



あなたと あたらしい あしたへ — 京王グループ



Keio Corporation

FACT BOOK 2014

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)

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Financial statements [Consolidated]

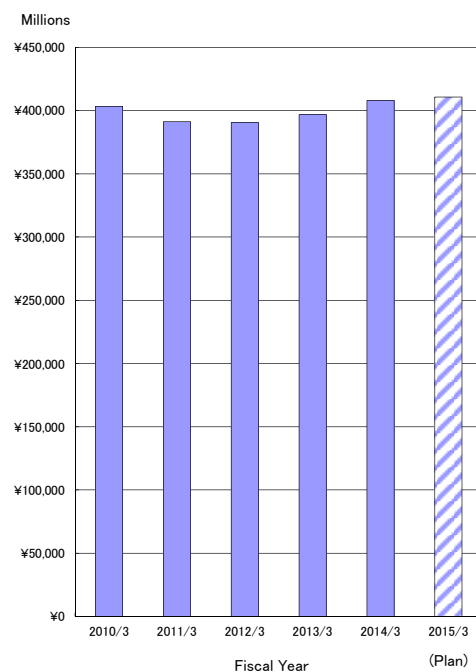
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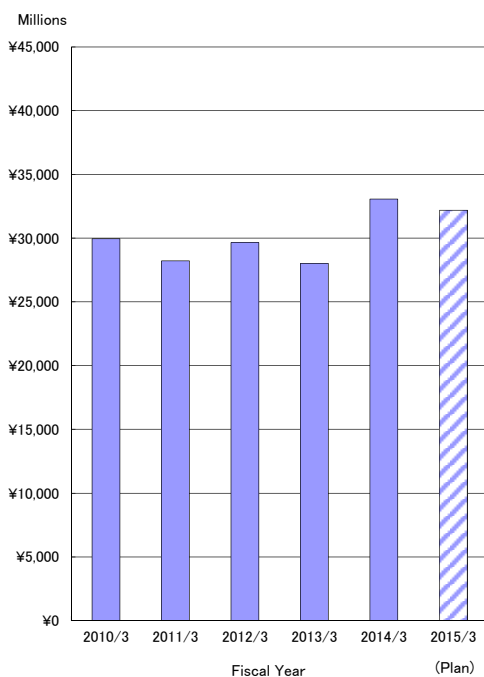
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データ・ハイライト〔連結〕
Data highlights〔Consolidated〕

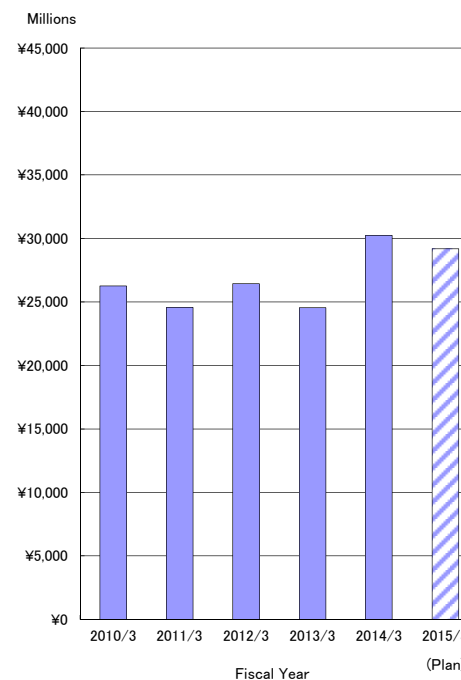
営業収益
Operating revenues



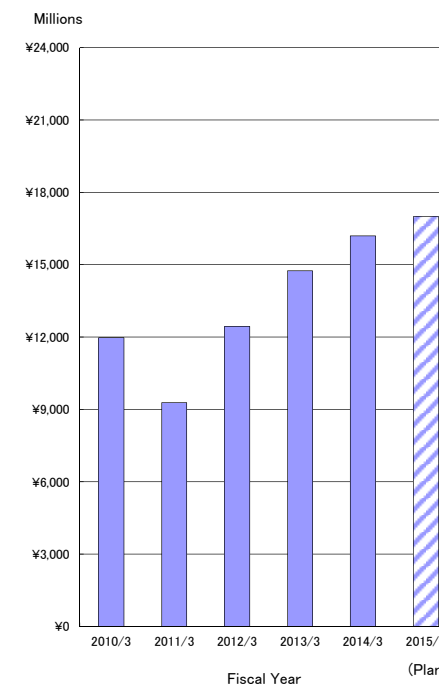
営業利益
Operating income



経常利益
Ordinary income



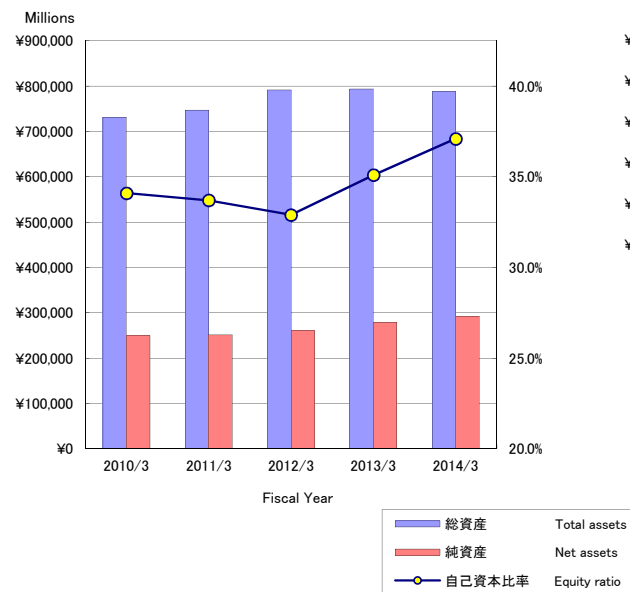
当期純利益
Net income



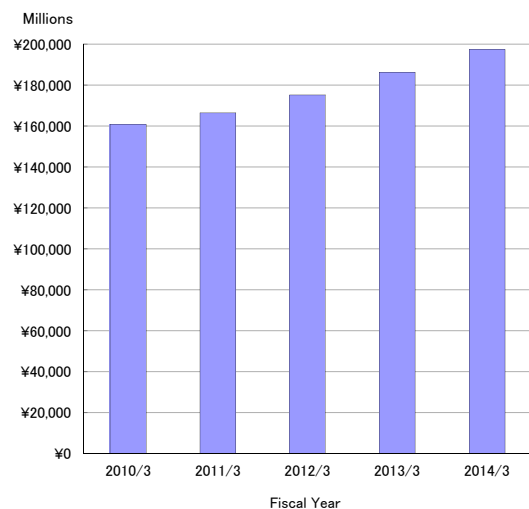
	2010/3	2011/3	2012/3	2013/3	(100万円/¥-mil.) 2014/3	(10億円/¥-bil.) 2015/3 (Plan)
営業収益 Operating revenues	403,247	391,172	390,472	396,860	407,985	410.9
営業利益 Operating income	29,947	28,221	29,640	28,022	33,073	32.2
経常利益 Ordinary income	26,264	24,576	26,437	24,538	30,244	29.2
当期純利益 Net income	11,976	9,276	12,433	14,748	16,197	17.0

