



*Keio Corporation*

# ***FACT BOOK 2007***

*Last five-year Summary(Consolidated)*

(連絡先)

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## Financial statements [Consolidated]

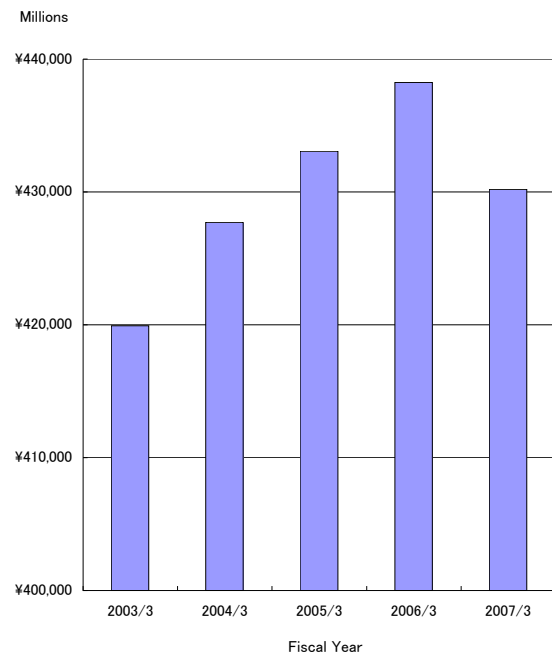
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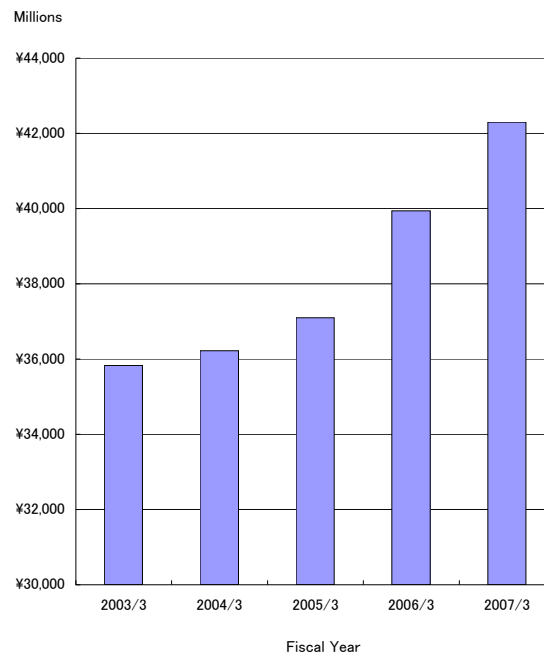
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データ・ハイライト〔連結〕  
Data highlights [Consolidated]

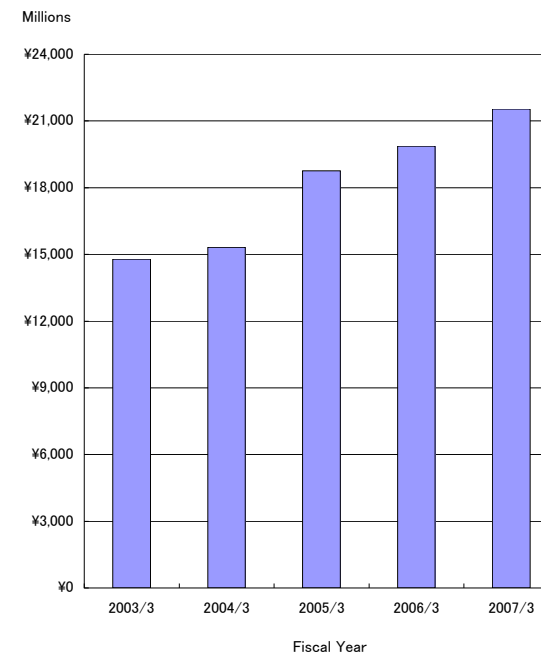
営業収益  
Operating revenues



営業利益  
Operating income



当期純利益  
Net income



(100万円 millions of yen)

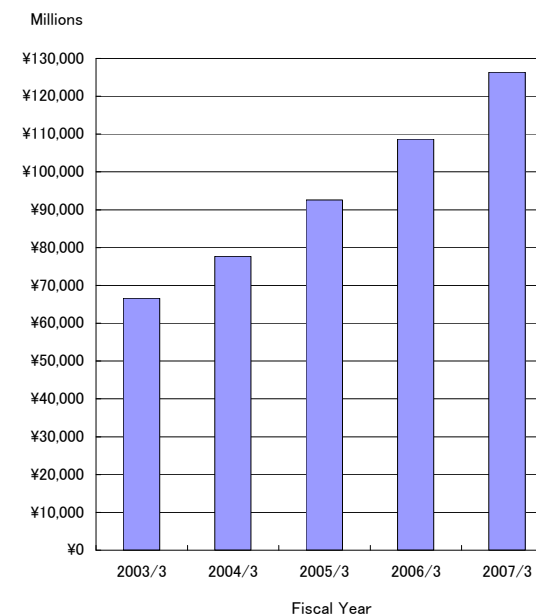
	2003/3	2004/3	2005/3	2006/3	2007/3
営業収益 Operating revenues	419,919	427,722	433,071	438,253	430,197
営業利益 Operating income	35,826	36,223	37,096	39,937	42,298
当期純利益 Net income	14,785	15,316	18,764	19,867	21,539

