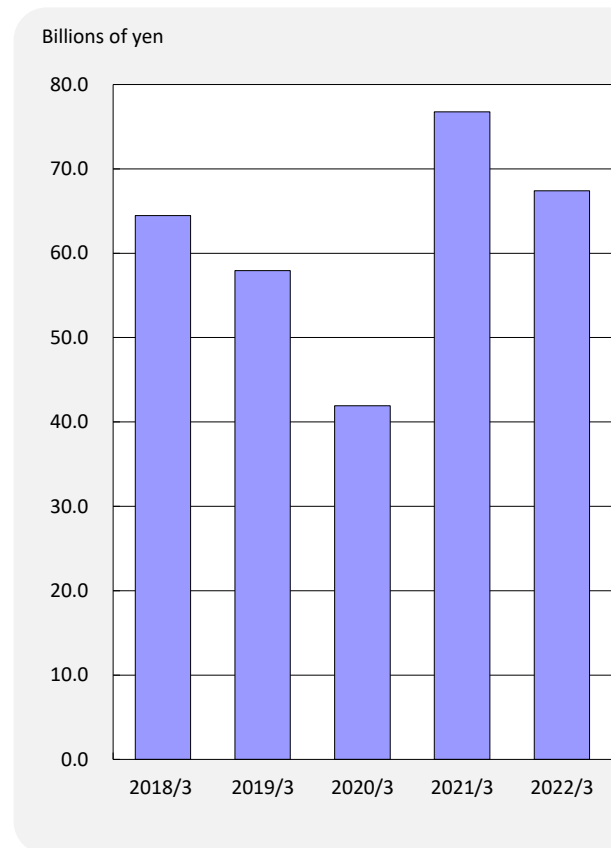
■ キャッシュ・フロー

Cash flows



■ 現金及び現金同等物の期末残高

Cash and cash equivalents at end of period



(100万円/¥-mil.)

	2018/3	2019/3	2020/3	2021/3	2022/3
営業活動CF Cash flows from operating activities	62,713	60,620	50,157	6,897	28,222
投資活動CF Cash flows from investing activities	(71,267)	(47,608)	(50,570)	(30,822)	(14,318)
財務活動CF Cash flows from financing activities	17,384	(20,376)	(15,611)	58,767	(23,264)
EBITDA* Earning before interest, tax, depreciation and amortization	74,802	76,731	72,292	14,269	32,208
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	64,469	57,934	41,912	76,753	67,394

* 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.)

	2018/3	2019/3	2020/3	2021/3	2022/3	増減 change
資産の部 Assets						
流動資産 Current assets	150,027	148,109	125,142	159,022	157,066	(1,956)
現金及び預金 Cash and deposits	50,988	38,963	39,979	76,772	67,403	(9,368)
受取手形及び売掛金 Notes and accounts receivable-trade	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	—	—	—	—	40,892	40,892
商品及び製品 Merchandise and finished goods	16,089	12,977	11,086	11,965	16,526	4,561
仕掛品 Work in process	21,976	23,031	25,640	21,387	22,687	1,299
原材料及び貯蔵品 Raw materials and supplies	2,158	2,159	2,246	2,289	2,293	3
その他 Other	19,832	25,877	10,949	8,612	7,272	(1,340)
貸倒引当金 Allowance for doubtful accounts	(51)	(45)	(9)	(13)	(9)	4
固定資産 Non-current assets	739,108	741,231	751,548	753,601	749,145	(4,455)
有形固定資産 Property, plant and equipment	642,985	647,687	660,131	656,717	656,813	96
建物及び構築物(純額) Buildings and structures, net	328,778	342,882	344,392	332,049	323,188	(8,860)
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	38,727	36,613	36,492	33,106	22,388	(10,718)
土地 Land	227,366	228,209	231,165	235,322	235,725	402
建設仮勘定 Construction in progress	36,872	28,413	36,304	46,673	61,334	14,660
その他(純額) Other, net	11,240	11,568	11,777	9,564	14,176	4,611
無形固定資産 Intangible assets	11,525	14,049	13,340	14,736	14,593	(143)
投資その他の資産 Investments and other assets	84,596	79,494	78,076	82,147	77,738	(4,408)
投資有価証券 Investment securities	60,131	52,968	48,169	50,251	49,056	(1,194)
退職給付に係る資産 Retirement benefit asset	6,994	7,270	6,906	12,508	12,799	290
繰延税金資産 Deferred tax assets	10,630	12,412	15,744	12,122	8,707	(3,415)
その他 Other	6,989	6,980	7,393	7,396	7,303	(93)
貸倒引当金 Allowance for doubtful accounts	(148)	(139)	(138)	(132)	(128)	3
資産合計 Total assets	889,135	889,341	876,691	912,624	906,212	(6,412)

《参考》 Reference

有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment

取得 Acquired	75,201	54,916	58,080	35,124	46,108
償却 Depreciation	(33,270)	(33,232)	(32,731)	(31,948)	(28,856)
圧縮 Reduction	(1,929)	(14,298)	(721)	(386)	(854)
除却 Retirement	(660)	(877)	(921)	(388)	(343)
その他 Other	(751)	(1,805)	(11,262)	(5,815)	(15,958)
計 Total	38,588	4,702	12,443	(3,414)	96

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	1,821	(6,670)	(7,896)	3,868	(735)
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財務諸表〔連結〕

Financial statements [Consolidated]

連結貸借対照表 Consolidated Balance Sheets

(100万円/¥-mil.)