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

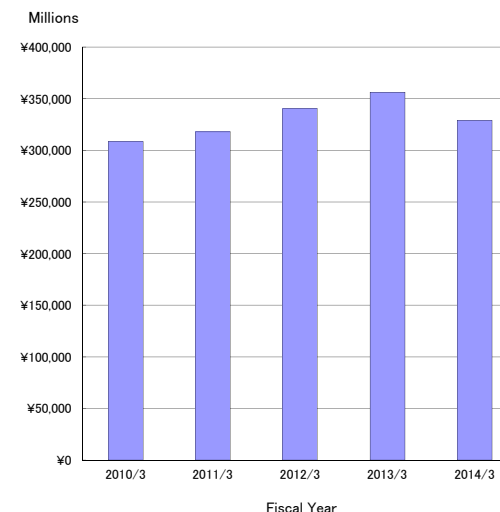
総資産と純資産
Total assets & Net assets



利益剰余金
Retained earnings



有利子負債
Interest-bearing debt



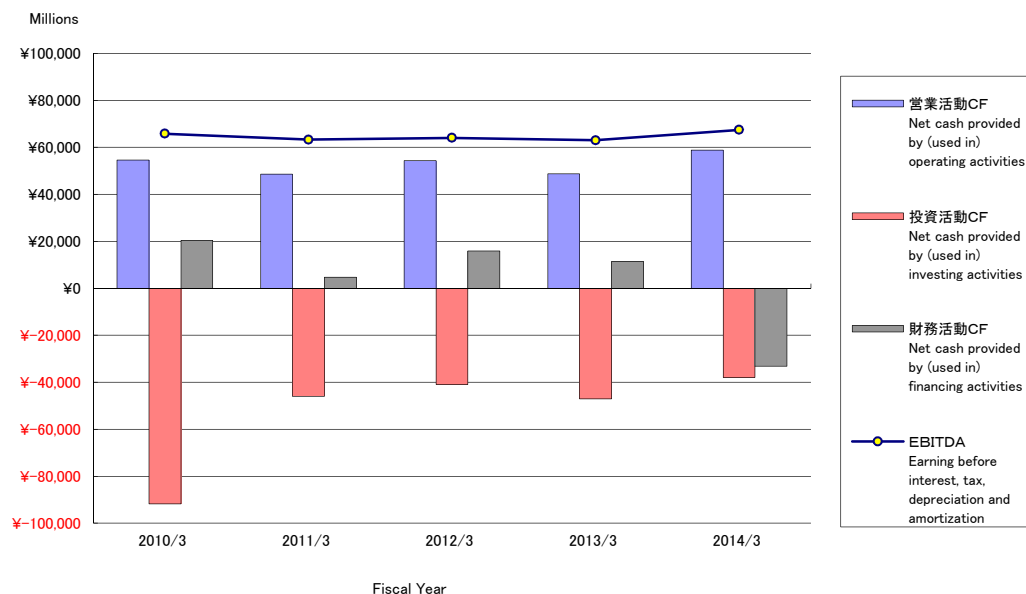
	2010/3	2011/3	2012/3	2013/3	2014/3	増減 change
総資産 Total assets	731,728	746,979	791,640	793,293	787,825	△ 5,468
純資産 Net assets	249,521	251,405	260,549	278,834	292,607	13,773
自己資本 Shareholders' equity	249,521	251,405	260,421	278,677	292,410	13,732
自己資本比率 Equity ratio	34.1%	33.7%	32.9%	35.1%	37.1%	2.0P
利益剰余金 Retained earnings	160,882	166,492	175,259	186,342	197,348	11,005
有利子負債 Interest-bearing debt*	308,748	317,762	340,182	356,366	328,941	△ 27,425
借入金 Loans payable	180,090	188,750	190,827	196,678	199,191	2,512
社債 Bonds payable	127,672	128,251	148,831	159,411	129,607	△ 29,803
鉄道・運輸機構未払金	986	759	523	276	142	△ 134

* 有利子負債 = 借入金 + 社債 + 鉄道・運輸機構未払金

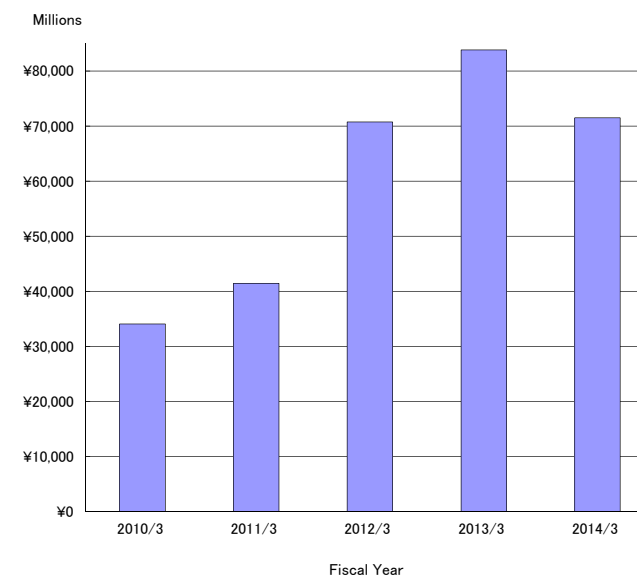
Interest-bearing debt = Loans payable + Bonds payable + Long-term accounts payable to Japan railway construction, transport and technology agency

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



	2010/3	2011/3	2012/3	2013/3	2014/3
営業活動CF Net cash provided by (used in) operating activities	54,663	48,630	54,370	48,711	58,772
投資活動CF Net cash provided by (used in) investing activities	△ 91,813	△ 45,940	△ 40,976	△ 47,080	△ 37,939
財務活動CF Net cash provided by (used in) financing activities	20,448	4,673	15,854	11,442	△ 33,158
EBITDA* Earning before interest, tax, depreciation and amortization	65,819	63,257	64,028	63,032	67,420
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	34,090	41,461	70,715	83,795	71,473