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

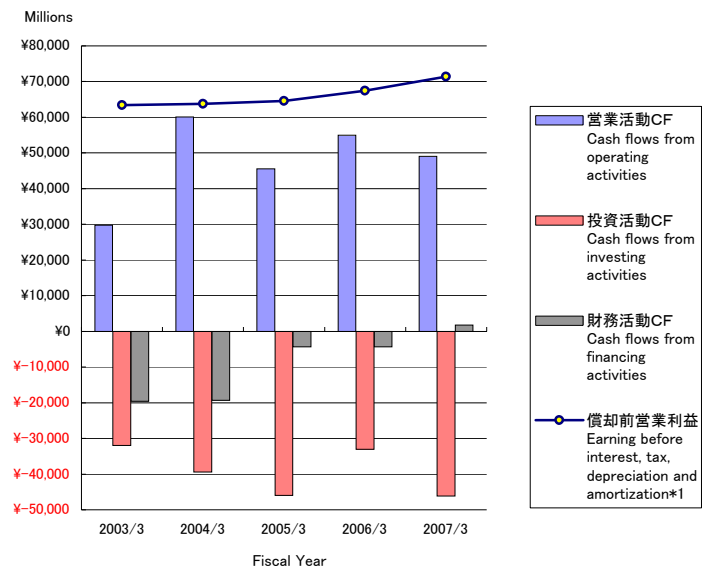


(100万円 millions of yen)

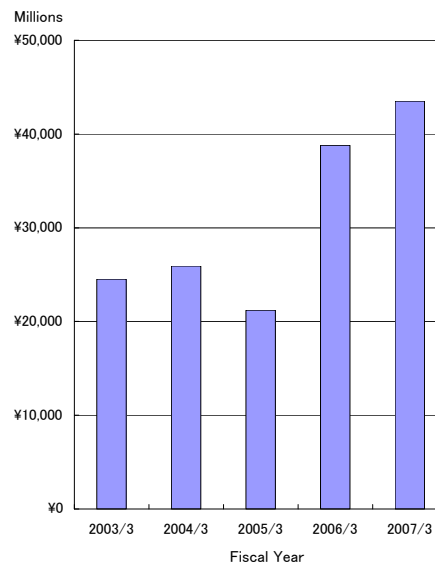
	2003/3	2004/3	2005/3	2006/3	2007/3
総資産 Total assets	530,799	558,708	571,311	630,700	<b>648,161</b>
純資産 Net assets	167,723	189,749	199,997	237,644	<b>246,629</b>
自己資本比率 Equity ratio	31.6%	34.0%	35.0%	37.7%	<b>38.1%</b>
利益剰余金 Retained earnings	66,578	77,688	92,601	108,651	<b>126,389</b>

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

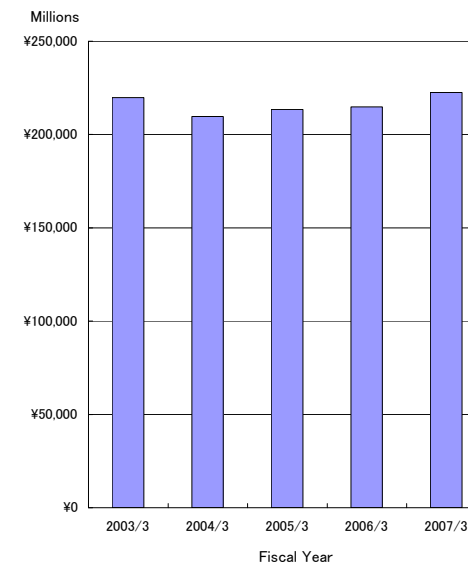
キャッシュ・フロー  
Cash flows



現金及び現金同等物 の期末残高  
Cash and cash equivalents at end of year



有利子負債  
Interest-bearing debt



	2003/3	2004/3	2005/3	2006/3	2007/3
営業活動CF Cash flows from operating activities	29,776	60,090	45,524	54,944	<b>49,086</b>
投資活動CF Cash flows from investing activities	△ 31,985	△ 39,394	△ 45,950	△ 33,040	<b>△ 46,110</b>
財務活動CF Cash flows from financing activities	△ 19,567	△ 19,285	△ 4,314	△ 4,299	<b>1,733</b>
償却前営業利益 Earning before interest, tax, depreciation and amortization*1	63,366	63,800	64,605	67,407	<b>71,390</b>
現金及び現金同等物 の期末残高 Cash and cash equivalents at end of year	24,515	25,928	21,192	38,802	<b>43,516</b>
有利子負債 Interest-bearing debt*2	219,864	209,614	213,409	214,778	<b>222,531</b>

\*1 償却前営業利益 = 営業利益 + 減価償却費

Earning before interest, tax, depreciation and amortization = Operating income + Depreciation

\*2 有利子負債 = 借入金 + 社債 + 鉄道・運輸機構未払金

Interest-bearing debt = Borrowings + Bonds + Long-term accounts payable from other financial institutions

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

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

(100万円 millions of yen)