	2018/3	2019/3	2020/3	2021/3	2022/3	増減 change
負債の部 Liabilities						
流動負債 Current liabilities	207,482	212,780	182,712	221,791	233,231	11,440
支払手形及び買掛金 Notes and accounts payable-trade	18,061	19,058	16,619	16,043	16,067	23
短期借入金 Short-term borrowings	73,287	70,998	70,606	66,193	68,627	2,434
1年内償還予定の社債 Current portion of bonds	10,000	20,000	—	20,000	20,000	—
コマーシャル・ペーパー Commercial papers	—	—	—	30,004	20,006	(9,998)
未払法人税等 Income taxes payable	6,706	6,625	5,640	2,493	4,127	1,634
前受金 Advances received	26,126	18,554	20,604	23,425	25,537	2,111
契約負債 Contract liabilities	—	—	—	—	12,186	12,186
賞与引当金 Provision for bonuses	2,811	2,907	2,827	2,437	3,570	1,133
その他の引当金 Other provisions	1,842	1,739	1,716	1,519	1,166	(352)
その他 Other	68,646	72,895	64,696	59,673	61,940	2,267
固定負債 Non-current liabilities	329,411	308,538	320,524	346,438	330,694	(15,743)
社債 Bonds payable	140,000	120,000	130,000	150,000	130,000	(20,000)
長期借入金 Long-term borrowings	128,893	127,377	128,894	133,412	137,081	3,669
繰延税金負債 Deferred tax liabilities	1,764	1,762	1,757	2,335	1,226	(1,109)
退職給付に係る負債 Retirement benefit liability	20,935	21,266	21,713	22,930	22,827	(103)
その他 Other	37,817	38,132	38,158	37,759	39,560	1,800
負債合計 Total liabilities	536,893	521,319	503,236	568,229	563,925	(4,303)
純資産の部 Net assets						
株主資本 Shareholders' equity	334,897	355,994	367,755	334,422	333,555	(867)
資本金 Share capital	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,010	42,011	42,012	42,187	42,187	0
利益剰余金 Retained earnings	253,392	274,501	286,271	252,952	252,087	(864)
自己株式 Treasury shares	(19,530)	(19,542)	(19,552)	(19,740)	(19,743)	(2)
その他の包括利益累計額 Accumulated other comprehensive income	17,056	11,723	5,416	9,923	8,766	(1,157)
その他有価証券評価差額金 Valuation difference on available-for-sale securities	15,152	10,527	5,052	7,681	7,181	(499)
為替換算調整勘定 Foreign currency translation adjustment	8	8	3	4	7	3
退職給付に係る調整累計額 Remeasurements of defined benefit plans	1,895	1,186	360	2,237	1,576	(660)
非支配株主持分 Non-controlling interests	288	304	282	48	(35)	(84)
純資産合計 Total net assets	352,241	368,022	373,454	344,395	342,286	(2,108)
負債純資産合計 Total liabilities and net assets	889,135	889,341	876,691	912,624	906,212	(6,412)

財務諸表〔連結〕

Financial statements [Consolidated]

■ 連結損益計算書 Consolidated Statements of Income

(100万円/¥-mil.)

	2018/3	2019/3	2020/3	2021/3	2022/3	増減	change(%)	2023/3 (Forecast)	増減	change(%)
連結損益計算書 Consolidated Statements of Income										
営業収益 Operating revenues	434,697	447,508	433,669	315,439	299,872	(15,567)	(4.9)	346,000	46,127	15.4
営業費 Operating expenses	396,160	407,430	397,644	336,306	299,132	(37,174)	(11.1)			
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	347,554	358,066	345,226	288,756	252,085	(36,671)	(12.7)			
販売費及び一般管理費 Selling, general and administrative expenses	48,606	49,363	52,418	47,550	47,047	(503)	(1.1)			
営業利益又は営業損失 Operating profit (loss)	38,537	40,078	36,024	(20,866)	740	21,606	—	14,900	14,159	—
営業外収益 Non-operating income	2,317	3,125	2,278	6,549	7,764	1,214	18.5			
受取利息 Interest income	176	163	23	20	20	-0	(2.6)			
受取配当金 Dividend income	1,180	1,204	1,436	1,312	1,242	(70)	(5.4)			
持分法による投資利益 Share of profit of entities accounted for using equity method	—	22	33	88	257	169	192.7			
助成金等収入 Subsidy income etc	—	—	—	4,174	5,234	1,060	25.4			
その他 Other	959	1,734	785	953	1,009	55	5.9			
営業外費用 Non-operating expenses	5,126	3,922	3,619	3,664	3,138	(526)	(14.4)			
支払利息 Interest expenses	3,702	3,431	3,082	3,091	2,844	(247)	(8.0)			
持分法による投資損失 Share of loss of entities accounted for using equity method	129	—	—	—	—	—	—			
その他 Other	1,294	491	536	572	294	(278)	(48.6)			
経常利益又は経常損失 Ordinary profit (loss)	35,728	39,281	34,684	(17,980)	5,366	23,347	—	13,500	8,133	151.5
特別利益 Extraordinary income	3,305	18,230	6,856	8,555	14,799	6,243	73.0			
特別損失 Extraordinary losses	3,591	17,369	13,120	11,642	5,841	(5,801)	(49.8)			
税金等調整前当期純利益又は税金等調整前当期純損失 Profit (loss) before income taxes	35,442	40,142	28,420	(21,067)	14,324	35,392	—			
法人税、住民税及び事業税 Income taxes-current	11,569	12,341	11,102	3,930	5,654	1,724	43.9			
法人税等調整額 Income taxes-deferred	(48)	570	(541)	2,688	3,163	475	17.7			
当期純利益又は当期純損失 Profit (loss)	23,921	27,230	17,858	(27,686)	5,506	33,193	—			
非支配株主に帰属する当期純利益又は非支配株主に帰属する当期純損失 Profit (loss) attributable to non-controlling interests	23	16	(17)	(167)	(78)	88	—			
親会社株主に帰属する当期純利益又は親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent	23,897	27,213	17,875	(27,519)	5,585	33,105	—	6,400	814	14.6

