



あなたと あたらしい あしたへ — 京王グループ



Keio Corporation

FACT BOOK 2016

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]

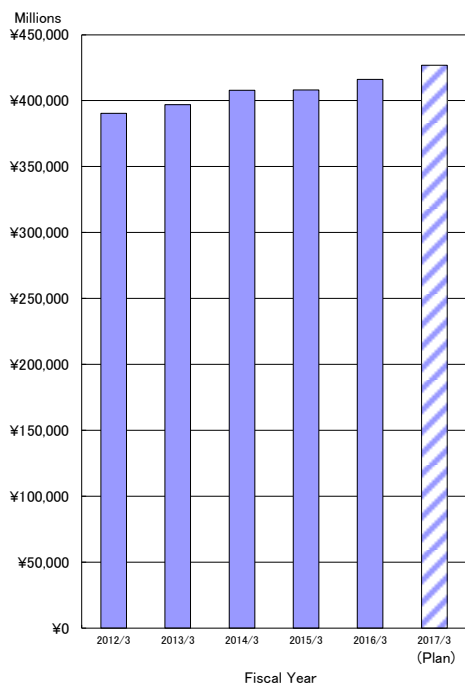
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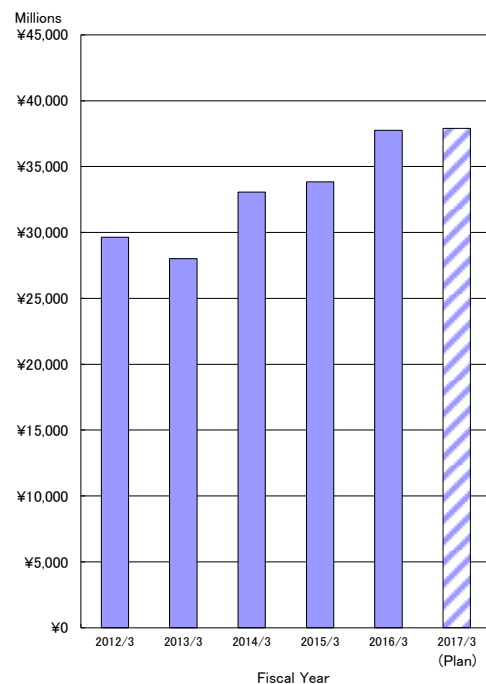
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データ・ハイライト[連結]
Data highlights [Consolidated]

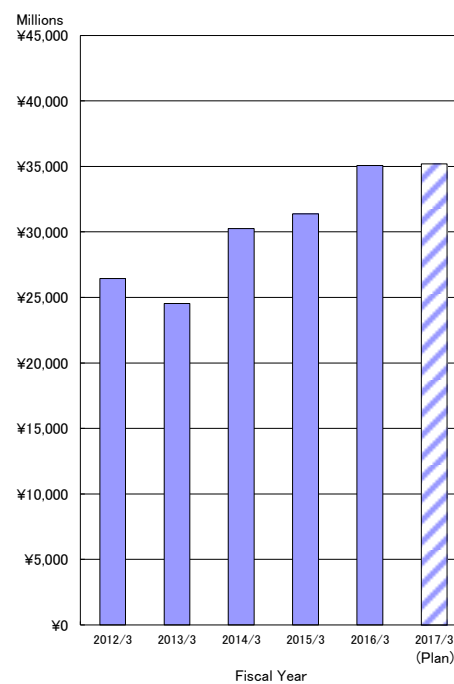
営業収益
Operating revenues



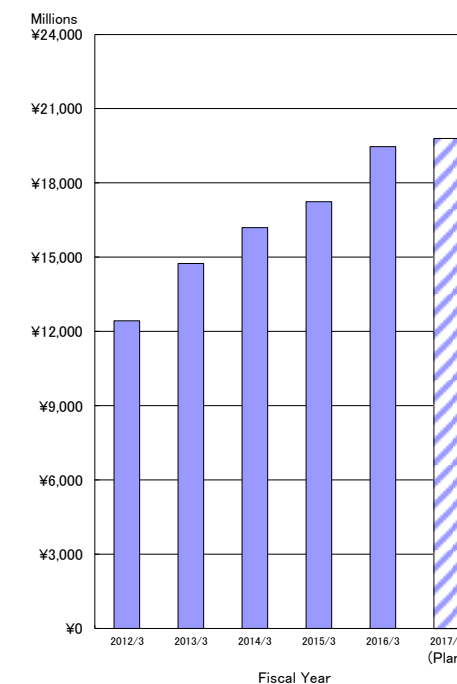
営業利益
Operating income



経常利益
Ordinary income



親会社株主に帰属する当期純利益
Profit attributable to owners of parent

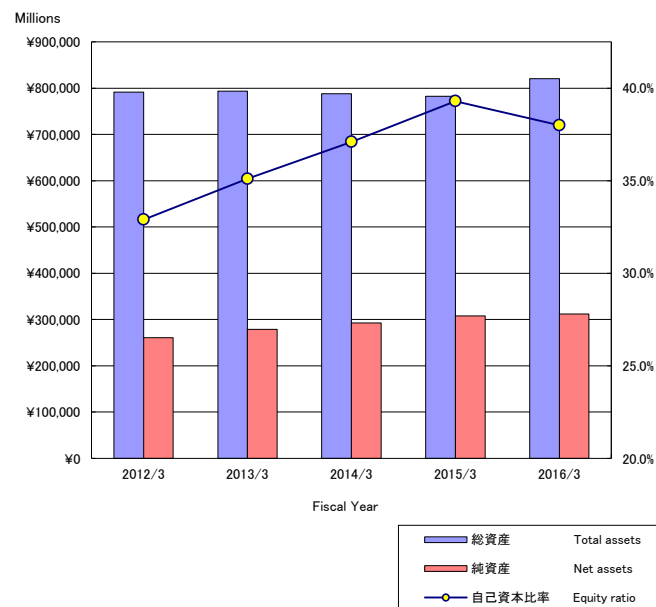


(100万円/¥-mil.) (10億円/¥-bil.)

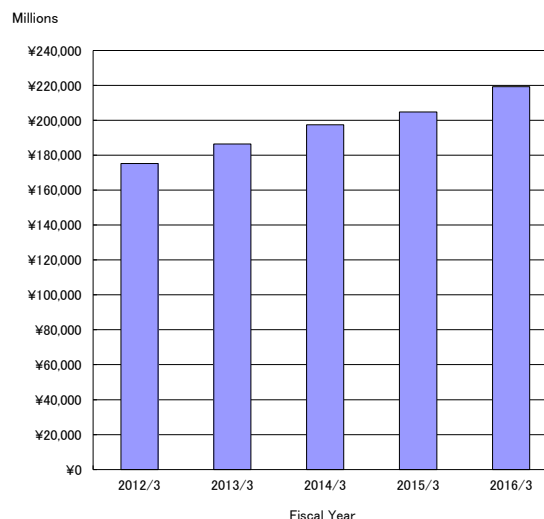
	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3 (Plan)
営業収益 Operating revenues	390,472	396,860	407,985	408,039	416,254	426.9
営業利益 Operating income	29,640	28,022	33,073	33,845	37,758	37.9
経常利益 Ordinary income	26,437	24,538	30,244	31,390	35,066	35.2
親会社株主に帰属する当期純利益 Profit attributable to owners of parent	12,433	14,748	16,197	17,248	19,468	19.8