* 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

	2010/3	2011/3	2012/3	2013/3	2014/3	増減 change
	(100万円/¥-mil.)					
資産の部 Assets						
流動資産 Current assets	92,251	95,534	132,834	147,530	139,586	△ 7,943
現金及び預金 Cash and deposits	29,112	41,482	47,236	48,315	38,993	△ 9,321
受取手形及び売掛金 Notes and accounts receivable-trade	31,839	27,635	32,806	32,204	36,406	4,202
有価証券 Short-term investment securities	—	—	23,535	35,550	32,505	△ 3,045
商品及び製品 Merchandise and finished goods	16,483	15,690	15,117	14,682	12,629	△ 2,053
仕掛品 Work in process	1,928	682	3,545	7,574	8,733	1,158
原材料及び貯蔵品 Raw materials and supplies	1,394	1,438	1,667	1,590	1,675	84
繰延税金資産 Deferred tax assets	3,389	2,990	2,783	3,021	3,552	530
その他 Other	8,245	5,739	6,245	4,687	5,192	505
貸倒引当金 Allowance for doubtful accounts	△ 142	△ 124	△ 102	△ 94	△ 100	△ 5
固定資産 Noncurrent assets	639,477	651,445	658,806	645,763	648,238	2,475
有形固定資産 Property, plant and equipment	562,414	580,318	584,756	564,563	561,458	△ 3,105
建物及び構築物(純額) Buildings and structures, net	249,540	246,600	266,807	305,351	315,526	10,175
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	51,228	45,569	40,137	37,240	34,067	△ 3,172
土地 Land	164,888	166,729	167,797	175,153	178,661	3,507
建設仮勘定 Construction in progress	87,264	113,156	101,693	38,866	25,236	△ 13,629
その他(純額) Other, net	9,493	8,263	8,320	7,952	7,965	13
無形固定資産 Intangible assets	6,336	6,781	10,297	10,745	10,245	△ 500
投資その他の資産 Investments and other assets	70,725	64,344	63,752	70,453	76,535	6,081
投資有価証券 Investment securities	48,950	42,630	43,095	54,571	56,548	1,977
退職給付に係る資産 Net defined benefit asset	—	—	—	—	6,679	6,679
繰延税金資産 Deferred tax assets	13,721	13,967	12,465	6,510	5,970	△ 539
その他 Other	8,453	8,088	8,524	9,659	7,620	△ 2,038
貸倒引当金 Allowance for doubtful accounts	△ 400	△ 341	△ 333	△ 286	△ 284	2
資産合計 Total assets	731,728	746,979	791,640	793,293	787,825	△ 5,468
《参考》Reference	2010/3	2011/3	2012/3	2013/3	2014/3	
有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment						
取得 Acquired	82,542	55,275	40,721	52,658	40,863	
償却 Depreciation	△ 34,219	△ 33,571	△ 32,593	△ 32,747	△ 31,767	
除却 Retirement	△ 1,887	△ 1,714	△ 989	△ 2,681	△ 1,576	
その他 Other	△ 2,717	△ 2,085	△ 2,701	△ 37,422	△ 10,624	
計 Total	43,719	17,903	4,437	△ 20,192	△ 3,105	
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	4,131	△ 6,236	△ 6	11,258	571	

財務諸表〔連結〕 Financial statements [Consolidated]

連結貸借対照表 Consolidated balance sheets

(100万円/¥-mil.)

	2010/3	2011/3	2012/3	2013/3	2014/3	増減 change
負債の部 Liabilities						
流動負債 Current liabilities	171,976	177,948	211,561	195,399	198,037	2,638
支払手形及び買掛金 Notes and accounts payable-trade	17,361	16,011	16,850	17,189	18,274	1,085
短期借入金 Short-term loans payable	49,588	51,807	52,655	60,612	65,596	4,984
1年内償還予定の社債 Current portion of bonds	—	—	20,000	30,000	20,000	△ 10,000
未払法人税等 Income taxes payable	5,041	4,864	6,116	2,765	8,008	5,243
前受金 Advances received	35,060	43,606	50,528	18,228	18,878	650
繰延税金負債 Deferred tax liabilities	74	—	—	—	—	—
賞与引当金 Provision for bonuses	2,090	2,189	2,018	2,028	2,221	192
役員賞与引当金 Provision for directors' bonuses	90	—	—	—	—	—
その他の引当金 Other provision	1,749	1,863	2,013	2,464	2,056	△ 408
その他 Other	60,920	57,606	61,376	62,110	63,001	891
固定負債 Noncurrent liabilities	310,231	317,625	319,529	319,060	297,180	△ 21,880
社債 Bonds payable	127,672	128,251	128,831	129,411	109,607	△ 19,803
長期借入金 Long-term loans payable	130,501	136,943	138,171	136,066	133,595	△ 2,471
繰延税金負債 Deferred tax liabilities	17	49	43	32	907	874
退職給付引当金 Provision for retirement benefits	23,963	22,557	21,544	20,961	—	△ 20,961
退職給付に係る債務 Net defined benefit liability	—	—	—	—	18,997	18,997
その他 Other	28,076	29,823	30,938	32,589	34,073	1,483
負債合計 Total liabilities	482,207	495,574	531,090	514,459	495,218	△ 19,241
純資産の部 Net assets						
株主資本 Shareholders' equity	242,772	248,360	257,120	268,095	278,953	10,857
資本金 Capital stock	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,010	42,009	42,008	42,008	42,008	0
利益剰余金 Retained earnings	160,882	166,492	175,259	186,342	197,348	11,005
自己株式 Treasury stock	△ 19,143	△ 19,165	△ 19,172	△ 19,279	△ 19,427	△ 148
その他の包括利益累計額 Accumulated other comprehensive income	6,748	3,044	3,301	10,581	13,457	2,875
その他有価証券評価差額金 Valuation difference on available-for-sale securities	6,748	3,044	3,301	10,580	10,947	367
為替換算調整勘定 Foreign currency translation adjustment	—	—	0	1	7	5
退職給付に係る調整累計額 Remeasurements of defined benefit plans	—	—	—	—	2,502	2,502
少数株主持分 Minority interests	—	—	127	156	196	40
純資産合計 Total net assets	249,521	251,405	260,549	278,834	292,607	13,773
負債純資産合計 Total liabilities and net assets	731,728	746,979	791,640	793,293	787,825	△ 5,468

財務諸表〔連結〕

Financial statements [Consolidated]