《参考》 Reference

特別利益 Extraordinary income

固定資産売却益 Gain on sales of non-current assets	2,214	3,554	5,291	1,167	12,141	10,973	—			
投資有価証券売却益 Gain on sales of investment securities	0	212	639	4,655	1,529	(3,125)	(67.1)			
工事負担金等受入額 Contribution for construction	1,017	14,434	747	446	941	494	110.7			
その他 Other	73	29	178	2,286	186	(2,099)	(91.8)			
計 Total	3,305	18,230	6,856	8,555	14,799	6,243	73.0			

特別損失 Extraordinary losses

減損損失 Impairment loss	743	518	9,195	9,224	1,902	(7,322)	(79.4)			
固定資産除却損 Loss on retirement of non-current assets	769	998	1,408	815	1,812	996	122.1			
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	1,935	14,382	723	388	858	470	121.1			
退店補償金 Compensation for tenants closing	105	730	489	707	688	(19)	(2.7)			
その他 Other	37	740	1,303	506	579	73	14.5			
計 Total	3,591	17,369	13,120	11,642	5,841	(5,801)	(49.8)			

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

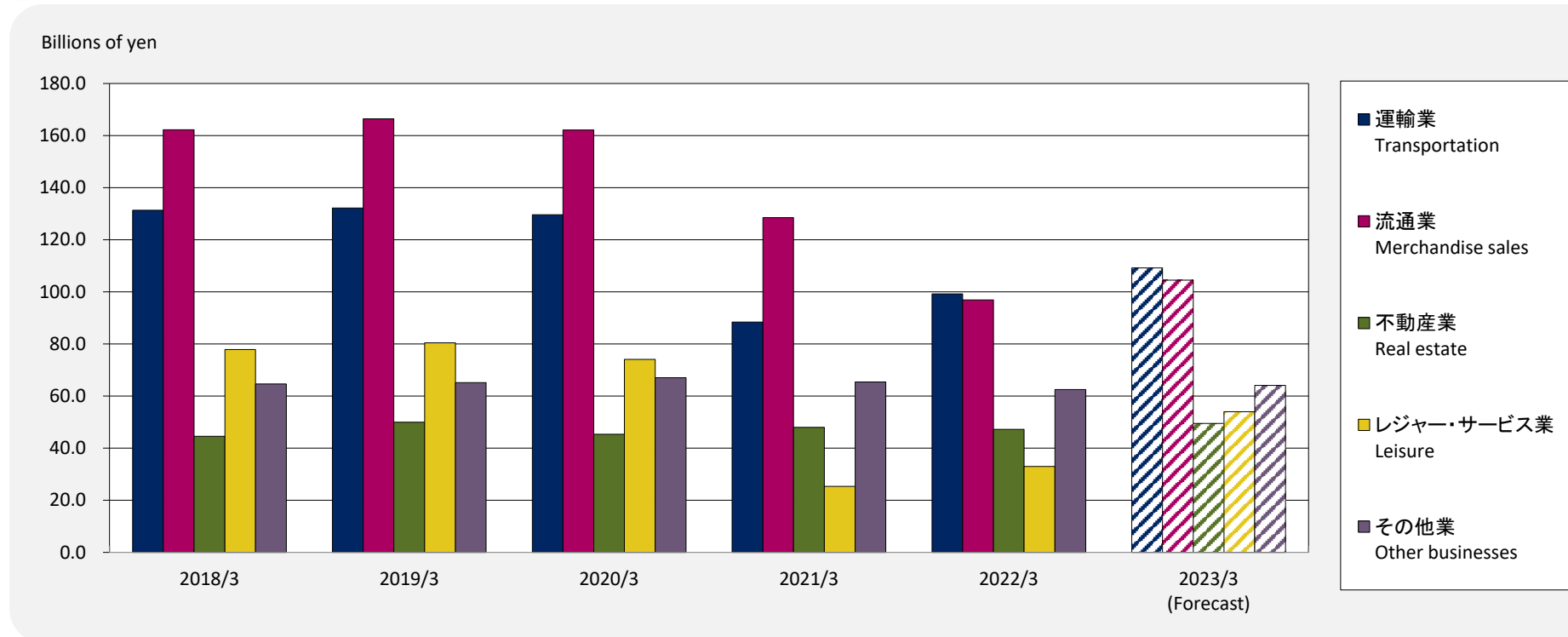
(100万円/¥-mil.)