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

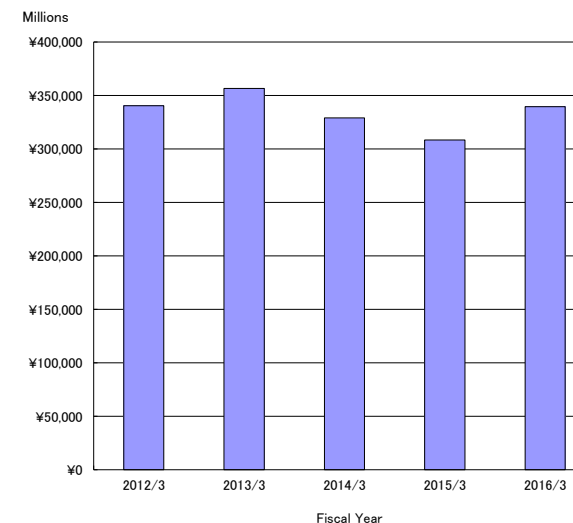
総資産と純資産
Total assets & Net assets



利益剰余金
Retained earnings



有利子負債
Interest-bearing debt



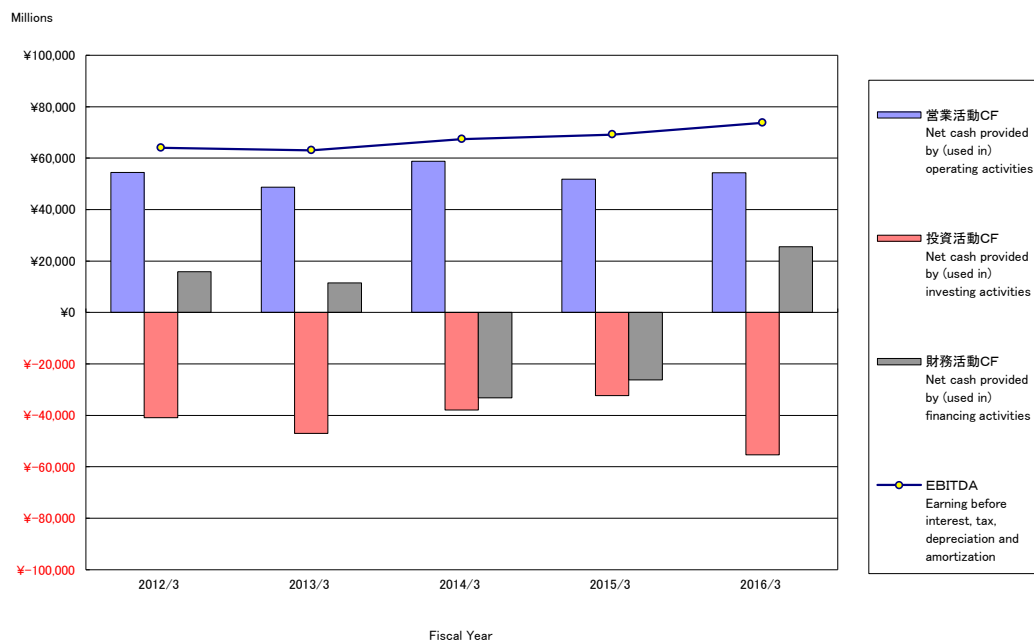
	2012/3	2013/3	2014/3	2015/3	2016/3	(100万円/¥-mil.) 増減 change
総資産 Total assets	791,640	793,293	787,825	782,422	820,177	37,754
純資産 Net assets	260,549	278,834	292,607	307,726	311,818	4,092
自己資本 Shareholders' equity	260,421	278,677	292,410	307,505	311,578	4,072
自己資本比率 Equity ratio	32.9%	35.1%	37.1%	39.3%	38.0%	△ 1.3%
利益剰余金 Retained earnings	175,259	186,342	197,348	204,647	219,231	14,584
有利子負債 Interest-bearing debt*	340,182	356,366	328,941	308,157	339,306	31,148
借入金 Loans payable	190,827	196,678	199,191	198,351	199,306	955
社債 Bonds payable	148,831	159,411	129,607	109,803	140,000	30,196
鉄道・運輸機構未払金 Long-term accounts payable to Japan railway construction, transport and technology agency	523	276	142	2	—	△ 2

* 有利子負債 = 借入金 + 社債 + 鉄道・運輸機構未払金

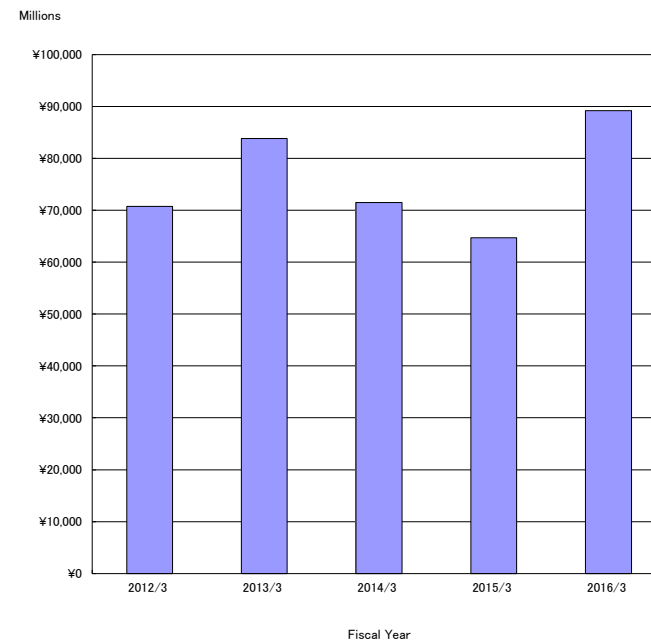
Interest-bearing debt = Loans payable + Bonds payable + Long-term accounts payable to Japan railway construction, transport and technology agency

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



	2012/3	2013/3	2014/3	2015/3	2016/3
営業活動CF Net cash provided by (used in) operating activities	54,370	48,711	58,772	51,858	54,247
投資活動CF Net cash provided by (used in) investing activities	△ 40,976	△ 47,080	△ 37,939	△ 32,325	△ 55,323
財務活動CF Net cash provided by (used in) financing activities	15,854	11,442	△ 33,158	△ 26,281	25,530
EBITDA* Earning before interest, tax, depreciation and amortization	64,028	63,032	67,420	69,171	73,740
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	70,715	83,795	71,473	64,724	89,180