	2003/3	2004/3	2005/3	2006/3	2007/3
<b>資産の部 Assets</b>					
<b>流動資産 Current assets</b>	84,895	89,092	82,994	99,659	<b>106,687</b>
現金及び預金 Cash and bank deposits	25,903	24,312	22,239	28,833	<b>29,546</b>
受取手形及び売掛金 Notes and accounts receivable, trade	25,127	25,817	26,239	27,630	<b>34,251</b>
短期貸付金 Short-term loans receivable	224	3,371	454	10,396	<b>14,533</b>
有価証券 Short-term investments	986	20	34	—	<b>1</b>
たな卸資産 Inventories	26,807	29,151	28,157	25,771	<b>22,130</b>
繰延税金資産 Deferred tax assets	3,659	4,158	3,681	4,146	<b>3,693</b>
その他 Others	2,435	2,535	2,431	3,212	<b>2,812</b>
貸倒引当金 Allowances for doubtful accounts	△ 250	△ 274	△ 245	△ 331	<b>△ 281</b>
<b>固定資産 Fixed assets</b>	445,903	469,615	488,316	531,040	<b>541,473</b>
有形固定資産 Property and equipment	388,981	387,271	406,637	411,727	<b>430,482</b>
建物及び構築物 Buildings and structures	238,223	234,197	240,156	237,869	<b>238,935</b>
機械装置及び運搬具 Machinery, rolling stock and equipment	33,359	32,640	32,779	33,502	<b>35,513</b>
土地 Land	88,350	96,847	105,386	111,329	<b>116,844</b>
建設仮勘定 Construction in progress	20,778	15,248	19,859	20,401	<b>28,822</b>
その他 Others	8,270	8,336	8,455	8,624	<b>10,365</b>
無形固定資産 Intangible fixed assets	4,060	3,777	3,318	3,010	<b>4,602</b>
投資その他の資産 Investments and other fixed assets	52,862	78,567	78,360	116,302	<b>106,388</b>
投資有価証券 Investments in securities	32,111	58,943	57,904	99,341	<b>85,449</b>
長期貸付金 Long-term loans receivable	172	398	514	553	<b>572</b>
繰延税金資産 Deferred tax assets	10,944	7,940	8,366	7,860	<b>7,444</b>
その他 Others	10,197	11,709	11,987	8,640	<b>13,076</b>
貸倒引当金 Allowances for doubtful accounts	△ 562	△ 425	△ 412	△ 93	<b>△ 154</b>
<b>資産合計 Total Assets</b>	<b>530,799</b>	<b>558,708</b>	<b>571,311</b>	<b>630,700</b>	<b>648,161</b>

## 財務諸表〔連結〕

### Financial statements [Consolidated]

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

(100万円 millions of yen)

	2003/3	2004/3	2005/3	2006/3	2007/3
<b>負債の部 Liabilities</b>					
<b>流動負債 Current liabilities</b>	131,916	142,046	140,862	158,124	172,156
支払手形及び買掛金 Notes and accounts payable, trade	20,397	21,781	23,095	22,613	23,559
短期借入金 Short-term loans payable	54,935	52,236	50,410	57,988	52,720
1年以内償還社債 Current portion of bonds	—	—	—	—	10,000
未払法人税等 Income taxes payable	4,433	10,958	7,500	10,164	8,090
前受金 Advances received	7,955	8,756	9,438	9,968	16,165
賞与引当金 Reserve for employees' bonuses	3,102	3,031	2,646	2,627	2,572
役員賞与引当金 Reserve for directors & corporate auditors' bonuses	—	—	—	—	95
その他の引当金 Other reserves	221	471	393	963	268
その他 Others	40,871	44,811	47,376	53,797	58,685
<b>固定負債 Long term liabilities</b>	218,952	217,528	223,413	230,239	227,029
社債 Bonds	50,000	50,000	60,000	60,000	55,932
長期借入金 Long-term loans payable	105,301	99,571	96,452	91,072	98,836
長期未払金 Long-term accounts payable	9,725	7,898	6,615	5,775	5,094
繰延税金負債 Deferred tax liabilities	—	5,322	5,684	20,362	15,031
退職給付引当金 Reserve for retirement benefits	33,660	31,436	28,395	25,270	24,788
役員退職慰労金引当金 Reserve for retirement benefits to directors & corporate auditors	873	675	665	727	—
その他 Others	19,391	22,622	25,599	27,030	27,344
特別法上の準備金 Reserve under special act	11,730	9,384	7,038	4,692	2,346
特定都市鉄道整備準備金 Special reserve for expansion of railway transport capacity	11,730	9,384	7,038	4,692	2,346
<b>負債合計 Total liabilities</b>	362,599	368,959	371,314	393,056	401,531
<b>少数株主持分 Minority shareholders' equity in consolidated subsidiaries</b>					
少数株主持分 Minority shareholders' equity in consolidated subsidiaries	476	—	—	—	—
<b>資本の部 Shareholders' equity</b>					
資本金 Common stock	59,023	59,023	59,023	59,023	—
資本剰余金 Additional paid-in capital	42,019	42,017	42,016	42,017	—
利益剰余金 Retained earnings	66,578	77,688	92,601	108,651	—
其他有価証券評価差額金 Unrealized gains on other securities, net of tax	4,124	19,959	19,624	43,155	—
自己株式 Treasury stock, at cost	△ 4,022	△ 8,938	△ 13,269	△ 15,204	—
<b>資本合計 Total shareholders' equity</b>	167,723	189,749	199,997	237,644	—
<b>負債、少数株主持分及び資本合計 Total Liabilities and shareholders' equity</b>	530,799	558,708	571,311	630,700	—
<b>純資産の部 Net assets</b>					
株主資本 Shareholders' equity	—	—	—	—	212,125
資本金 Common stock	—	—	—	—	59,023
資本剰余金 Additional paid-in capital	—	—	—	—	42,022
利益剰余金 Retained earnings	—	—	—	—	126,389
自己株式 Treasury stock, at cost	—	—	—	—	△ 15,310
評価・換算差額等 Valuation and translation adjustments	—	—	—	—	34,504
其他有価証券評価差額金 Unrealized gains on other securities, net of tax	—	—	—	—	34,504
<b>純資産合計 Total net assets</b>	—	—	—	—	246,629
<b>負債純資産合計 Total Liabilities and Net assets</b>	—	—	—	—	648,161