連結損益計算書 Consolidated statements of income

	2010/3	2011/3	2012/3	2013/3	2014/3	(100万円/¥-mil.)		2015/3 (Plan)	(10億円/¥-bil.)	
						増減	change (%)		増減	change (%)
営業損益 Operating income and expenses										
営業収益 Operating revenues	403,247	391,172	390,472	396,860	407,985	11,124	(2.8)	410.9	2.9	(0.7)
運輸業 Transportation	127,099	125,081	124,217	125,300	126,600	1,300	(1.0)	126.6	0.0	(0.1)
流通業 Merchandise sales	172,455	166,316	165,051	161,434	163,239	1,805	(1.1)	161.7	△ 1.5	(△ 0.9)
不動産業 Real estate	25,330	24,601	26,696	31,624	35,375	3,751	(11.9)	39.6	4.2	(12.1)
レジャー・サービス業 Leisure	65,200	65,148	61,879	65,665	67,882	2,217	(3.4)	68.7	0.9	(1.3)
その他業 Other businesses	59,100	52,463	48,636	49,690	53,664	3,974	(8.0)	51.8	△ 1.8	(△ 3.4)
連結修正 Elimination	△ 45,940	△ 42,439	△ 36,009	△ 36,854	△ 38,777	△ 1,923	—	△ 37.7	1.0	—
営業利益 Operating income	29,947	28,221	29,640	28,022	33,073	5,051	(18.0)	32.2	△ 0.8	(△ 2.6)
運輸業 Transportation	11,297	11,009	11,538	8,852	11,690	2,838	(32.1)	11.4	△ 0.1	(△ 1.7)
流通業 Merchandise sales	4,736	4,629	5,266	5,327	4,980	△ 347	(△ 6.5)	4.2	△ 0.7	(△ 15.1)
不動産業 Real estate	9,136	8,579	9,384	9,283	10,251	967	(10.4)	10.3	0.0	(0.5)
レジャー・サービス業 Leisure	2,777	2,864	2,796	4,075	4,763	688	(16.9)	5.2	0.4	(9.6)
その他業 Other businesses	3,198	1,634	1,213	1,024	1,755	731	(71.4)	1.1	△ 0.5	(△ 32.9)
連結修正 Elimination	△ 1,199	△ 496	△ 560	△ 541	△ 368	172	—	△ 0.2	1.0	—
営業外損益 Non operating income and expenses										
営業外収益 Non-operating income	2,118	2,501	2,934	2,800	2,470	△ 329	(△ 11.8)	2.2	△ 0.2	(△ 10.3)
営業外費用 Non-operating expenses	5,801	6,146	6,136	6,283	5,300	△ 983	(△ 15.6)	5.2	△ 0.0	(△ 1.7)
経常利益 Ordinary income	26,264	24,576	26,437	24,538	30,244	5,705	(23.3)	29.2	△ 1.0	(△ 3.5)
特別損益 Extraordinary income and loss										
特別利益 Extraordinary income	996	2,961	2,158	35,683	8,135	△ 27,548	(△ 77.2)	2.8	△ 5.2	(△ 64.9)
特別損失 Extraordinary loss	5,328	6,669	4,248	36,729	12,069	△ 24,659	(△ 67.1)	5.5	△ 6.5	(△ 54.0)
税金等調整前当期純利益	21,932	20,869	24,347	23,493	26,310	2,816	(12.0)	26.5	0.1	(0.7)
Income before income taxes and minority interests										
法人税、住民税及び事業税 Income taxes-current	9,492	8,949	9,968	7,032	10,742	3,710	(52.8)			
法人税等調整額 Income taxes-deferred	463	2,642	1,947	1,684	△ 670	△ 2,354	—	9.4	△ 0.6	(△ 6.2)
少数株主損益調整前当期純利益 Income before minority interests	—	9,276	12,431	14,777	16,237	1,460	(9.9)	17.0	0.8	(5.0)
少数株主利益(損失) Minority interests in income (loss)	—	—	△ 1	28	40	11	(40.1)	0.0	△ 0.0	(△ 26.9)
当期純利益 Net income	11,976	9,276	12,433	14,748	16,197	1,448	(9.8)	17.0	0.8	(5.0)
《参考》 Reference	2010/3	2011/3	2012/3	2013/3	2014/3	増減 change (%)				
営業費 Operating expenses										
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	326,042	317,143	314,632	322,176	328,481	6,304	(2.0)			
販売費及び一般管理費 Selling, general and administrative expenses	47,257	45,807	46,200	46,661	46,430	△ 231	(△ 0.5)			
計 Total	373,299	362,950	360,832	368,838	374,911	6,073	(1.6)			
営業外収益 Non-operating income										
受取利息 Interest income	75	55	60	76	66	△ 10	(△ 13.0)			
受取配当金 Dividends income	567	854	864	839	1,044	205	(24.4)			
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	442	353	△ 88	(△ 20.1)			
持分法による投資利益 Equity in earnings of affiliates	84	49	139	76	107	30	(40.5)			
雑収入 Miscellaneous income	1,061	962	1,062	1,365	898	△ 466	(△ 34.2)			
計 Total	2,118	2,501	2,934	2,800	2,470	△ 329	(△ 11.8)			
営業外費用 Non-operating expenses										
支払利息 Interest expenses	5,374	5,521	5,613	5,614	4,942	△ 671	(△ 12.0)			
雑支出 Miscellaneous expenses	426	625	523	669	357	△ 311	(△ 46.6)			
計 Total	5,801	6,146	6,136	6,283	5,300	△ 983	(△ 15.6)			
特別利益 Extraordinary income										
工事負担金等受入額 Contribution for construction	446	1,071	1,015	35,383	6,509	△ 28,873	(△ 81.6)			
投資有価証券売却益 Gain on sales of investment securities	—	—	—	16	1,166	1,150	—			
固定資産売却益 Gain on sales of noncurrent assets	60	514	134	207	306	98	(47.4)			
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	166	692	63	76	152	76	(99.9)			
計 Total	996	2,961	2,158	35,683	8,135	△ 27,548	(△ 77.2)			
特別損失 Extraordinary loss										
固定資産圧縮損 Loss on reduction of noncurrent assets	450	1,073	1,102	35,382	6,530	△ 28,852	(△ 81.5)			
減損損失 Impairment loss	362	1,359	2,241	93	4,079	3,985	—			
固定資産除却損 Loss on retirement of noncurrent assets	2,139	3,246	756	878	954	76	(8.7)			
退店補償金 Compensation for tenants closing	1,005	348	31	62	254	191	—			
固定資産売却損 Loss on sales of noncurrent assets	139	21	—	—	—	—	—			
その他 Other	1,230	619	116	311	251	△ 60	(△ 19.3)			
計 Total	5,328	6,669	4,248	36,729	12,069	△ 24,659	(△ 67.1)			

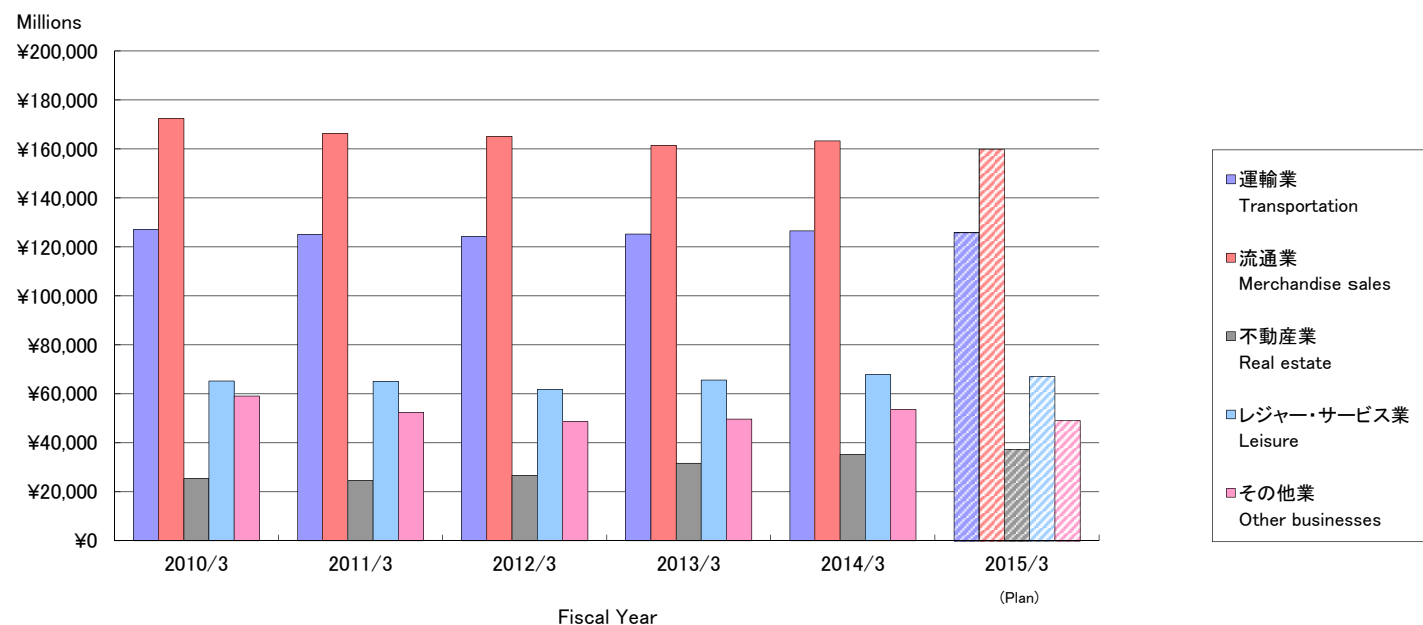
財務諸表〔連結〕 Financial statements〔Consolidated〕