* 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

	2012/3	2013/3	2014/3	2015/3	2016/3	増減 change
	(100万円/¥-mil.)					
資産の部 Assets						
流動資産 Current assets	132,834	147,530	139,586	133,196	165,456	32,260
現金及び預金 Cash and deposits	47,236	48,315	38,993	34,744	35,059	314
受取手形及び売掛金 Notes and accounts receivable-trade	32,806	32,204	36,406	33,186	34,485	1,299
有価証券 Short-term investment securities	23,535	35,550	32,505	30,050	54,850	24,800
商品及び製品 Merchandise and finished goods	15,117	14,682	12,629	13,942	12,245	△ 1,697
仕掛品 Work in process	3,545	7,574	8,733	9,698	16,658	6,959
原材料及び貯蔵品 Raw materials and supplies	1,667	1,590	1,675	1,856	2,013	156
繰延税金資産 Deferred tax assets	2,783	3,021	3,552	3,395	3,206	△ 188
その他 Other	6,245	4,687	5,192	6,410	6,995	584
貸倒引当金 Allowance for doubtful accounts	△ 102	△ 94	△ 100	△ 87	△ 57	30
固定資産 Noncurrent assets	658,806	645,763	648,238	649,226	654,720	5,493
有形固定資産 Property, plant and equipment	584,756	564,563	561,458	565,689	580,379	14,689
建物及び構築物(純額) Buildings and structures, net	266,807	305,351	315,526	321,921	323,371	1,449
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	40,137	37,240	34,067	33,204	33,068	△ 135
土地 Land	167,797	175,153	178,661	188,139	198,373	10,234
建設仮勘定 Construction in progress	101,693	38,866	25,236	14,230	16,413	2,183
その他(純額) Other, net	8,320	7,952	7,965	8,194	9,153	958
無形固定資産 Intangible assets	10,297	10,745	10,245	9,862	9,997	134
投資その他の資産 Investments and other assets	63,752	70,453	76,535	73,674	64,343	△ 9,330
投資有価証券 Investment securities	43,095	54,571	56,548	53,695	43,811	△ 9,884
退職給付に係る資産 Net defined benefit asset	—	—	6,679	5,395	4,047	△ 1,348
繰延税金資産 Deferred tax assets	12,465	6,510	5,970	7,063	8,804	1,740
その他 Other	8,524	9,659	7,620	7,704	7,866	161
貸倒引当金 Allowance for doubtful accounts	△ 333	△ 286	△ 284	△ 185	△ 185	0
資産合計 Total assets	791,640	793,293	787,825	782,422	820,177	37,754
《参考》 Reference	2012/3	2013/3	2014/3	2015/3	2016/3	
有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment						
取得 Acquired	40,721	52,658	40,863	46,116	46,850	
償却 Depreciation	△ 32,593	△ 32,747	△ 31,767	△ 32,874	△ 33,410	
除却 Retirement	△ 989	△ 2,681	△ 1,576	△ 1,277	△ 665	
その他 Other	△ 2,701	△ 37,422	△ 10,624	△ 7,732	1,915	
計 Total	4,437	△ 20,192	△ 3,105	4,231	14,689	
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	△ 6	11,258	571	8,549	△ 11,316	

財務諸表〔連結〕 Financial statements [Consolidated]

連結貸借対照表 Consolidated balance sheets

	2012/3	2013/3	2014/3	2015/3	2016/3	増減 change
	(100万円/¥-mil.)					
負債の部 Liabilities						
流動負債 Current liabilities	211,561	195,399	198,037	175,546	195,703	20,156
支払手形及び買掛金 Notes and accounts payable-trade	16,850	17,189	18,274	17,478	19,424	1,945
短期借入金 Short-term loans payable	52,655	60,612	65,596	66,572	76,399	9,827
1年内償還予定の社債 Current portion of bonds	20,000	30,000	20,000	—	10,000	10,000
未払法人税等 Income taxes payable	6,116	2,765	8,008	4,412	8,411	3,998
前受金 Advances received	50,528	18,228	18,878	15,941	16,598	656
賞与引当金 Provision for bonuses	2,018	2,028	2,221	2,188	2,208	19
その他の引当金 Other provision	2,013	2,464	2,056	2,079	2,064	△ 14
その他 Other	61,376	62,110	63,001	66,874	60,597	△ 6,276
固定負債 Noncurrent liabilities	319,529	319,060	297,180	299,149	312,655	13,505
社債 Bonds payable	128,831	129,411	109,607	109,803	130,000	20,196
長期借入金 Long-term loans payable	138,171	136,066	133,595	131,778	122,906	△ 8,872
繰延税金負債 Deferred tax liabilities	43	32	907	2,598	1,824	△ 773
退職給付引当金 Provision for retirement benefits	21,544	20,961	—	—	—	—
退職給付に係る負債 Net defined benefit liability	—	—	18,997	20,236	20,565	328
その他 Other	30,938	32,589	34,073	34,732	37,359	2,626
負債合計 Total liabilities	531,090	514,459	495,218	474,696	508,358	33,662
純資産の部 Net assets						
株主資本 Shareholders' equity	257,120	268,095	278,953	286,223	300,782	14,558
資本金 Capital stock	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,008	42,008	42,008	42,009	42,010	1
利益剰余金 Retained earnings	175,259	186,342	197,348	204,647	219,231	14,584
自己株式 Treasury stock	△ 19,172	△ 19,279	△ 19,427	△ 19,456	△ 19,483	△ 26
その他の包括利益累計額 Accumulated other comprehensive income	3,301	10,581	13,457	21,281	10,796	△ 10,485
その他有価証券評価差額金 Valuation difference on available-for-sale securities	3,301	10,580	10,947	17,287	9,866	△ 7,420
為替換算調整勘定 Foreign currency translation adjustment	0	1	7	11	10	△ 1
退職給付に係る調整累計額 Remeasurements of defined benefit plans	—	—	2,502	3,982	919	△ 3,063
非支配株主持分 Non-controlling interests	127	156	196	220	240	19
純資産合計 Total net assets	260,549	278,834	292,607	307,726	311,818	4,092
負債純資産合計 Total liabilities and net assets	791,640	793,293	787,825	782,422	820,177	37,754

財務諸表〔連結〕
Financial statements [Consolidated]