	2018/3	2019/3	2020/3	2021/3	2022/3	増減 change
税金等調整前当期純利益又は税金等調整前当期純損失 Profit(loss) before income taxes	35,442	40,142	28,420	(21,067)	14,324	35,392
減価償却費 Depreciation and amortization	35,860	36,248	35,862	34,663	31,164	(3,498)
減損損失 Impairment loss	743	518	9,195	9,224	1,902	(7,322)
のれん償却額 Amortization of goodwill	404	404	404	472	303	(169)
退職給付に係る負債の増減額 Increase (decrease) in retirement benefit liability	(155)	19	35	2,405	(353)	(2,759)
退職給付に係る資産の増減額 Increase (decrease) in retirement benefit asset	(528)	(985)	(420)	(4,066)	(986)	3,080
販売用土地評価損 Loss on valuation of land for sale	62	104	146	30	10	(19)
固定資産除却損 Loss on retirement of non-current assets	662	882	1,040	395	363	(31)
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	1,935	14,382	723	388	858	470
受取利息及び受取配当金 Interest and dividend income	(1,357)	(1,368)	(1,459)	(1,333)	(1,262)	71
助成金等収入 Subsidy income etc	—	—	—	(4,174)	(5,234)	(1,060)
支払利息 Interest expenses	3,702	3,431	3,082	3,091	2,844	(247)
投資有価証券売却損益 Loss (gain) on sale of investment securities	(0)	(212)	(626)	(4,655)	(1,528)	3,126
工事負担金等受入額 Contribution for construction	(1,017)	(14,434)	(747)	(446)	(941)	(494)
固定資産売却益 Gain on sales of non-current assets	(2,214)	(3,554)	(5,291)	(1,167)	(12,141)	(10,973)
退店補償金 Compensation for tenants closing	105	730	489	707	688	(19)
営業債権の増減額 Decrease (increase) in trade receivables	746	(4,843)	7,457	(5,601)	(2,979)	2,621
たな卸資産の増減額 Decrease (increase) in inventories	(3,795)	958	(1,943)	3,248	(3,760)	(7,008)
営業債務の増減額 Increase (decrease) in trade payables	1,067	237	(5,561)	245	(2,184)	(2,430)
その他 Other, net	5,185	2,931	(6,151)	(561)	7,482	8,043
小計 Subtotal	76,849	75,592	64,656	11,797	28,569	16,771
利息及び配当金の受取額 Interest and dividends received	1,346	1,409	1,387	1,333	1,371	37
助成金等の受取額 Proceeds from Subsidy income etc	—	—	—	4,171	5,238	1,067
利息の支払額 Interest expenses paid	(3,786)	(3,472)	(3,136)	(3,017)	(2,918)	99
退店補償金の支払額 Compensation paid for tenants closing	(105)	(730)	(165)	(559)	(388)	170
法人税等の支払額 Income taxes paid	(11,591)	(12,179)	(12,584)	(6,828)	(3,649)	3,178
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	62,713	60,620	50,157	6,897	28,222	21,325
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	(76,528)	(57,866)	(61,817)	(46,169)	(36,986)	9,183
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	1,586	5,105	9,592	2,955	17,108	14,153
工事負担金等受入による収入 Proceeds from contribution received for construction	4,943	5,136	5,101	6,398	3,760	(2,637)
投資有価証券の取得による支出 Purchase of investment securities	(1,434)	(138)	(4,269)	(173)	(3,074)	(2,900)
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	196	15	697	6,309	5,616	(693)
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)	—	189
その他 Other, net	(31)	139	124	47	(744)	(791)
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	(71,267)	(47,608)	(50,570)	(30,822)	(14,318)	16,503
短期借入金の純増減額 Net increase (decrease) in short-term borrowings	(2,659)	(169)	1,441	(2,491)	869	3,361
長期借入れによる収入 Proceeds from long-term borrowings	18,469	13,220	13,400	15,790	14,600	(1,190)
長期借入金の返済による支出 Repayment of long-term borrowings	(12,212)	(16,855)	(13,717)	(17,911)	(9,366)	8,545
社債の発行による収入 Proceeds from issuance of bonds	39,777	—	9,948	39,783	—	(39,783)
社債の償還による支出 Redemption of bonds	(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	(34)	(12)	(10)	(364)	(12)	351
コマーシャル・ペーパーの純増減額 Net increase (decrease) in commercial papers	—	—	—	30,004	(9,971)	(39,976)
配当金の支払額 Dividends paid	(5,492)	(6,101)	(6,105)	(5,803)	(4,886)	917
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	(462)	(458)	(568)	(239)	(1,123)	(884)
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	17,384	(20,376)	(15,611)	58,767	(23,264)	(82,031)
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	(427)	830	1	(0)	(0)	0
現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents	8,402	(6,534)	(16,022)	34,841	(9,361)	(44,203)
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	56,067	64,469	57,934	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残高 Cash and cash equivalents at end of period	64,469	57,934	41,912	76,753	67,394	(9,359)

セグメント情報

Segment information

■ 営業収益 Operating revenues



	2018/3	2019/3	2020/3	2021/3	(100万円/¥-mil.)		(10億円/¥-bil.)
					2022/3	2023/3 (Forecast)	
運輸業 Transportation	131,378	132,224	129,659	88,451	99,232	99,205	109.2
流通業 Merchandise sales	162,235	166,423	162,180	128,485	96,941	136,038	104.5
不動産業 Real estate	44,565	50,004	45,333	48,007	47,202	47,363	49.5
レジャー・サービス業 Leisure	77,914	80,477	74,088	25,331	32,982	35,849	54.0
その他業 Other businesses	64,616	65,191	67,035	65,409	62,548	62,553	64.1
合計 Total	480,711	494,320	478,296	355,684	338,908	381,010	381.5
連結修正 Elimination	(46,013)	(46,812)	(44,627)	(40,244)	(39,035)	(39,714)	(35.5)
連結 Consolidated	434,697	447,508	433,669	315,439	299,872	341,295	346.0

* 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。

セグメント情報

Segment information

■ 営業収益の明細 Operating revenues transaction

(100万円/¥-mil.)

	2018/3	2019/3	2020/3	2021/3	2022/3
運輸業 Transportation					
鉄道事業 Railways	86,057	86,179	84,848	58,184	64,141
バス事業 Bus services	35,667	36,542	36,222	24,073	26,049
タクシー業 Taxi services	12,926	13,022	12,133	8,543	9,653
その他 Other	2,599	2,646	2,557	2,272	2,351
消去 Elimination	(5,873)	(6,166)	(6,101)	(4,621)	(2,963)
合計 Total	131,378	132,224	129,659	88,451	99,232
流通業 Merchandise sales					
百貨店業 Department stores	88,356	89,535	84,768	54,819	27,108
ストア業 Retail stores	48,462	50,327	51,166	50,281	46,973
書籍販売業 Retail stores for books	6,609	6,447	6,089	6,045	5,322
ショッピングセンター事業 Shopping centers	13,478	14,384	14,612	13,340	14,012
その他 Other	11,618	12,130	11,883	9,684	9,083
消去 Elimination	(6,290)	(6,402)	(6,340)	(5,686)	(5,558)
合計 Total	162,235	166,423	162,180	128,485	96,941
不動産業 Real estate					
不動産賃貸業 Land and building leasing	34,743	35,497	36,973	36,773	37,539
不動産販売業 Development for selling by lots	16,451	20,966	17,246	20,210	17,032
その他 Other	2,113	2,463	2,799	2,263	2,811
消去 Elimination	(8,742)	(8,922)	(11,686)	(11,240)	(10,181)
合計 Total	44,565	50,004	45,333	48,007	47,202
レジャー・サービス業 Leisure					
ホテル業 Hotels	51,428	54,633	52,814	21,525	24,227
旅行業 Travel services	17,865	17,686	13,186	2,295	3,951
広告代理業 Advertising services	12,500	12,556	13,162	8,545	7,044
その他 Other	6,634	6,831	6,377	4,135	5,001
消去 Elimination	(10,513)	(11,231)	(11,451)	(11,171)	(7,242)
合計 Total	77,914	80,477	74,088	25,331	32,982
その他業 Other businesses					
ビル総合管理業 Building maintenance	25,367	25,845	27,070	25,598	24,271
車両整備業 Railway car maintenance	10,499	10,100	10,691	8,953	9,087
建築・土木業 Construction	23,335	23,730	22,670	25,627	23,314
その他 Other	7,838	7,870	8,924	8,335	8,596
消去 Elimination	(2,422)	(2,356)	(2,322)	(3,106)	(2,721)
合計 Total	64,616	65,191	67,035	65,409	62,548