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

	2010/3	2011/3	2012/3	2013/3	2014/3	(100万円/¥-mil.) 増減 change
税金等調整前当期純利益 Income before income taxes and minority interests	21,932	20,869	24,347	23,493	26,310	2,816
減価償却費 Depreciation and amortization	35,871	35,036	34,287	34,605	33,942	△ 663
減損損失 Impairment loss	362	1,359	2,241	93	4,079	3,985
のれん償却額 Amortization of goodwill	—	—	101	404	404	—
退職給付引当金の増減額(△は減少) Increase (decrease) in provision for retirement benefits	△ 851	△ 1,405	△ 1,012	△ 583	△ 20,961	△ 20,377
退職給付に係る負債の増減額(△は減少) Increase (decrease) in net defined benefit liability	—	—	—	—	20,443	20,443
前払年金費用の増減額(△は増加) Decrease (increase) in prepaid pension costs	2,371	201	△ 515	△ 663	2,930	3,594
退職給付に係る資産の増減額(△は減少) Increase (decrease) in net defined benefit asset	—	—	—	—	△ 4,272	△ 4,272
たな卸資産評価損 Loss on valuation of inventories	1	—	—	—	—	—
販売用土地評価損 Loss on valuation of land for sale	12	98	37	153	64	△ 88
投資有価証券評価損益(△は益) Loss (gain) on valuation of investment securities	33	7	—	—	—	—
固定資産除却損 Loss on retirement of noncurrent assets	2,052	1,735	1,116	2,699	1,617	△ 1,082
固定資産圧縮損 Loss on reduction of noncurrent assets	450	1,073	1,102	35,382	6,530	△ 28,852
受取利息及び受取配当金 Interest and dividends income	△ 642	△ 910	△ 925	△ 916	△ 1,111	△ 195
支払利息 Interest expenses	5,374	5,521	5,613	5,614	4,942	△ 671
投資有価証券売却損益(△は益) Loss (gain) on sales of investment securities	△ 72	—	—	△ 16	△ 1,166	△ 1,150
工事負担金等受入額 Proceeds from contribution for construction	△ 446	△ 1,071	△ 1,015	△ 35,383	△ 6,509	28,873
退店補償金 Compensation for tenants closing	1,005	348	31	62	254	191
営業債権の増減額(△は増加) Decrease (increase) in operating receivables	△ 1,646	4,127	△ 3,898	△ 264	△ 4,164	△ 3,900
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	2,583	1,899	1,034	△ 3,914	745	4,660
営業債務の増減額(△は減少) Increase (decrease) in operating debt	54	△ 1,633	1,753	1,351	1,468	116
その他 Other, net	△ 162	△ 4,393	2,770	1,040	2,612	1,571
小計 Subtotal	68,284	62,863	67,071	63,159	68,159	5,000
利息及び配当金の受取額 Interest and dividends income received	645	914	927	920	1,116	195
利息の支払額 Interest expenses paid	△ 4,740	△ 4,919	△ 5,000	△ 5,046	△ 4,784	261
退店補償金の支払額 Compensation paid for tenants closing	△ 1,630	△ 1,120	△ 62	△ 62	△ 254	△ 191
法人税等の支払額 Income taxes paid	△ 7,895	△ 9,108	△ 8,564	△ 10,259	△ 5,464	4,795
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	54,663	48,630	54,370	48,711	58,772	10,061
有形固定資産の取得による支出 Purchase of property, plant and equipment	△ 85,173	△ 53,365	△ 40,570	△ 53,067	△ 41,456	11,610
工事負担金等受入による収入 Proceeds from contribution received for construction	8,466	7,767	5,819	6,351	4,420	△ 1,930
投資有価証券の取得による支出 Purchase of investment securities	△ 13,297	△ 16	△ 376	△ 377	△ 1,466	△ 1,089
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	325	279	11	207	1,328	1,121
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	—	—	—
その他 Other, net	△ 2,134	△ 605	△ 445	△ 194	△ 765	△ 571
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	△ 91,813	△ 45,940	△ 40,976	△ 47,080	△ 37,939	9,141
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	249	2,110	100	4,490	4,780	290
長期借入れによる収入 Proceeds from long-term loans payable	15,750	15,290	9,340	13,610	12,400	△ 1,210
長期借入金の返済による支出 Repayment of long-term loans payable	△ 11,366	△ 8,739	△ 9,430	△ 12,249	△ 14,667	△ 2,417
社債の発行による収入 Proceeds from issuance of bonds	19,908	—	19,906	29,859	—	△ 29,859
社債の償還による支出 Redemption of bonds	—	—	—	△ 20,000	△ 30,000	△ 10,000
自己株式の取得による支出 Purchase of treasury stock	△ 142	△ 26	△ 12	△ 107	△ 50	57
配当金の支払額 Cash dividends paid	△ 3,660	△ 3,660	△ 3,663	△ 3,664	△ 5,193	△ 1,529
その他 Other, net	△ 290	△ 299	△ 386	△ 495	△ 426	68
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	20,448	4,673	15,854	11,442	△ 33,158	△ 44,600
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	6	7	5	7	4	△ 3
現金及び現金同等物の増減額(△は減少) Net increase (decrease) in cash and cash equivalents	△ 16,694	7,371	29,253	13,080	△ 12,321	△ 25,401
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	50,784	34,090	41,461	70,715	83,795	13,080
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	34,090	41,461	70,715	83,795	71,473	△ 12,321

セグメント情報
Segment information

営業収益 Operating revenues



(100万円/¥-mil.)

(10億円/¥-bil.)

	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3(Plan)
運輸業 Transportation	127,099	125,081	124,217	125,300	126,600	126.6
流通業 Merchandise sales	172,455	166,316	165,051	161,434	163,239	161.7
不動産業 Real estate	25,330	24,601	26,696	31,624	35,375	39.6
レジャー・サービス業 Leisure	65,200	65,148	61,879	65,665	67,882	68.7
その他業 Other businesses	59,100	52,463	48,636	49,690	53,664	51.8
合計 Total	449,187	433,611	426,481	433,715	446,763	448.7
連結修正 Elimination	△ 45,940	△ 42,439	△ 36,009	△ 36,854	△ 38,777	△ 37.7
連結 Consolidated	403,247	391,172	390,472	396,860	407,985	410.9

セグメント情報

Segment information

営業収益の明細 Operating revenues transaction

(100万円/¥-mil.)