連結損益計算書 Consolidated statements of income

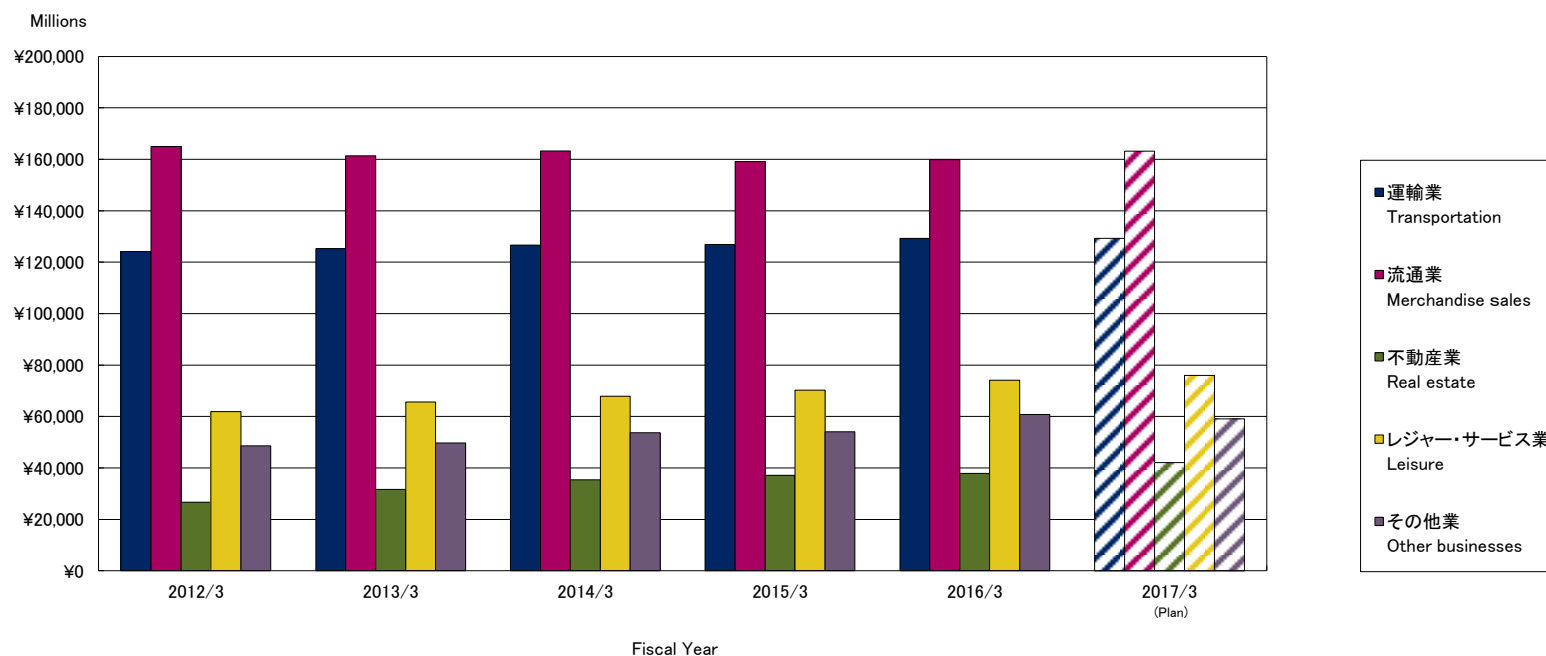
	2012/3	2013/3	2014/3	2015/3	2016/3	(100万円/¥-mil.)		2017/3 (Plan)	(10億円/¥-bil.)	
						増減	change (%)		増減	change (%)
営業損益 Operating income and expenses										
営業収益 Operating revenues	390,472	396,860	407,985	408,039	416,254	8,214	(2.0)	426.9	10.6	(2.6)
運輸業 Transportation	124,217	125,300	126,600	126,887	129,210	2,322	(1.8)	129.3	0.1	(0.1)
流通業 Merchandise sales	165,051	161,434	163,239	159,097	159,946	849	(0.5)	163.2	3.2	(2.0)
不動産業 Real estate	26,696	31,624	35,375	37,141	37,888	746	(2.0)	42.1	4.3	(11.4)
レジャー・サービス業 Leisure	61,879	65,665	67,882	70,310	74,079	3,768	(5.4)	76.0	2.0	(2.7)
その他業 Other businesses	48,636	49,690	53,664	54,072	60,845	6,773	(12.5)	59.1	△ 1.6	(△ 2.7)
連結修正 Elimination	△ 36,009	△ 36,854	△ 38,777	△ 39,470	△ 45,715	△ 6,245	—	△ 43.1	2.6	—
営業利益 Operating income	29,640	28,022	33,073	33,845	37,758	3,913	(11.6)	37.9	0.1	(0.4)
運輸業 Transportation	11,538	8,852	11,690	12,279	15,089	2,809	(22.9)	13.6	△ 1.4	(△ 9.8)
流通業 Merchandise sales	5,266	5,327	4,980	4,809	4,724	△ 84	(△ 1.8)	4.7	0.0	(1.4)
不動産業 Real estate	9,384	9,283	10,251	9,616	8,633	△ 983	(△ 10.2)	9.3	0.6	(7.8)
レジャー・サービス業 Leisure	2,796	4,075	4,763	5,641	6,016	375	(6.7)	7.5	1.5	(26.1)
その他業 Other businesses	1,213	1,024	1,755	2,295	4,347	2,051	(89.4)	3.5	△ 0.7	(△ 18.2)
連結修正 Elimination	△ 560	△ 541	△ 368	△ 797	△ 1,052	△ 255	—	△ 0.8	0.1	—
営業外損益 Non operating income and expenses										
営業外収益 Non-operating income	2,934	2,800	2,470	2,629	2,141	△ 488	(△ 18.6)	1.8	△ 0.2	(△ 12.9)
営業外費用 Non-operating expenses	6,136	6,283	5,300	5,084	4,833	△ 251	(△ 4.9)	4.5	△ 0.3	(△ 6.2)
経常利益 Ordinary income	26,437	24,538	30,244	31,390	35,066	3,676	(11.7)	35.2	0.1	(0.4)
特別損益 Extraordinary income and loss										
特別利益 Extraordinary income	2,158	35,683	8,135	5,261	6,633	1,371	(26.1)	2.2	△ 4.3	(△ 66.0)
特別損失 Extraordinary loss	4,248	36,729	12,069	9,903	9,219	△ 684	(△ 6.9)	7.9	△ 1.2	(△ 13.7)
税金等調整前当期純利益	24,347	23,493	26,310	26,748	32,481	5,733	(21.4)	29.5	△ 2.8	(△ 8.9)
Income before income taxes and minority interests										
法人税、住民税及び事業税 Income taxes-current	9,968	7,032	10,742	9,076	11,696	2,620	(28.9)			
法人税等調整額 Income taxes-deferred	1,947	1,684	△ 670	400	1,296	896	—	9.8	△ 3.1	(△ 24.4)
当期純利益 Profit	12,431	14,777	16,237	17,272	19,488	2,216	(12.8)	19.7	0.2	(1.4)
非支配株主に帰属する当期純利益(純損失) Profit(loss) attributable to non-controlling interests	△ 1	28	40	23	19	△ 3	(△ 16.6)	0.0	0.0	(0.8)
親会社株主に帰属する当期純利益 Profit attributable to owners of parent	12,433	14,748	16,197	17,248	19,468	2,220	(12.9)	19.8	0.3	(1.7)
《参考》 Reference	2012/3	2013/3	2014/3	2015/3	2016/3	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	314,632	322,176	328,481	328,519	331,915	3,396	(1.0)			
販売費及び一般管理費 Selling, general and administrative expenses	46,200	46,661	46,430	45,675	46,580	905	(2.0)			
計 Total	360,832	368,838	374,911	374,194	378,496	4,301	(1.1)			
営業外収益 Non-operating income										
受取利息 Interest income	60	76	66	77	59	△ 18	(△ 24.1)			
受取配当金 Dividends income	864	839	△ 55,323	1,128	1,053	△ 74	(△ 6.6)			
受取保険金 Insurance Income	343	—	—	—	—	—	—			
匿名組合投資利益 Gain on investments in silent partnership	463	442	353	439	—	△ 439	(△ 100.0)			
持分法による投資利益 Equity in earnings of affiliates	139	76	107	17	25	8	(49.9)			
雑収入 Miscellaneous income	1,062	1,365	898	967	1,003	36	(3.7)			
計 Total	2,934	2,800	2,470	2,629	2,141	△ 488	(△ 18.6)			
営業外費用 Non-operating expenses										
支払利息 Interest expenses	5,613	5,614	4,942	4,669	4,297	△ 372	(△ 8.0)			
雑支出 Miscellaneous expenses	523	669	357	414	535	121	(29.2)			
計 Total	6,136	6,283	5,300	5,084	4,833	△ 251	(△ 4.9)			
特別利益 Extraordinary income										
工事負担金等受入額 Contribution for construction	1,015	35,383	6,509	4,178	2,241	△ 1,937	(△ 46.4)			
固定資産売却益 Gain on sales of noncurrent assets	134	207	306	505	2,026	1,520	—			
受取損害賠償金 Compensation income for damae	—	—	—	—	1,909	1,909	—			
投資有価証券売却益 Gain on sales of investment securities	—	16	—	—	—	—	—			
SFカード未使用分受入額 Gain on unused amounts of stored fare cards	715	—	—	—	—	—	—			
受取補償金 Compensation Income	229	—	—	—	—	—	—			
その他 Other	63	76	1,319	577	456	△ 120	(△ 20.9)			
計 Total	2,158	35,683	8,135	5,261	6,633	1,371	(26.1)			
特別損失 Extraordinary loss										
減損損失 Impairment loss	2,241	93	4,079	3,137	5,449	2,311	(73.7)			
固定資産圧縮損 Loss on reduction of noncurrent assets	1,102	35,382	6,530	4,628	2,206	△ 2,422	(△ 52.3)			
固定資産除却損 Loss on retirement of noncurrent assets	756	878	954	626	980	354	(56.6)			
退職加算金等 Extra retirement payments, etc.	—	—	—	1,311	122	△ 1,189	(△ 90.7)			
退店補償金 Compensation for tenants closing	31	62	254	65	—	—	—			
その他 Other	116	311	251	133	460	260	(130.7)			
計 Total	4,248	36,729	12,069	9,903	9,219	△ 684	(△ 6.9)			