セグメント情報

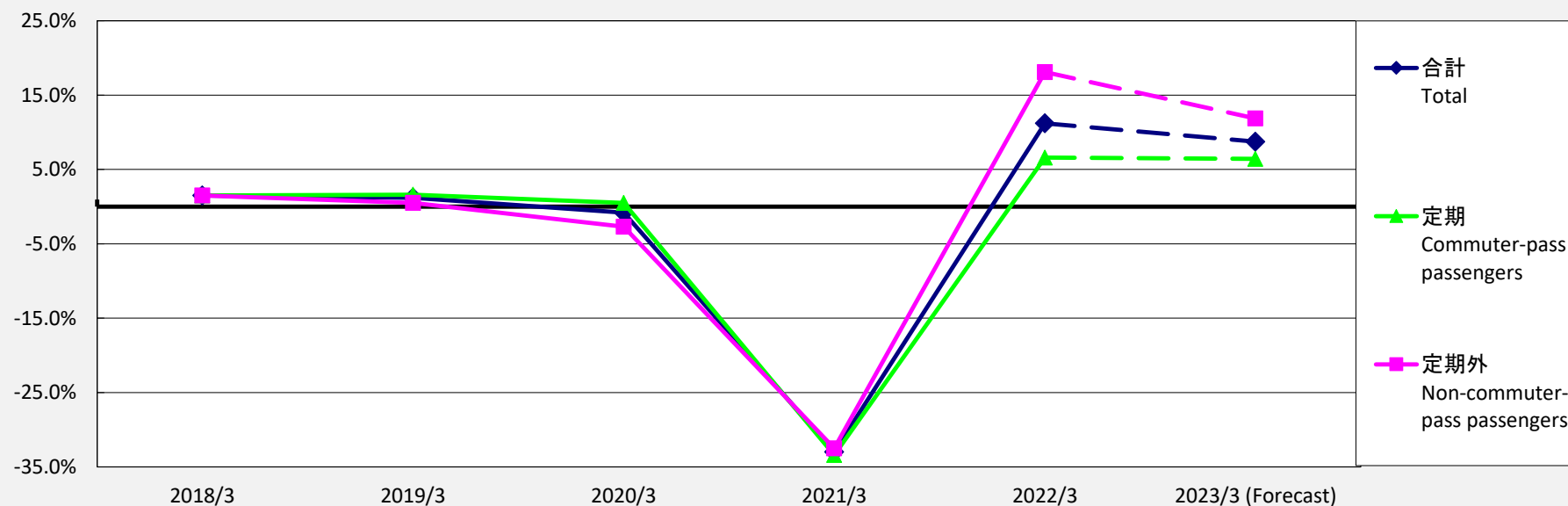
Segment information

■ 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)

	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
定期 Commuter-pass passengers	396,434 [5,931]	402,729 [6,295]	404,751 [2,022]	269,745 [(135,006)]	287,659 [17,914]	306,142 [18,483]
通勤 Commuter-pass passengers (Business)	302,563 [6,204]	309,170 [6,607]	312,585 [3,415]	231,373 [(81,212)]	223,662 [(7,711)]	230,117 [6,455]
通学 Commuter-pass passengers (Students)	93,871 [(273)]	93,559 [(312)]	92,166 [(1,393)]	38,372 [(53,794)]	63,997 [25,625]	76,025 [12,028]
定期外 Non-commuter-pass passengers	273,808 [3,984]	275,259 [1,451]	267,814 [(7,445)]	180,899 [(86,915)]	213,565 [32,666]	238,897 [25,332]
合計 Total	670,242 [9,915]	677,988 [7,746]	672,565 [(5,423)]	450,644 [(221,921)]	501,224 [50,580]	545,039 [43,815]

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



(%/percent)

	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
定期 Commuter-pass passengers	1.5	1.6	0.5	(33.4)	6.6	6.4
通勤 Commuter-pass passengers (Business)	2.1	2.2	1.1	(26.0)	(3.3)	2.9
通学 Commuter-pass passengers (Students)	(0.3)	(0.3)	(1.5)	(58.4)	66.8	18.8
定期外 Non-commuter-pass passengers	1.5	0.5	(2.7)	(32.5)	18.1	11.9
合計 Total	1.5	1.2	(0.8)	(33.0)	11.2	8.7