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

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

(100万円 millions of yen)

	2003/3	2004/3	2005/3	2006/3	2007/3
<b>営業損益の部 Operating income and expenses</b>					
営業収益 Operating revenues	419,919	427,722	433,071	438,253	<b>430,197</b>
営業費 Operating costs and expenses	384,093	391,498	395,974	398,316	<b>387,899</b>
運輸業等営業費及び売上原価 Operating costs	338,644	343,009	346,242	349,669	<b>340,239</b>
販売費及び一般管理費 Selling, general and administrative expenses	45,449	48,489	49,732	48,647	<b>47,659</b>
営業利益 Operating income	35,826	36,223	37,096	39,937	<b>42,298</b>
<b>営業外損益の部 Non operating income and expenses</b>					
営業外収益 Non operating income	2,294	2,450	2,362	2,351	<b>2,291</b>
受取利息及び配当金 Interest and dividend income	539	433	505	746	<b>1,019</b>
持分法による投資利益 Equity in earnings of affiliates and unconsolidated subsidiaries	61	75	61	114	<b>95</b>
その他 Others	1,693	1,942	1,795	1,490	<b>1,177</b>
営業外費用 Non operating expenses	8,505	7,550	7,735	5,920	<b>7,794</b>
支払利息 Interest expense	6,132	5,423	4,984	4,918	<b>5,397</b>
その他 Others	2,373	2,127	2,751	1,002	<b>2,396</b>
経常利益 Recurring income	29,615	31,123	31,723	36,368	<b>36,795</b>
<b>特別損益の部 Extraordinary profit and loss</b>					
特別利益 Extraordinary profit	3,909	4,718	4,633	5,170	<b>4,997</b>
固定資産売却益 Gains on sales of property and equipment	247	203	472	140	<b>135</b>
工事負担金等受入額 Subsidy received from Tokyo Metropolitan Government and others	1,237	785	676	1,935	<b>2,223</b>
投資有価証券売却益 Gains on sales of investments in securities	—	1,293	858	184	<b>—</b>
特定都市鉄道整備準備金取崩額 Reversal of special reserve for expansion of railway transport capacity	2,346	2,346	2,346	2,346	<b>2,346</b>
その他 Others	78	90	279	563	<b>292</b>
特別損失 Extraordinary loss	6,977	8,729	4,368	8,005	<b>5,090</b>
固定資産臨時償却 Non-recurring depreciation	—	—	—	713	<b>—</b>
減損損失 Loss on Impairment	—	4,957	733	2,698	<b>1,037</b>
固定資産売却損 Loss on sales of property and equipment	—	—	—	—	<b>134</b>
固定資産除却損 Loss on disposal of property and equipment	1,200	2,328	1,562	1,649	<b>1,228</b>
固定資産圧縮損 Advance depreciation of fixed assets	1,463	842	1,137	1,932	<b>2,198</b>
投資有価証券売却損 Loss on sales of investments in securities	425	—	—	—	<b>—</b>
投資有価証券評価損 Loss on revaluation of investments in securities	1,876	368	118	—	<b>—</b>
退職金制度変更損失 Loss on the revision of the retirement benefits plan	—	—	688	—	<b>—</b>
特別退職金 Special retirement payments	1,847	—	—	881	<b>123</b>
その他 Others	163	232	127	130	<b>368</b>
税金等調整前当期純利益 Net Income before income taxes and minority interest in income (loss) of consolidated subsidiaries	26,546	27,112	31,988	33,532	<b>36,702</b>
法人税、住民税及び事業税 Income taxes (Current)	8,955	14,820	12,581	15,095	<b>13,668</b>
法人税等調整額 Income taxes (Deferred)	2,770	△ 3,042	642	△ 1,429	<b>1,494</b>
少数株主損益 Minority interest in income (loss) of consolidated subsidiaries	35	18	—	—	<b>—</b>
当期純利益 Net income	14,785	15,316	18,764	19,867	<b>21,539</b>