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

	2012/3	2013/3	2014/3	2015/3	2016/3	増減 change
税金等調整前当期純利益 Income before income taxes and minority interests	24,347	23,493	26,310	26,748	32,481	5,733
減価償却費 Depreciation and amortization	34,287	34,605	33,942	34,921	35,577	656
減損損失 Impairment loss	2,241	93	4,079	3,137	5,449	2,311
のれん償却額 Amortization of goodwill	101	404	404	404	404	—
退職給付引当金の増減額(△は減少) Increase (decrease) in provision for retirement benefits	△ 1,012	△ 583	△ 20,961	—	—	—
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	△ 1,014	△ 428	586
前払年金費用の増減額(△は増加) Decrease (increase) in prepaid pension costs	△ 515	△ 663	2,930	—	—	—
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	△ 1,899	△ 2,459	△ 560
販売用土地評価損 Loss on valuation of land for sale	37	153	64	103	50	△ 52
固定資産除却損 Loss on retirement of noncurrent assets	1,116	2,699	1,617	1,285	669	△ 616
固定資産圧縮損 Loss on reduction of noncurrent assets	1,102	35,382	6,530	4,628	2,206	△ 2,422
受取利息及び受取配当金 Interest and dividends income	△ 925	△ 916	△ 1,111	△ 1,206	△ 1,112	93
支払利息 Interest expenses	5,613	5,614	4,942	4,669	4,297	△ 372
投資有価証券売却損益(△は益) Loss (gain) on sales of investment securities	—	△ 16	—	—	—	—
工事負担金等受入額 Proceeds from contribution for construction	△ 1,015	△ 35,383	△ 6,509	△ 4,178	△ 2,241	1,937
固定資産売却益 gain for sale of fixed assets	—	—	—	△ 505,747	△ 2,026	△ 1,520
受取損害賠償金 Proceeds from damages	—	—	—	—	△ 1,909	△ 1,909
退職加算金等 Extra retirement payments, etc.	—	—	—	1,311	122	△ 1,189
退店補償金 Compensation for tenants closing	31	62	254	65	155	90
営業債権の増減額(△は増加) Decrease (increase) in operating receivables	△ 3,898	△ 264	△ 4,164	3,035	△ 854	△ 3,889
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	1,034	△ 3,914	745	△ 2,595	△ 5,666	△ 3,071
営業債務の増減額(△は減少) Increase (decrease) in operating debt	1,753	1,351	1,468	△ 3,117	1,879	4,997
その他 Other, net	2,770	1,040	1,445	1,498	△ 2,801	△ 4,806
小計 Subtotal	67,071	63,159	68,159	67,799	63,793	△ 4,005
利息及び配当金の受取額 Interest and dividends income received	927	920	1,116	1,210	1,111	△ 98
利息の支払額 Interest expenses paid	△ 5,000	△ 5,046	△ 4,784	△ 4,509	△ 4,102	407
損害賠償金の受取額 Proceeds from damages	—	—	—	—	1,909	1,909
退職加算金等の支払額 Payments for extra retirement payments and other	—	—	—	—	△ 1,433	△ 1,433
退店補償金の支払額 Compensation paid for tenants closing	△ 62	△ 62	△ 254	△ 65	△ 155	△ 90
法人税等の支払額 Income taxes paid	△ 8,564	△ 10,259	△ 5,464	△ 12,575	△ 6,875	5,700
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	54,370	48,711	58,772	51,858	54,247	2,389
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	—	—	△ 43,204	△ 47,618	△ 50,936	△ 3,318
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	—	—	—	342,707	1,882	1,539
有形固定資産の取得による支出 Purchase of property, plant and equipment	△ 40,570	△ 53,067	—	—	—	—
工事負担金等受入による収入 Proceeds from contribution received for construction	5,819	6,351	4,420	3,286	2,664	△ 621
投資有価証券の取得による支出 Purchase of investment securities	△ 376	△ 377	△ 1,466	△ 1,603	△ 1,816	△ 212
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	11	207	1,328	12,545	341	△ 12,203
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	—	—	—	△ 7,301	△ 7,301
その他 Other, net	△ 445	△ 194	982	1,065	△ 157	△ 879
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	△ 40,976	△ 47,080	△ 37,939	△ 32,325	△ 55,323	△ 22,997
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	100	4,490	4,780	2,788	3,245	457
長期借入れによる収入 Proceeds from long-term loans payable	9,340	13,610	12,400	11,580	10,460	△ 1,120
長期借入金の返済による支出 Repayment of long-term loans payable	△ 9,430	△ 12,249	△ 14,667	△ 15,208	△ 12,749	2,458
社債の発行による収入 Proceeds from issuance of bonds	19,906	29,859	—	—	29,841	29,841
社債の償還による支出 Redemption of bonds	—	△ 20,000	△ 30,000	△ 20,000	—	20,000
自己株式の取得による支出 Purchase of treasury stock	△ 12	△ 107	△ 50	△ 29	△ 28	0
配当金の支払額 Cash dividends paid	△ 3,663	△ 3,664	△ 5,193	△ 4,887	△ 4,883	4
その他 Other, net	△ 386	△ 495	△ 426	△ 524	△ 354	169
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	15,854	11,442	△ 33,158	△ 26,281	25,530	51,812
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	5	7	4	△ 0	1	1
現金及び現金同等物の増減額(△は減少) Net increase (decrease) in cash and cash equivalents	29,253	13,080	△ 12,321	△ 6,749	24,455	31,205
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	41,461	70,715	83,795	71,473	64,724	△ 6,749
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	—	—	—	0	—	△ 0
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	70,715	83,795	71,473	64,724	89,180	24,455

セグメント情報
Segment information

営業収益 Operating revenues



	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
運輸業 Transportation	124,217	125,300	126,600	126,887	129,210	129.3
流通業 Merchandise sales	165,051	161,434	163,239	159,097	159,946	163.2
不動産業 Real estate	26,696	31,624	35,375	37,141	37,888	42.1
レジャー・サービス業 Leisure	61,879	65,665	67,882	70,310	74,079	76.0
その他業 Other businesses	48,636	49,690	53,664	54,072	60,845	59.1
合計 Total	426,481	433,715	446,763	447,510	461,970	470.0
連結修正 Elimination	△ 36,009	△ 36,854	△ 38,777	△ 39,470	△ 45,715	△ 43.1
連結 Consolidated	390,472	396,860	407,985	408,039	416,254	426.9

(100万円/¥-mil.) (10億円/¥-bil.)

セグメント情報

Segment information

営業収益の明細 Operating revenues transaction

(100万円/¥-mil.)