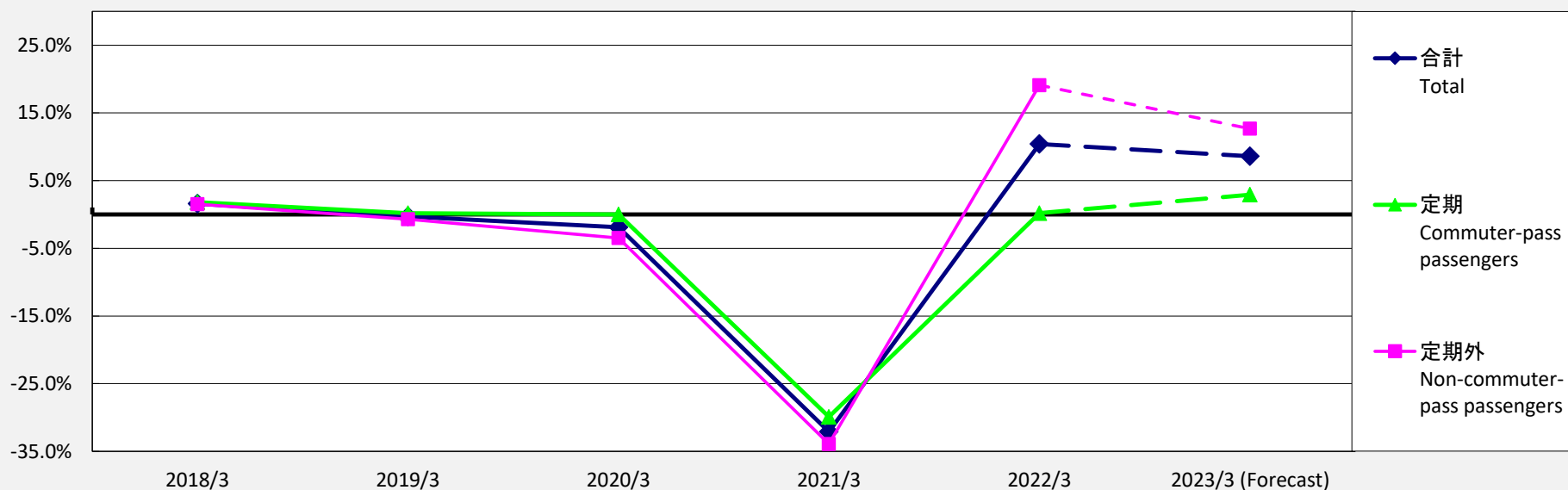
セグメント情報

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.)					
	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
定期 Commuter-pass passengers	35,782 [636]	35,852 [69]	35,866 [14]	25,155 [(10,710)]	25,195 [39]	25,929 [734]
通勤 Commuter-pass passengers (Business)	32,099 [649]	32,264 [165]	32,356 [92]	23,739 [(8,617)]	22,827 [(912)]	23,138 [311]
通学 Commuter-pass passengers (Students)	3,683 [(12)]	3,587 [(96)]	3,510 [(77)]	1,416 [(2,093)]	2,368 [951]	2,791 [422]
定期外 Non-commuter-pass passengers	46,751 [680]	46,407 [(344)]	44,801 [(1,605)]	29,614 [(15,186)]	35,260 [5,646]	39,726 [4,465]
合計 Total	82,534 [1,317]	82,259 [(275)]	80,668 [(1,590)]	54,770 [(25,897)]	60,456 [5,685]	65,656 [5,199]

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

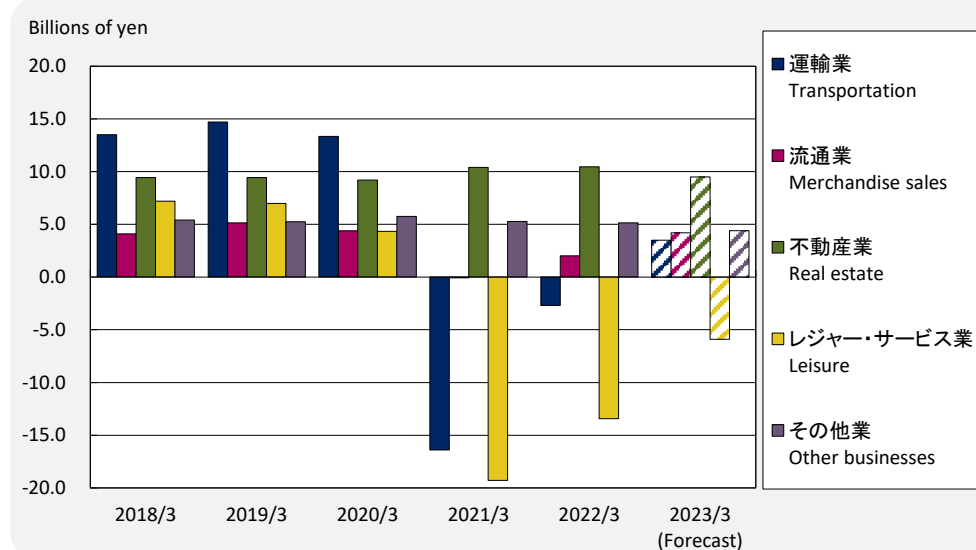


	(%/percent)					
	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
定期 Commuter-pass passengers	1.8	0.2	0.0	(29.9)	0.2	2.9
通勤 Commuter-pass passengers (Business)	2.1	0.5	0.3	(26.6)	(3.8)	1.4
通学 Commuter-pass passengers (Students)	(0.3)	(2.6)	(2.2)	(59.6)	67.2	17.8
定期外 Non-commuter-pass passengers	1.5	(0.7)	(3.5)	(33.9)	19.1	12.7
合計 Total	1.6	(0.3)	(1.9)	(32.1)	10.4	8.6

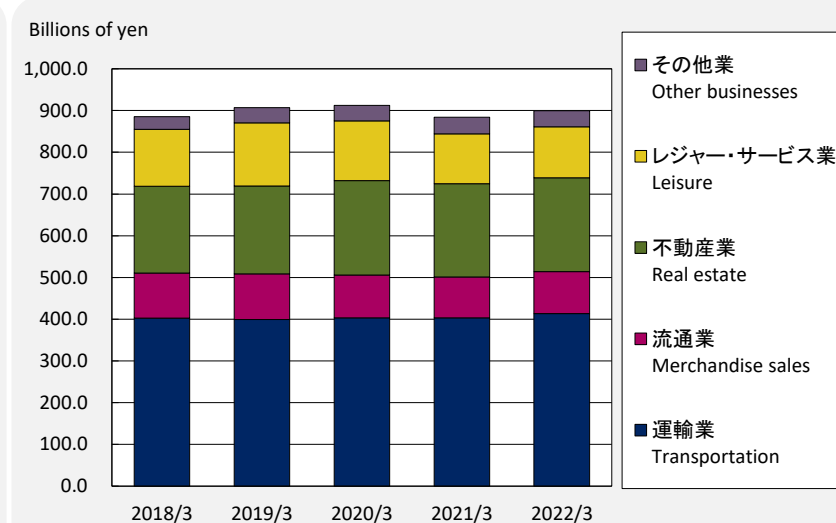
セグメント情報

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)

(100万円/¥-mil.)