## 財務諸表〔連結〕

### Financial statements [Consolidated]

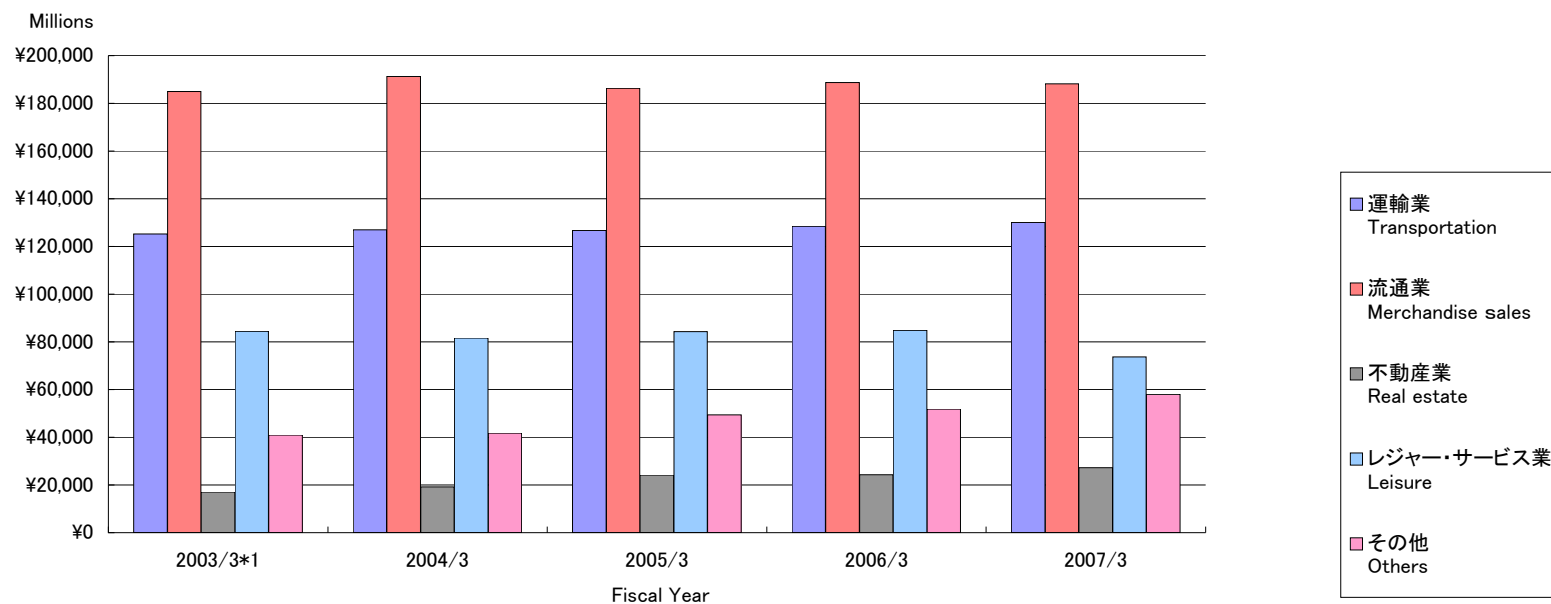
#### 連結キャッシュ・フロー計算書 Consolidated statements of cash flows

(100万円 millions of yen)