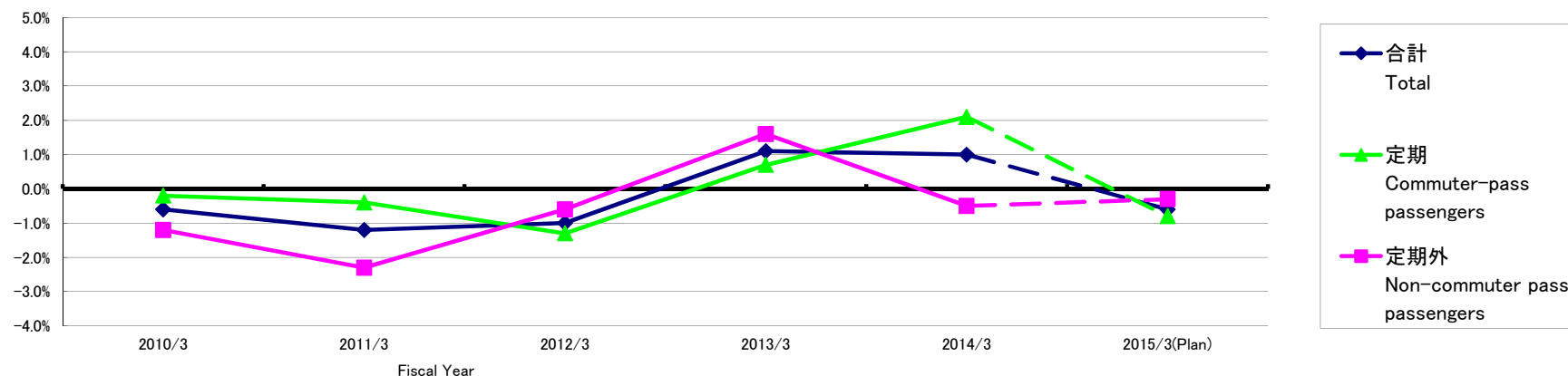
	2010/3	2011/3	2012/3	2013/3	2014/3
運輸業 Transportation					
鉄道事業 Railways	82,332	80,621	79,901	80,974	81,748
バス事業 Bus services	31,823	32,183	32,499	33,060	33,955
タクシー業 Taxi services	14,076	13,569	13,305	13,132	12,909
その他 Others	2,442	2,429	2,451	2,464	2,529
消去 Elimination	△ 3,576	△ 3,722	△ 3,940	△ 4,332	△ 4,541
合計 Total	127,099	125,081	124,217	125,300	126,600
流通業 Merchandise sales					
百貨店業 Department stores	97,855	93,545	92,806	90,680	92,714
ストア業 Retail stores	38,424	37,795	37,045	36,482	37,027
書籍販売業 Retail stores for books	11,758	10,887	10,703	10,368	9,842
駅売店業 Retail stores at stations	10,392	8,812	8,926	8,430	7,989
ショッピングセンター事業 Shopping centers	10,678	10,903	10,535	10,530	10,548
その他 Others	11,362	11,473	11,713	11,537	11,577
消去 Elimination	△ 8,016	△ 7,100	△ 6,679	△ 6,594	△ 6,460
合計 Total	172,455	166,316	165,051	161,434	163,239
不動産業 Real estate					
不動産賃貸業 Land and building leasing	25,764	25,536	27,079	29,380	30,211
不動産販売業 Development for selling by lots	4,870	4,602	5,903	9,868	12,432
その他 Others	1,161	1,286	1,229	1,178	1,078
消去 Elimination	△ 6,466	△ 6,824	△ 7,516	△ 8,803	△ 8,346
合計 Total	25,330	24,601	26,696	31,624	35,375
レジャー・サービス業 Leisure					
ホテル業 Hotels	42,880	42,105	39,347	42,187	44,281
旅行業 Travel services	16,342	16,385	16,154	16,660	16,273
広告代理業 Advertising services	9,435	10,159	9,844	10,420	11,100
その他 Others	6,389	6,090	6,007	5,991	5,911
消去 Elimination	△ 9,847	△ 9,591	△ 9,474	△ 9,593	△ 9,685
合計 Total	65,200	65,148	61,879	65,665	67,882
その他業 Other businesses					
ビル総合管理業 Building maintenance	20,337	19,867	20,429	21,275	22,511
車両整備業 Railway car maintenance	9,817	9,030	8,132	8,641	8,322
建築・土木業 Construction	26,167	20,573	17,813	16,389	19,247
その他 Others	5,003	5,160	4,708	5,724	6,156
消去 Elimination	△ 2,225	△ 2,168	△ 2,446	△ 2,340	△ 2,573
合計 Total	59,100	52,463	48,636	49,690	53,664

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)

	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3(Plan)
定期 Commuter-pass passengers	364,696 (△ 863)	363,257 (△ 1,439)	358,466 (△ 4,791)	360,945 (2,479)	368,582 (7,637)	365,481 (△ 3,101)
通勤 Commuter-pass passengers	272,785 (△ 1,894)	269,848 (△ 2,937)	265,965 (△ 3,883)	267,414 (1,449)	273,274 (5,860)	273,019 (△ 255)
通学 Commuter-pass passengers (Students)	91,911 (1,031)	93,409 (1,498)	92,501 (△ 908)	93,531 (1,030)	95,308 (1,777)	92,462 (△ 2,846)
定期外 Non-commuter pass passengers	268,479 (△ 3,142)	262,182 (△ 6,297)	260,597 (△ 1,585)	264,740 (4,143)	263,305 (△ 1,435)	262,438 (△ 867)
合計 Total	633,175 (△ 4,005)	625,439 (△ 7,736)	619,063 (△ 6,376)	625,685 (6,622)	631,887 (6,202)	627,919 (△ 3,968)

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



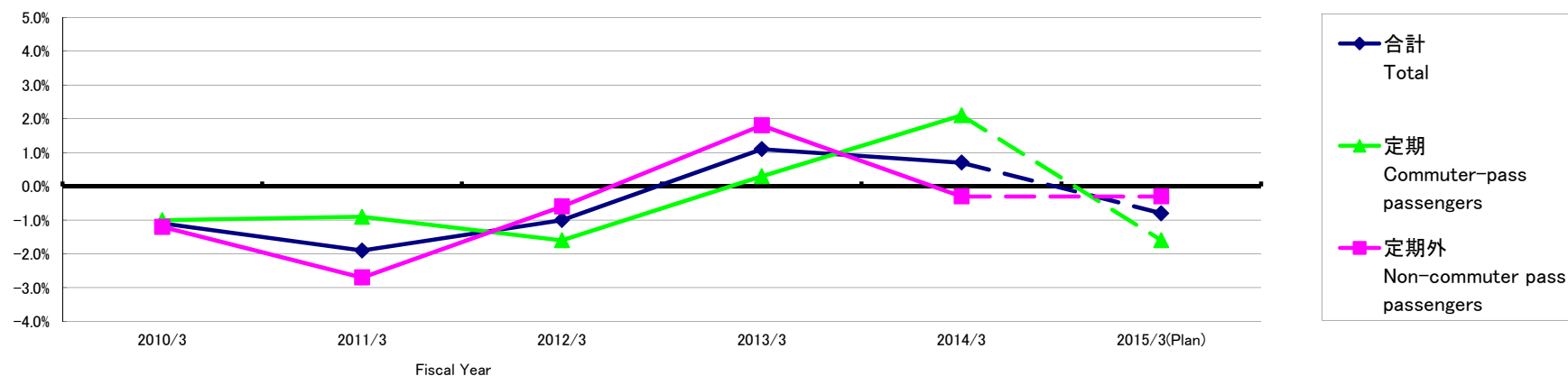
	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3(Plan)
定期 Commuter-pass passengers	△ 0.2	△ 0.4	△ 1.3	0.7	2.1	△ 0.8
通勤 Commuter-pass passengers	△ 0.7	△ 1.1	△ 1.4	0.5	2.2	△ 0.1
通学 Commuter-pass passengers (Students)	1.1	1.6	△ 1.0	1.1	1.9	△ 3.0
定期外 Non-commuter pass passengers	△ 1.2	△ 2.3	△ 0.6	1.6	△ 0.5	△ 0.3
合計 Total	△ 0.6	△ 1.2	△ 1.0	1.1	1.0	△ 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)