(10億円/¥-bil.)

	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
運輸業 Transportation	13,516	14,710	13,345	(16,413)	(2,699)	3.5
流通業 Merchandise sales	4,113	5,138	4,400	(62)	2,026	4.2
不動産業 Real estate	9,445	9,433	9,199	10,401	10,470	9.5
レジャー・サービス業 Leisure	7,206	6,983	4,343	(19,285)	(13,441)	(5.9)
その他業 Other businesses	5,410	5,247	5,759	5,286	5,142	4.4
合計 Total	39,692	41,514	37,048	(20,074)	1,497	15.9
連結修正 Elimination	(1,155)	(1,435)	(1,023)	(792)	(757)	(1.0)
連結 Consolidated	38,537	40,078	36,024	(20,866)	740	14.9

総資産 Total assets

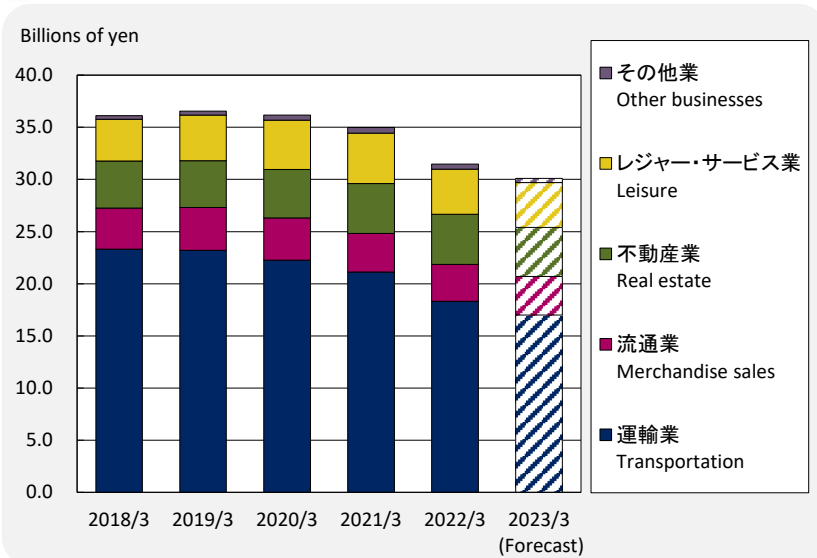
(100万円/¥-mil.)

	2018/3	2019/3	2020/3	2021/3	2022/3
運輸業 Transportation	402,581	399,461	403,335	403,501	413,608
流通業 Merchandise sales	108,133	108,949	102,918	97,946	100,341
不動産業 Real estate	207,722	211,015	225,870	223,544	224,720
レジャー・サービス業 Leisure	136,503	151,271	142,927	119,288	122,544
その他業 Other businesses	30,577	36,579	37,241	40,013	37,965
合計 Total	885,517	907,277	912,292	884,294	899,181
連結修正 Elimination	3,617	(17,936)	(35,601)	28,329	7,030
連結 Consolidated	889,135	889,341	876,691	912,624	906,212

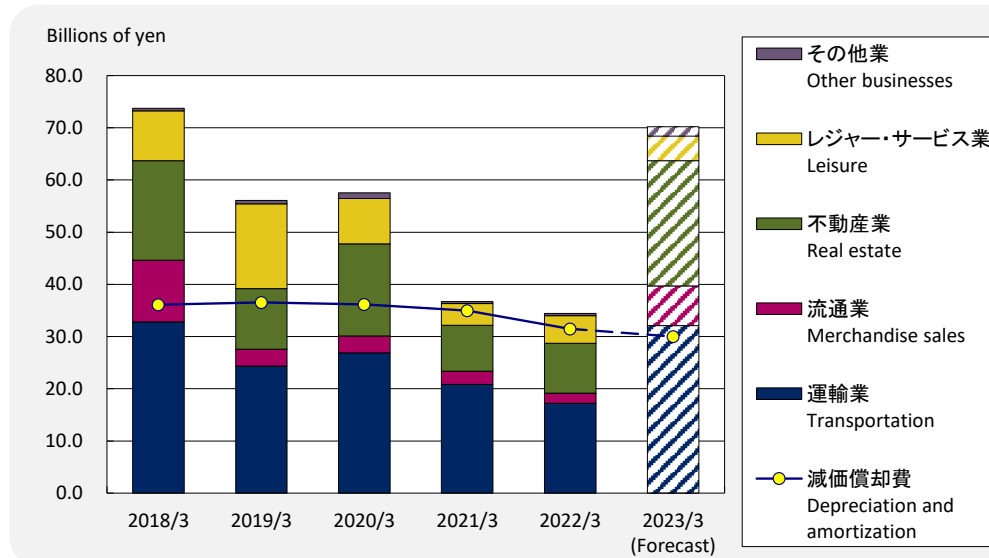
セグメント情報

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

(100万円/¥-mil.)

(10億円/¥-bil.)