	2012/3	2013/3	2014/3	2015/3	2016/3
運輸業 Transportation					
鉄道事業 Railways	79,901	80,974	81,748	81,908	83,776
バス事業 Bus services	32,499	33,060	33,955	34,547	35,327
タクシー業 Taxi services	13,305	13,132	12,909	12,655	12,500
その他 Others	2,451	2,464	2,529	2,728	2,763
消去 Elimination	△ 3,940	△ 4,332	△ 4,541	△ 4,952	△ 5,156
合計 Total	124,217	125,300	126,600	126,887	129,210
流通業 Merchandise sales					
百貨店業 Department stores	92,806	90,680	92,714	86,977	87,456
ストア業 Retail stores	37,045	36,482	37,027	38,060	38,818
書籍販売業 Retail stores for books	10,703	10,368	9,842	9,087	8,198
駅売店業 Retail stores at stations	8,926	8,430	7,989	7,639	7,464
ショッピングセンター事業 Shopping centers	10,535	10,530	10,548	12,424	12,973
その他 Others	11,713	11,537	11,577	11,751	11,730
消去 Elimination	△ 6,679	△ 6,594	△ 6,460	△ 6,842	△ 6,694
合計 Total	165,051	161,434	163,239	159,097	159,946
不動産業 Real estate					
不動産賃貸業 Land and building leasing	27,079	29,380	30,211	30,240	31,966
不動産販売業 Development for selling by lots	5,903	9,868	12,432	14,371	12,116
その他 Others	1,229	1,178	1,078	1,370	1,483
消去 Elimination	△ 7,516	△ 8,803	△ 8,346	△ 8,841	△ 7,678
合計 Total	26,696	31,624	35,375	37,141	37,888
レジャー・サービス業 Leisure					
ホテル業 Hotels	39,347	42,187	44,281	45,389	48,407
旅行業 Travel services	16,154	16,660	16,273	16,615	16,948
広告代理業 Advertising services	9,844	10,420	11,100	11,954	12,091
その他 Others	6,007	5,991	5,911	6,032	6,275
消去 Elimination	△ 9,474	△ 9,593	△ 9,685	△ 9,681	△ 9,643
合計 Total	61,879	65,665	67,882	70,310	74,079
その他業 Other businesses					
ビル総合管理業 Building maintenance	20,429	21,275	22,511	21,614	22,498
車両整備業 Railway car maintenance	8,132	8,641	8,322	8,939	△ 55,323
建築・土木業 Construction	17,813	16,389	19,247	20,238	24,222
その他 Others	4,708	5,724	6,156	6,516	7,140
消去 Elimination	△ 2,446	△ 2,340	△ 2,573	△ 3,236	△ 2,484
合計 Total	48,636	49,690	53,664	54,072	60,845

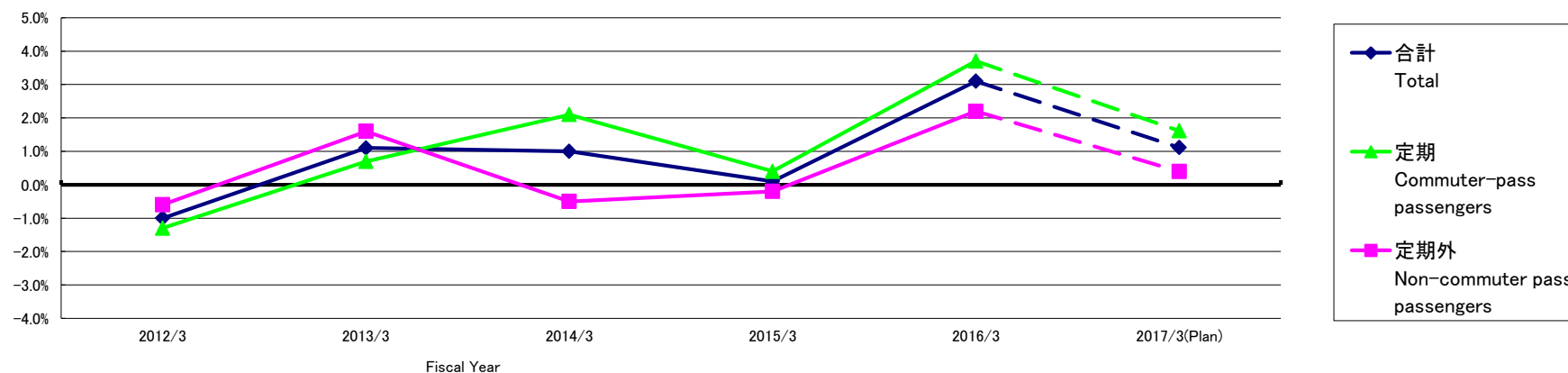
セグメント情報
Segment information

鉄道輸送人員(対前年増減) Passengers transported of Railways(Change of Passengers transported of Railways)

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
定期 Commuter-pass passengers	358,466 (△ 4,791)	360,945 (2,479)	368,582 (7,637)	369,922 (1,340)	383,728 (13,806)	389,928 (6,200)
通勤 Commuter-pass passengers	265,965 (△ 3,883)	267,414 (1,449)	273,274 (5,860)	277,935 (4,661)	289,730 (11,795)	294,736 (5,006)
通学 Commuter-pass passengers (Students)	92,501 (△ 908)	93,531 (1,030)	95,308 (1,777)	91,987 (△ 3,321)	93,998 (2,011)	95,192 (1,194)
定期外 Non-commuter pass passengers	260,597 (△ 1,585)	264,740 (4,143)	263,305 (△ 1,435)	262,806 (△ 499)	268,612 (5,806)	269,679 (1,067)
合計 Total	619,063 (△ 6,376)	625,685 (6,622)	631,887 (6,202)	632,728 (841)	652,340 (19,612)	659,607 (7,267)

(千人 Thousands of people)

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



	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
定期 Commuter-pass passengers	△ 1.3	0.7	2.1	0.4	3.7	1.6
通勤 Commuter-pass passengers	△ 1.4	0.5	2.2	1.7	4.2	1.7
通学 Commuter-pass passengers (Students)	△ 1.0	1.1	1.9	△ 3.5	2.2	1.3
定期外 Non-commuter pass passengers	△ 0.6	1.6	△ 0.5	△ 0.2	2.2	0.4
合計 Total	△ 1.0	1.1	1.0	0.1	3.1	1.1