	2010/3	2011/3	2012/3	2013/3	2014/3	(100万円/¥-mil.) 2015/3(Plan)
定期 Commuter-pass passengers	33,624 (△ 323)	33,324 (△ 299)	32,790 (△ 533)	32,899 (109)	33,593 (693)	33,072 (△ 520)
通勤 Commuter-pass passengers	29,989 (△ 343)	29,631 (△ 358)	29,142 (△ 488)	29,211 (68)	29,833 (622)	29,424 (△ 408)
通学 Commuter-pass passengers (Students)	3,634 (19)	3,693 (58)	3,647 (△ 45)	3,688 (40)	3,759 (71)	3,647 (△ 111)
定期外 Non-commuter pass passengers	45,556 (△ 561)	44,320 (△ 1,235)	44,056 (△ 264)	44,830 (773)	44,707 (△ 122)	44,590 (△ 116)
合計 Total	79,180 (△ 885)	77,644 (△ 1,535)	76,847 (△ 797)	77,729 (882)	78,301 (571)	77,663 (△ 637)

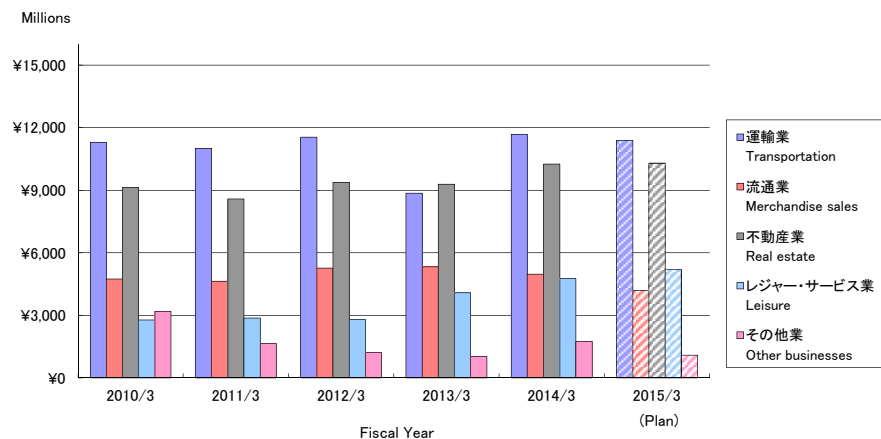
旅客運輸収入の対前年増減率 Variation ratio against previous year of Passenger revenues of Railways



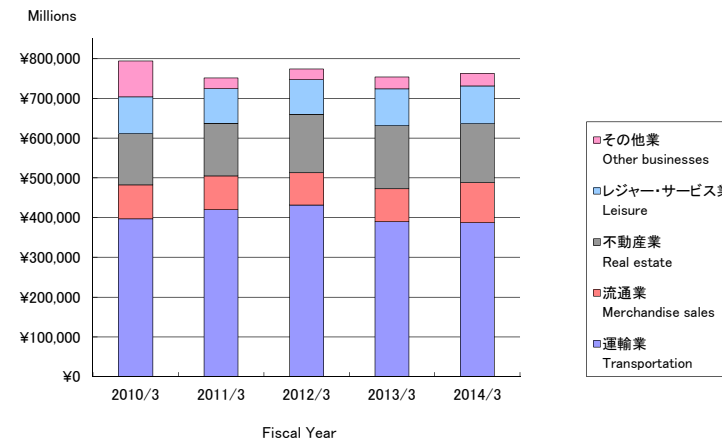
	2010/3	2011/3	2012/3	2013/3	2014/3	(%, percent) 2015/3(Plan)
定期 Commuter-pass passengers	△ 1.0	△ 0.9	△ 1.6	0.3	2.1	△ 1.6
通勤 Commuter-pass passengers	△ 1.1	△ 1.2	△ 1.6	0.2	2.1	△ 1.4
通学 Commuter-pass passengers (Students)	0.5	1.6	△ 1.2	1.1	1.9	△ 3.0
定期外 Non-commuter pass passengers	△ 1.2	△ 2.7	△ 0.6	1.8	△ 0.3	△ 0.3
合計 Total	△ 1.1	△ 1.9	△ 1.0	1.1	0.7	△ 0.8

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.)

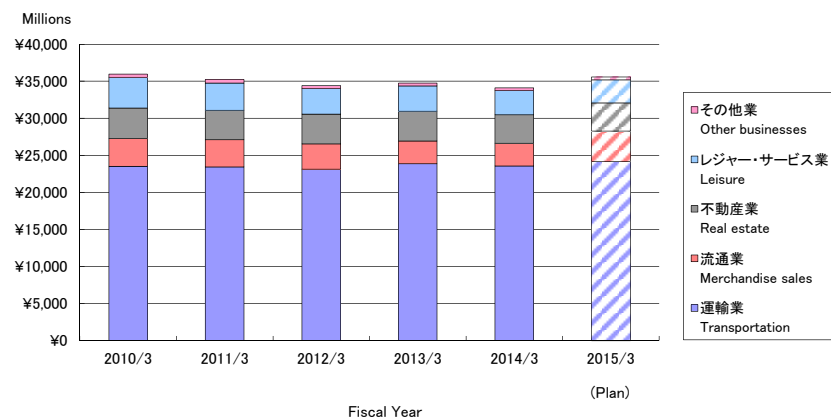
営業利益 Operating income	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3(Plan)
運輸業 Transportation	11,297	11,009	11,538	8,852	11,690	11.4
流通業 Merchandise sales	4,736	4,629	5,266	5,327	4,980	4.2
不動産業 Real estate	9,136	8,579	9,384	9,283	10,251	10.3
レジャー・サービス業 Leisure	2,777	2,864	2,796	4,075	4,763	5.2
その他業 Other businesses	3,198	1,634	1,213	1,024	1,755	1.1
合計 Total	31,147	28,717	30,200	28,563	33,442	32.4
連結修正 Elimination	△ 1,199	△ 496	△ 560	△ 541	△ 368	△ 0.2
連結 Consolidated	29,947	28,221	29,640	28,022	33,073	32.2

(100万円/¥-mil.)