	2003/3	2004/3	2005/3	2006/3	2007/3
税金等調整前当期純利益 Net income before income taxes and minority interest in income (loss) of consolidated subsidiaries	26,546	27,112	31,988	33,532	36,702
減価償却費 Depreciation	27,540	27,577	27,509	28,183	29,091
減損損失 Loss on Impairment	—	4,957	733	2,698	1,037
連結調整勘定償却額 Amortization of consolidation adjusting account	57	△ 224	—	—	—
退職給付引当金の増減額 (Decrease) Increase in reserve for retirement benefits	△ 8,626	△ 2,224	△ 3,041	△ 1,438	△ 481
前払年金費用の増減額 (Decrease) Increase in prepaid pension cost	—	—	—	—	△ 3,428
特定都市鉄道整備準備金の増減額 (Decrease) Increase in special reserve for expansion of railway transport capacity	△ 2,346	△ 2,346	△ 2,346	△ 2,346	△ 2,346
販売土地評価損 Loss on revaluation of real estate inventories for sale	411	609	840	178	40
投資有価証券評価損 Loss on revaluation of investments in securities	1,876	368	118	16	19
固定資産除却損 Loss on disposal of property and equipment	1,564	2,545	1,623	2,618	2,114
固定資産圧縮損 Advance depreciation of fixed assets	1,463	842	1,137	1,586	2,198
受取利息及び受取配当金 Interest and dividend income	△ 539	△ 433	△ 505	△ 746	△ 1,019
支払利息 Interest expense	6,132	5,423	4,984	4,918	5,397
社債償還損 Loss on redemption of bonds	—	—	—	—	1,623
投資有価証券売却益 Gains on sales of investments in securities	—	△ 1,293	△ 858	△ 184	—
工事負担金受入額及び補助金 Subsidy received from Tokyo Metropolitan Government and others	△ 1,237	△ 785	△ 676	△ 1,935	△ 2,223
営業債権の増減額 (Decrease) Increase in notes and accounts receivables	△ 34	△ 568	△ 421	△ 1,391	△ 6,619
たな卸資産の増減額 (Decrease) Increase in inventories	△ 110	1,336	1,109	2,259	3,622
営業債務の増減額 (Decrease) Increase in notes and accounts payable	△ 5,853	1,633	605	2,239	1,904
その他 Other, net	786	8,965	4,090	984	1,408
小計 Subtotal	47,629	73,496	66,890	71,174	69,044
利息及び配当金の受取額 Interest and dividends received	556	316	509	749	1,022
利息の支払額 Interest paid	△ 6,170	△ 5,434	△ 4,995	△ 4,904	△ 5,098
法人税等の支払額 Income taxes paid	△ 12,239	△ 8,288	△ 16,879	△ 12,075	△ 15,882
<b>営業活動によるキャッシュ・フロー Cash flows from operating activities</b>	<b>29,776</b>	<b>60,090</b>	<b>45,524</b>	<b>54,944</b>	<b>49,086</b>
有形固定資産の取得による支出 Payments for purchase of property and equipment	△ 35,490	△ 39,765	△ 48,319	△ 34,975	△ 49,815
工事負担金及び補助金の受入れ Subsidy received from Tokyo Metropolitan Government and other	1,473	1,236	1,089	2,897	6,399
投資有価証券の取得による支出 Payments for purchase of securities	△ 4,001	△ 403	△ 55	△ 1,781	△ 711
投資有価証券売却及び償還による収入 Proceeds from sales and redemption of securities	9,611	2,576	1,457	303	87
その他 Other, net	△ 3,579	△ 3,038	△ 123	515	△ 2,070
<b>投資活動によるキャッシュ・フロー Cash flows from investing activities</b>	<b>△ 31,985</b>	<b>△ 39,394</b>	<b>△ 45,950</b>	<b>△ 33,040</b>	<b>△ 46,110</b>
短期借入金の純増減額 (Decrease) Increase in short-term loans payable	△ 537	△ 2,170	△ 1,080	1,420	859
長期借入れによる収入 Increase in long-term loans payable	6,640	7,210	9,050	13,070	19,950
長期借入金の返済による支出 Repayment of long-term loans payable	△ 13,892	△ 13,467	△ 12,914	△ 12,292	△ 18,313
社債の償還による支出 Payment for redemption of bonds	△ 1,421	—	—	—	△ 21,623
社債の発行による収入 Proceeds from issuance of bonds	—	—	10,000	—	25,352
長期未払金の返済による支出 Repayment of long-term accounts payable	△ 2,861	△ 1,827	△ 1,283	△ 839	△ 680
自己株式の取得による支出 Purchase of treasury stock	△ 3,961	△ 4,939	△ 4,419	△ 1,963	△ 117
配当金の支払額 Cash dividends paid	△ 3,534	△ 4,111	△ 3,755	△ 3,722	△ 3,706
その他 Other, net	—	21	88	29	12
<b>財務活動によるキャッシュ・フロー Cash flows from financing activities</b>	<b>△ 19,567</b>	<b>△ 19,285</b>	<b>△ 4,314</b>	<b>△ 4,299</b>	<b>1,733</b>
現金及び現金同等物に係る換算差額 Exchange gain on cash and cash equivalents	△ 2	3	5	5	4
現金及び現金同等物の増減額 Net increase in cash and cash equivalents	△ 21,780	1,413	△ 4,735	17,609	4,713
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of year	46,295	24,515	25,928	21,192	38,802
現金及び現金同等物の期末残高 Cash and cash equivalents at end of year	24,515	25,928	21,192	38,802	43,516

セグメント情報  
Segment information

営業収益 Operating revenues



(100万円 millions of yen)

	2003/3*1	2004/3	2005/3	2006/3	2007/3
運輸業 Transportation	125,297	126,914	126,700	128,519	<b>130,097</b>
流通業 Merchandise sales	185,011	191,258	186,299	188,697	<b>188,240</b>
不動産業 Real estate	17,051	19,148	24,192	24,322	<b>27,201</b>
レジャー・サービス業 Leisure	84,457	81,586	84,242	84,775	<b>73,718</b>
その他 Others	40,966	41,804	49,330	51,777	<b>57,933</b>
合計 Total	452,785	460,712	470,764	478,092	<b>477,191</b>
消去 Elimination	( 32,865 )	( 32,989 )	( 37,693 )	( 39,839 )	( <b>46,994</b> )
連結 Consolidated	419,919	427,722	433,071	438,253	<b>430,197</b>

\*1 On the year ended 31st March 2003, the arrangement of industry segments was changed.