	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
運輸業 Transportation	23,313	23,212	22,268	21,117	18,312	17.0
流通業 Merchandise sales	3,943	4,108	4,039	3,706	3,544	3.7
不動産業 Real estate	4,502	4,488	4,653	4,774	4,794	4.7
レジャー・サービス業 Leisure	4,014	4,363	4,730	4,858	4,338	4.3
その他業 Other businesses	346	371	491	515	490	0.4
合計 Total	36,120	36,543	36,183	34,972	31,481	30.3
連結修正 Elimination	(259)	(295)	(320)	(309)	(317)	(0.3)
連結 Consolidated	35,860	36,248	35,862	34,663	31,164	30.0

設備投資 Capital expenditures

(100万円/¥-mil.)

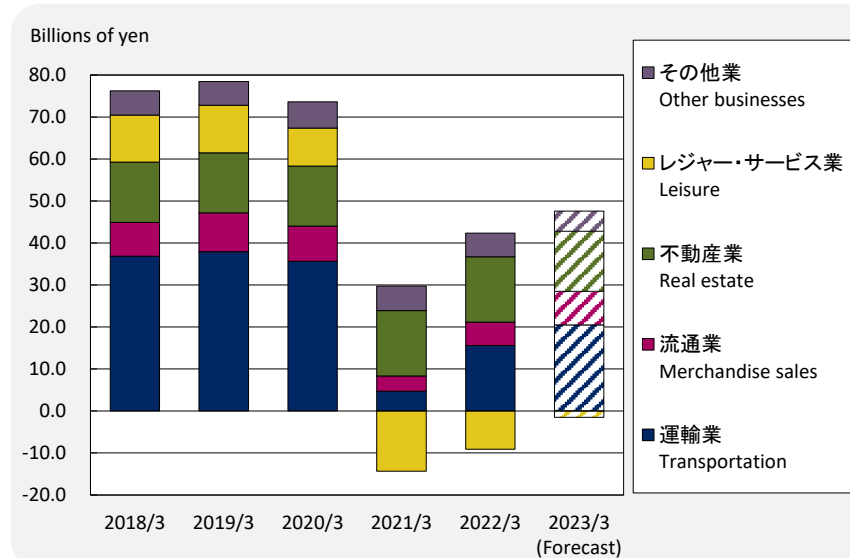
(10億円/¥-bil.)

	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
運輸業 Transportation	32,829	24,360	26,856	20,817	17,227	32.1
流通業 Merchandise sales	11,795	3,191	3,260	2,564	1,947	7.6
不動産業 Real estate	19,061	11,605	17,664	8,758	9,537	24.0
レジャー・サービス業 Leisure	9,546	16,276	8,689	4,191	5,264	4.7
その他業 Other businesses	500	661	1,093	345	460	1.8
合計 Total	73,733	56,096	57,563	36,677	34,437	70.3
連結修正 Elimination	(1,112)	(949)	(931)	(555)	(615)	(0.4)
連結 Consolidated	72,621	55,146	56,632	36,121	33,822	69.8

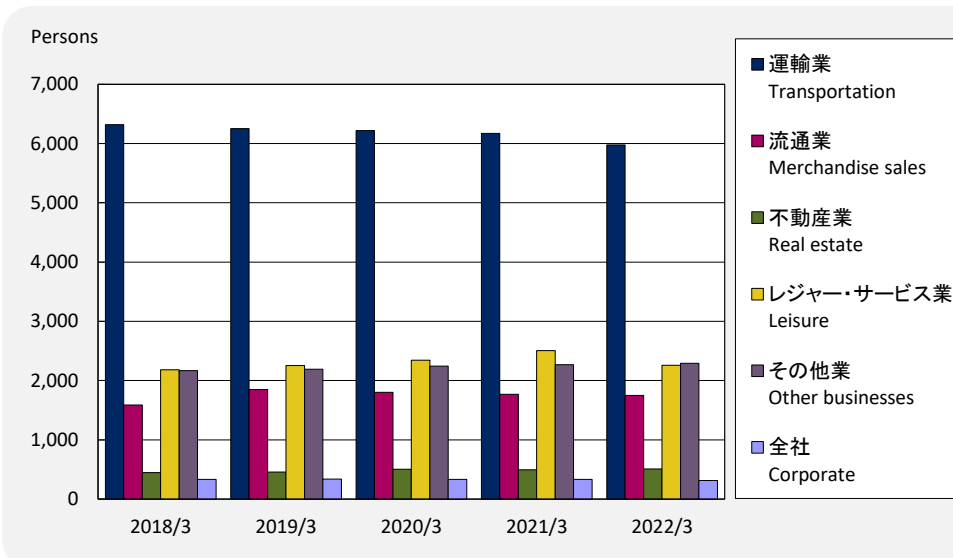
セグメント情報

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

(100万円/¥-mil.)

(10億円/¥-bil.)

	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 (Forecast)
運輸業 Transportation	36,829	37,923	35,613	4,703	15,613	20.5
流通業 Merchandise sales	8,057	9,246	8,439	3,643	5,570	8.0
不動産業 Real estate	14,352	14,326	14,258	15,580	15,568	14.3
レジャー・サービス業 Leisure	11,221	11,346	9,073	(14,359)	(9,102)	(1.5)
その他業 Other businesses	5,756	5,619	6,251	5,801	5,633	4.8
合計 Total	76,217	78,462	73,636	15,371	33,283	46.3
連結修正 Elimination	(1,414)	(1,731)	(1,344)	(1,101)	(1,074)	(1.3)
連結 Consolidated	74,802	76,731	72,292	14,269	32,208	44.9

従業員数 Numbers of employee

(人/Persons)

	2018/3	2019/3	2020/3	2021/3	2022/3
運輸業 Transportation	6,320	6,255	6,219	6,171	5,978
流通業 Merchandise sales	1,586	1,849	1,802	1,768	1,751
不動産業 Real estate	447	457	504	496	510
レジャー・サービス業 Leisure	2,183	2,255	2,343	2,507	2,259
その他業 Other businesses	2,169	2,190	2,245	2,269	2,291
全社 Corporate	335	336	331	331	314
連結 Consolidated	13,040	13,342	13,444	13,542	13,103