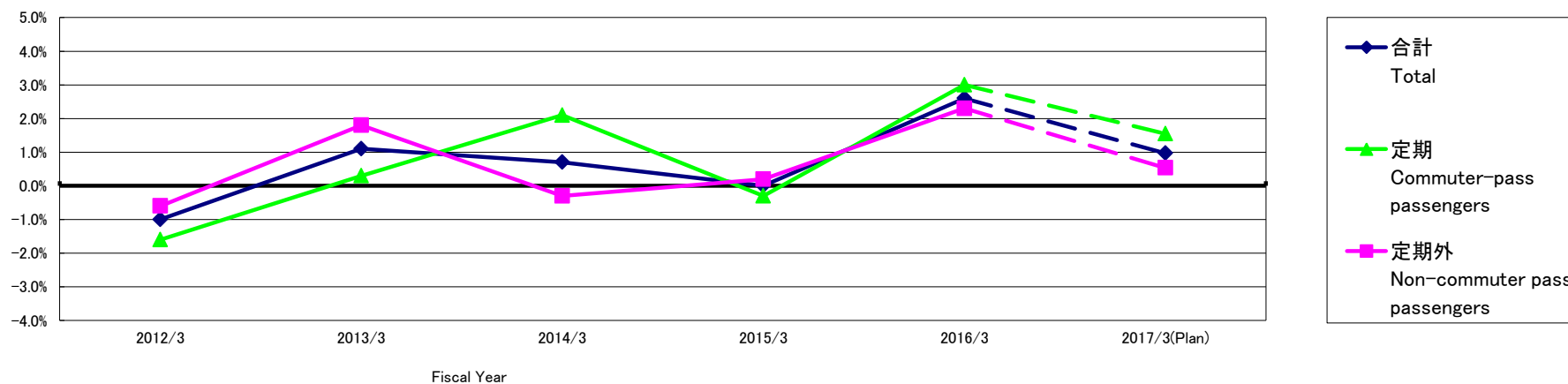
セグメント情報
Segment information

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

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
定期 Commuter-pass passengers	32,790 (△ 533)	32,899 (109)	33,593 (693)	33,479 (△ 113)	34,480 (1,000)	35,016 (535)
通勤 Commuter-pass passengers	29,142 (△ 488)	29,211 (68)	29,833 (622)	29,872 (39)	30,792 (919)	31,282 (490)
通学 Commuter-pass passengers (Students)	3,647 (△ 45)	3,688 (40)	3,759 (71)	3,607 (△ 152)	3,688 (80)	3,734 (45)
定期外 Non-commuter pass passengers	44,056 (△ 264)	44,830 (773)	44,707 (△ 122)	44,801 (94)	45,832 (1,030)	46,078 (245)
合計 Total	76,847 (△ 797)	77,729 (882)	78,301 (571)	78,281 (△ 19)	80,313 (2,031)	81,094 (781)

(100万円/¥-mil.)

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

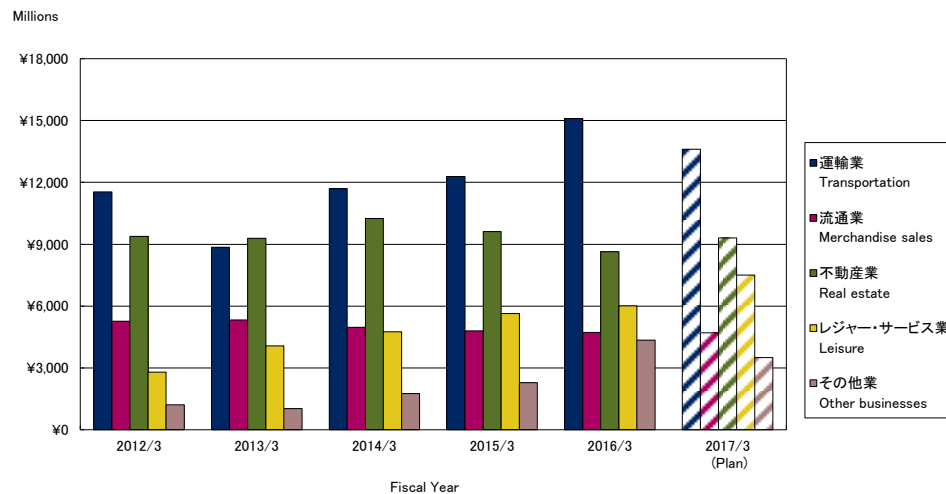


	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
定期 Commuter-pass passengers	△ 1.6	0.3	2.1	△ 0.3	3.0	1.6
通勤 Commuter-pass passengers	△ 1.6	0.2	2.1	0.1	3.1	1.6
通学 Commuter-pass passengers (Students)	△ 1.2	1.1	1.9	△ 4.1	2.2	1.2
定期外 Non-commuter pass passengers	△ 0.6	1.8	△ 0.3	0.2	2.3	0.5
合計 Total	△ 1.0	1.1	0.7	△ 0.0	2.6	1.0

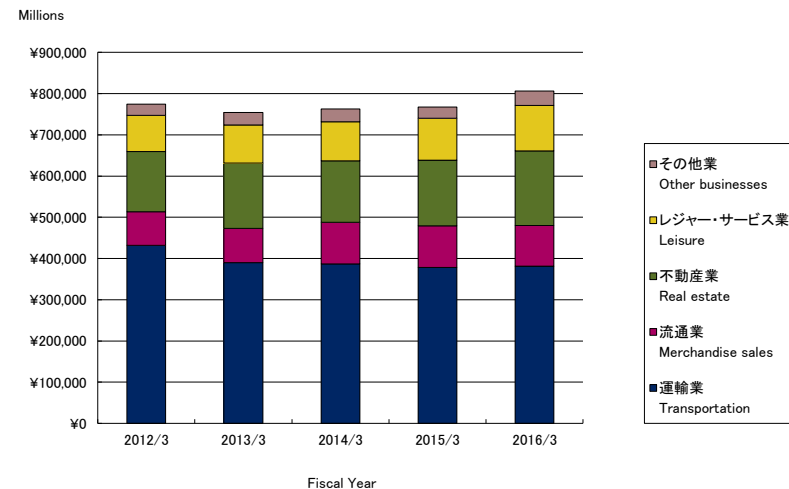
(%, percent)

セグメント情報
Segment information

営業利益 Operating income



総資産 Total assets



(100万円/¥-mil.) (10億円/¥-bil.)

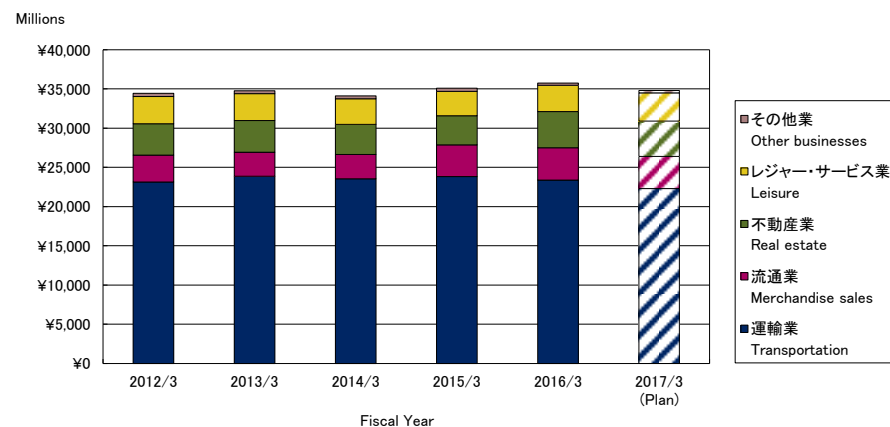
営業利益 Operating income	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
運輸業 Transportation	11,538	8,852	11,690	12,279	15,089	13.6
流通業 Merchandise sales	5,266	5,327	4,980	4,809	4,724	4.7
不動産業 Real estate	9,384	9,283	10,251	9,616	8,633	9.3
レジャー・サービス業 Leisure	2,796	4,075	4,763	5,641	6,016	7.5
その他業 Other businesses	1,213	1,024	1,755	2,295	4,347	3.5
合計 Total	30,200	28,563	33,442	34,642	38,811	38.8
連結修正 Elimination	△ 560	△ 541	△ 368	△ 797	△ 1,052	△ 0.8
連結 Consolidated	29,640	28,022	33,073	33,845	37,758	37.9

(100万円/¥-mil.)