**セグメント情報**  
Segment information

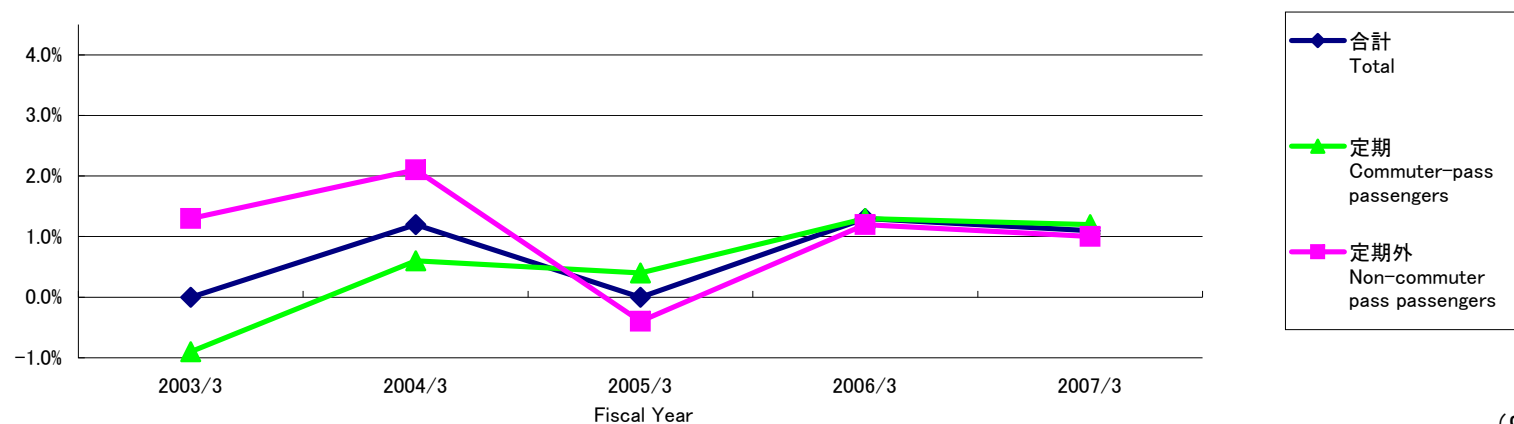
営業収益の明細 Operating revenues transaction

(100万円 millions of yen)

	2003/3*1	2004/3	2005/3	2006/3	2007/3
<b>運輸業 Transportation</b>					
鉄道事業 Railways	78,116	79,303	79,502	80,421	<b>81,238</b>
バス事業 Bus services	25,693	26,528	27,181	27,840	<b>28,141</b>
タクシー業 Taxi services	15,418	14,873	14,071	14,344	<b>14,604</b>
その他 Others	2,828	2,981	3,099	3,164	<b>3,101</b>
セグメント間取引 Intersegment	3,240	3,227	2,845	2,748	<b>3,011</b>
合計 Total	125,297	126,914	126,700	128,519	<b>130,097</b>

\*1 On the year ended 31st March 2003, the arrangement of industry segments was changed.

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



	2003/3	2004/3	2005/3	2006/3	2007/3
定期 Commuter-pass passengers	△ 0.9	0.6	0.4	1.3	<b>1.2</b>
定期外 Non-commuter pass passengers	1.3	2.1	△ 0.4	1.2	<b>1.0</b>
合計 Total	0.0	1.2	0.0	1.3	<b>1.1</b>

## セグメント情報

## Segment information

## 営業収益の明細 Operating revenues transaction

(100万円 millions of yen)

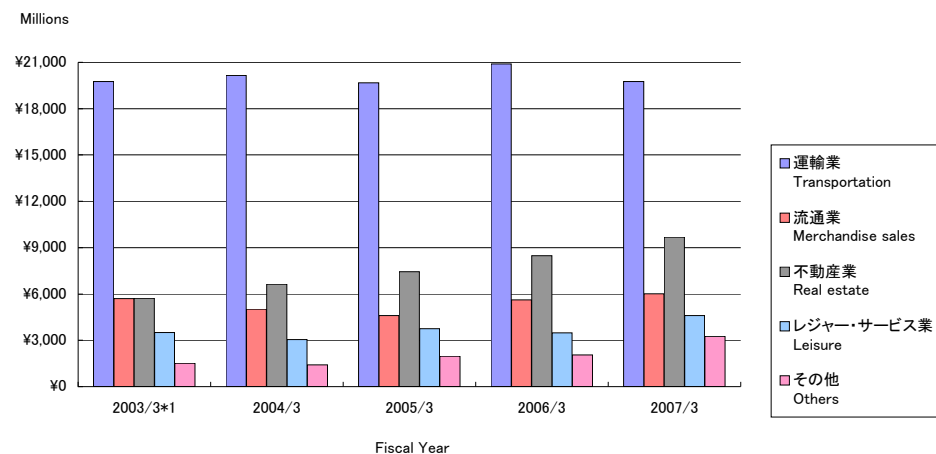
	2003/3*1	2004/3	2005/3	2006/3	2007/3
<b>流通業 Merchandise sales</b>					
百貨店業 Department stores	113,643	118,499	113,146	113,611	<b>111,628</b>
ストア業 Retail stores	37,481	38,190	37,865	38,779	<b>39,761</b>
駅売店業 Retail stores at stations *2	—	10,729	10,560	10,120	<b>9,657</b>
書籍販売業 Retail stores for books *2	—	8,531	9,515	10,456	<b>11,191</b>
その他 Others	31,555	12,882	12,687	13,098	<b>13,472</b>
セグメント間取引 Intersegment	2,331	2,424	2,524	2,630	<b>2,528</b>
合計 Total	185,011	191,258	186,299	188,697	<b>188,240</b>
<b>不動産業 Real estate</b>					
不動産賃貸業 Land and building leasing	12,419	12,618	13,284	14,918	<b>15,455</b>
不動産販売業 Development for selling by lots	1,904	3,723	7,903	6,186	<b>8,485</b>
その他 Others	990	967	1,134	1,295	<b>1,294</b>
セグメント間取引 Intersegment	1,736	1,838	1,869	1,922	<b>1,965</b>
合計 Total	17,051	19,148	24,192	24,322	<b>27,201</b>
<b>レジャー・サービス業 Leisure</b>					
ホテル業 Hotels	34,516	33,571	34,659	35,930	<b>37,163</b>
旅行業 Travel services	33,907	31,605	32,794	31,693	<b>18,706</b>
広告代理業 Advertising services	5,791	5,761	5,637	5,715	<b>5,875</b>
その他 Others	6,056	6,410	6,678	6,501	<b>6,349</b>
セグメント間取引 Intersegment	4,186	4,237	4,473	4,934	<b>5,622</b>
合計 Total	84,457	81,586	84,242	84,775	<b>73,718</b>
<b>その他 Others</b>					
ビル総合管理業 Building maintenance	6,904	7,022	6,711	7,093	<b>8,666</b>
車両整備業 Railway car maintenance	4,690	4,971	5,335	6,607	<b>6,453</b>
建築・土木業 Construction	7,902	8,446	11,131	9,745	<b>8,171</b>
その他 Others	99	101	169	729	<b>776</b>
セグメント間取引 Intersegment	21,370	21,261	25,981	27,602	<b>33,865</b>
合計 Total	40,966	41,804	49,330	51,777	<b>57,933</b>