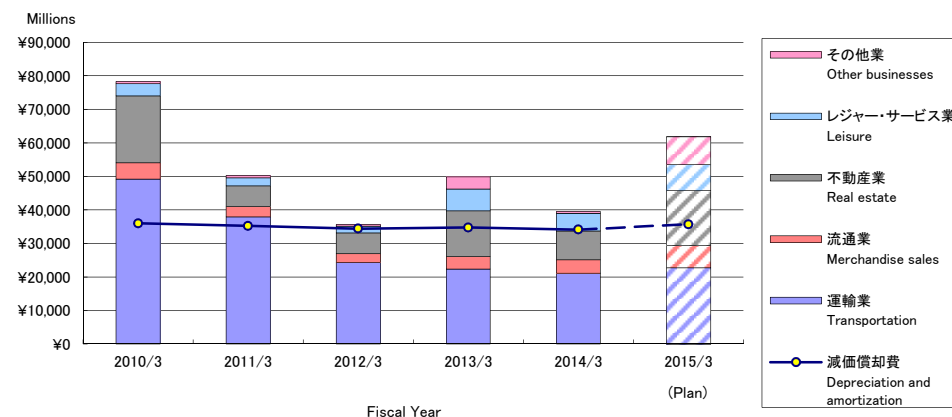
総資産 Total assets	2010/3	2011/3	2012/3	2013/3	2014/3
運輸業 Transportation	396,713	420,482	431,972	390,028	386,968
流通業 Merchandise sales	85,605	84,268	81,336	82,938	100,919
不動産業 Real estate	129,337	131,859	146,067	158,303	149,367
レジャー・サービス業 Leisure	92,483	87,834	87,899	92,488	94,236
その他業 Other businesses	89,902	26,582	26,908	30,176	31,369
合計 Total	794,042	751,026	774,185	753,936	762,861
連結修正 Elimination	△ 62,313	△ 4,047	17,454	39,357	24,964
連結 Consolidated	731,728	746,979	791,640	793,293	787,825

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

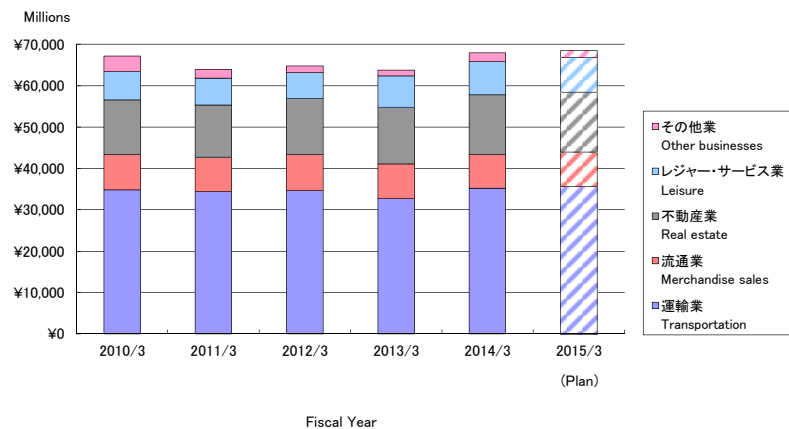
	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3(Plan)
運輸業 Transportation	23,543	23,455	23,124	23,883	23,560	24.2
流通業 Merchandise sales	3,723	3,648	3,434	3,051	3,068	4.1
不動産業 Real estate	4,140	3,968	4,001	4,019	3,863	3.8
レジャー・サービス業 Leisure	4,126	3,702	3,476	3,441	3,275	3.1
その他業 Other businesses	459	452	400	366	356	0.4
合計 Total	35,993	35,228	34,438	34,761	34,124	35.9
連結修正 Elimination	△ 122	△ 191	△ 150	△ 156	△ 182	△ 0.1
連結 Consolidated	35,871	35,036	34,287	34,605	33,942	35.7

設備投資 Capital expenditures

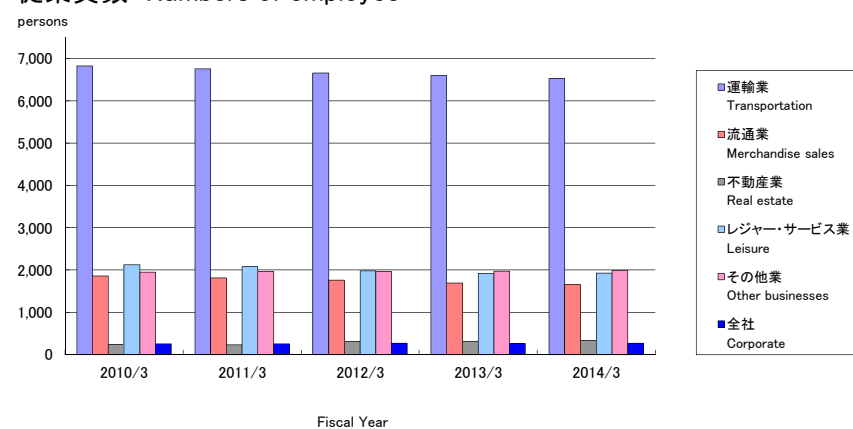
	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3(Plan)
運輸業 Transportation	49,219	37,899	24,406	22,415	21,148	22.8
流通業 Merchandise sales	4,874	3,228	2,517	3,707	4,017	6.7
不動産業 Real estate	19,936	6,069	6,256	13,610	8,611	16.3
レジャー・サービス業 Leisure	3,612	2,382	2,004	6,491	5,208	7.8
その他業 Other businesses	642	695	442	3,628	590	8.3
合計 Total	78,285	50,275	35,628	49,852	39,576	62.1
連結修正 Elimination	△ 660	△ 733	△ 639	△ 525	△ 685	△ 0.2
連結 Consolidated	77,624	49,541	34,989	49,327	38,891	61.8

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

	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3(Plan)
運輸業 Transportation	34,841	34,465	34,663	32,735	35,251	35.7
流通業 Merchandise sales	8,459	8,278	8,701	8,378	8,048	8.3
不動産業 Real estate	13,277	12,547	13,487	13,708	14,520	14.5
レジャー・サービス業 Leisure	6,904	6,567	6,273	7,516	8,039	8.4
その他業 Other businesses	3,658	2,086	1,613	1,390	2,112	1.6
合計 Total	67,141	63,945	64,739	63,730	67,971	68.7
連結修正 Elimination	△ 1,322	△ 688	△ 710	△ 697	△ 550	△ 0.4
連結 Consolidated	65,819	63,257	64,028	63,032	67,420	68.3

従業員数 Numbers of employee

	2010/3	2011/3	2012/3	2013/3	2014/3
運輸業 Transportation	6,827	6,753	6,657	6,599	6,525
流通業 Merchandise sales	1,859	1,813	1,758	1,696	1,657
不動産業 Real estate	237	236	307	316	328
レジャー・サービス業 Leisure	2,127	2,081	1,984	1,919	1,928
その他業 Other businesses	1,948	1,964	1,967	1,976	1,988
全社 Corporate	252	253	271	259	269
連結 Consolidated	13,250	13,100	12,944	12,765	12,695