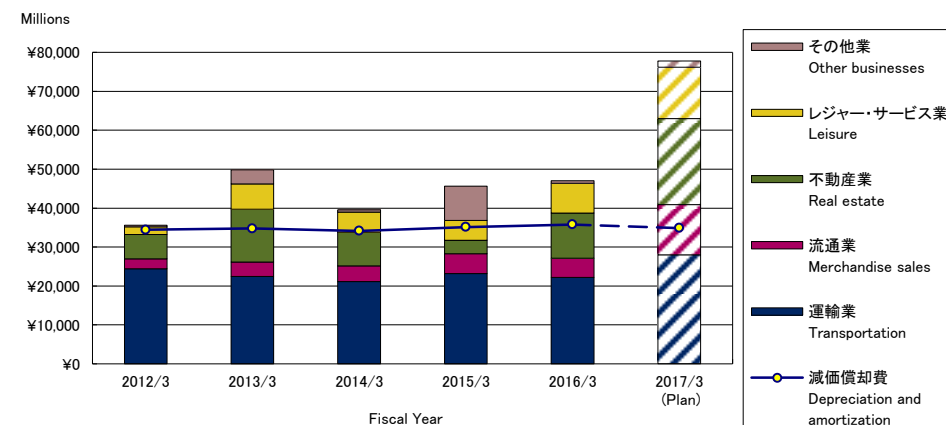
総資産 Total assets	2012/3	2013/3	2014/3	2015/3	2016/3
運輸業 Transportation	431,972	390,028	386,968	378,200	381,730
流通業 Merchandise sales	81,336	82,938	100,919	100,685	98,173
不動産業 Real estate	146,067	158,303	149,367	159,933	180,948
レジャー・サービス業 Leisure	87,899	92,488	94,236	101,454	110,654
その他業 Other businesses	26,908	30,176	31,369	26,849	34,737
合計 Total	774,185	753,936	762,861	767,123	806,244
連結修正 Elimination	17,454	39,357	24,964	15,299	13,933
連結 Consolidated	791,640	793,293	787,825	782,422	820,177

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



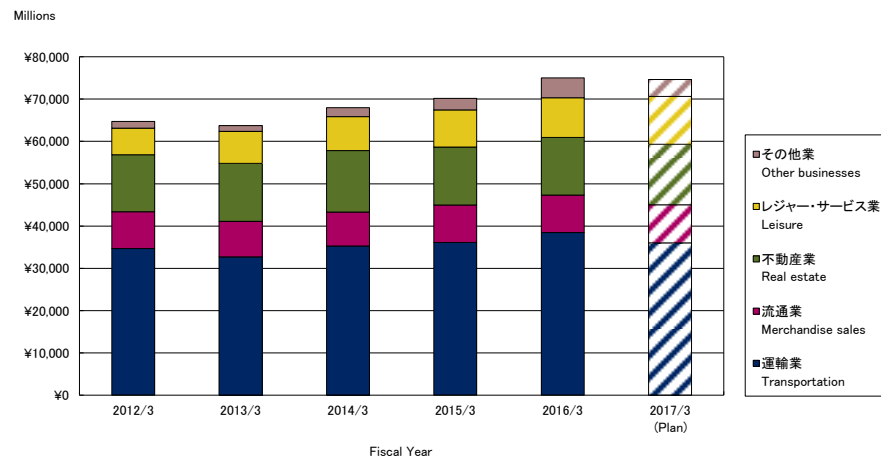
(100万円/¥-mil.) (10億円/¥-bil.)

減価償却費 Depreciation and amortization	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
運輸業 Transportation	23,124	23,883	23,560	23,828	23,392	22.3
流通業 Merchandise sales	3,434	3,051	3,068	4,029	4,131	4.1
不動産業 Real estate	4,001	4,019	3,863	3,723	4,592	4.5
レジャー・サービス業 Leisure	3,476	3,441	3,275	3,125	3,342	3.6
その他業 Other businesses	400	366	356	405	309	0.3
合計 Total	34,438	34,761	34,124	35,112	35,768	35.1
連結修正 Elimination	△ 150	△ 156	△ 182	△ 190	△ 190	△ 0.2
連結 Consolidated	34,287	34,605	33,942	34,921	35,577	34.9

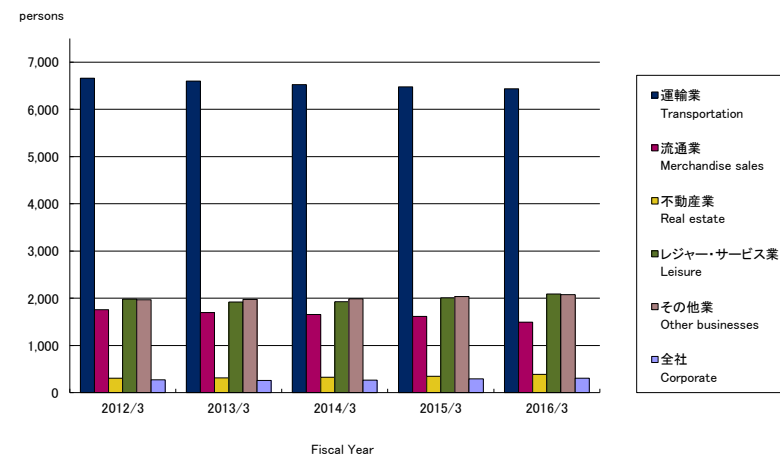
設備投資 Capital expenditures	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
運輸業 Transportation	24,406	22,415	21,148	23,215	22,181	28.0
流通業 Merchandise sales	2,517	3,707	4,017	5,063	4,931	12.9
不動産業 Real estate	6,256	13,610	8,611	3,415	11,604	22.1
レジャー・サービス業 Leisure	2,004	6,491	5,208	5,124	7,683	13.2
その他業 Other businesses	442	3,628	590	8,813	605	1.6
合計 Total	35,628	49,852	39,576	45,632	47,006	78.1
連結修正 Elimination	△ 639	△ 525	△ 685	△ 722	△ 608	△ 0.6
連結 Consolidated	34,989	49,327	38,891	44,909	46,397	77.4

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

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3(Plan)
運輸業 Transportation	34,663	32,735	35,251	36,107	38,482	36.0
流通業 Merchandise sales	8,701	8,378	8,048	8,839	8,855	9.0
不動産業 Real estate	13,487	13,708	14,520	13,744	13,630	14.3
レジャー・サービス業 Leisure	6,273	7,516	8,039	8,766	9,359	11.3
その他業 Other businesses	1,613	1,390	2,112	2,700	4,656	4.0
合計 Total	64,739	63,730	67,971	70,159	74,984	74.6
連結修正 Elimination	△ 710	△ 697	△ 550	△ 987	△ 1,243	△ 1.1
連結 Consolidated	64,028	63,032	67,420	69,171	73,740	73.5

(100万円/¥-mil.)

(10億円/¥-bil.)

	2012/3	2013/3	2014/3	2015/3	2016/3
従業員数 Numbers of employee					(人 persons)
運輸業 Transportation	6,657	6,599	6,525	6,473	6,433
流通業 Merchandise sales	1,758	1,696	1,657	1,613	1,492
不動産業 Real estate	307	316	328	347	391
レジャー・サービス業 Leisure	1,984	1,919	1,928	2,010	2,091
その他業 Other businesses	1,967	1,976	1,988	2,039	2,075
全社 Corporate	271	259	269	295	309
連結 Consolidated	12,944	12,765	12,695	12,777	12,791