\*1 On the year ended 31st March 2003, the arrangement of industry segments was changed.

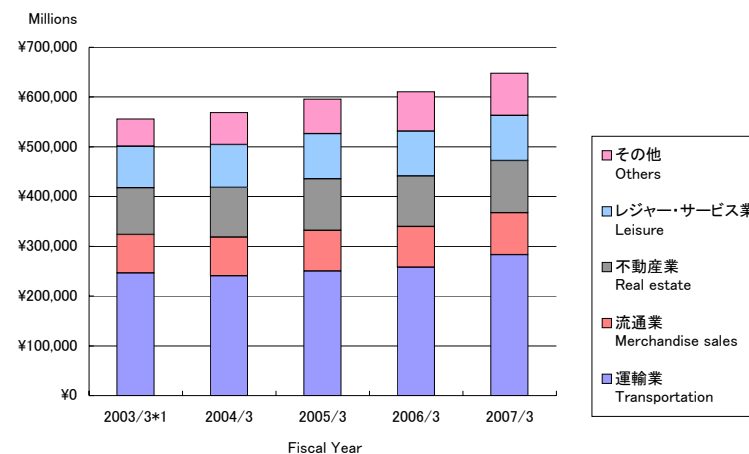
\*2 Operating revenues of 'Retail stores at stations' and 'Retail stores for books' of 2003/03 are included in Others.

セグメント情報  
Segment information

営業利益 Operating income



総資産 Total assets



(100万円 millions of yen)

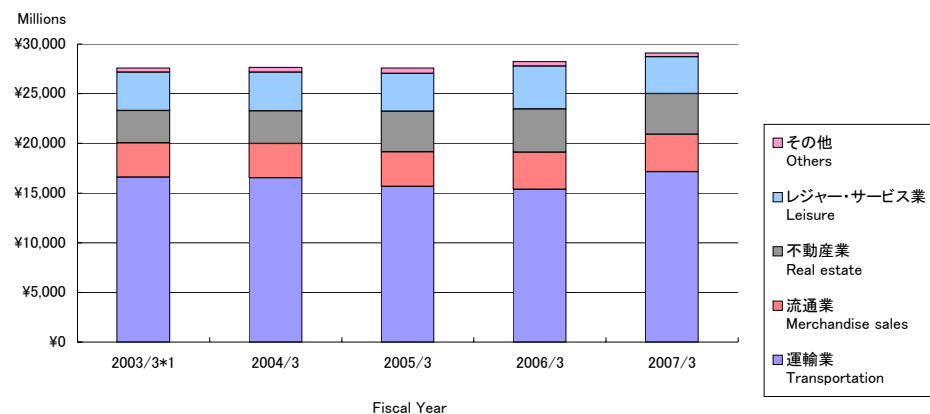
営業利益 Operating income	2003/3*1	2004/3	2005/3	2006/3	2007/3
運輸業 Transportation	19,759	20,160	19,671	20,896	19,760
流通業 Merchandise sales	5,697	5,008	4,603	5,614	6,007
不動産業 Real estate	5,722	6,629	7,432	8,473	9,690
レジャー・サービス業 Leisure	3,504	3,051	3,752	3,481	4,595
その他 Others	1,510	1,408	1,978	2,045	3,257
合計 Total	36,194	36,258	37,437	40,512	43,312
消去 Elimination	( 367 )	( 34 )	( 340 )	( 574 )	( 1,013 )
連結 Consolidated	35,826	36,223	37,096	39,937	42,298

総資産 Total assets	2003/3*1	2004/3	2005/3	2006/3	2007/3
運輸業 Transportation	246,353	240,744	250,574	257,984	283,292
流通業 Merchandise sales	77,340	77,628	81,371	81,545	83,820
不動産業 Real estate	93,663	99,629	103,826	101,894	105,169
レジャー・サービス業 Leisure	83,706	86,134	90,329	90,111	90,520
その他 Others	54,978	64,577	69,553	79,130	84,889
合計 Total	556,041	568,715	595,655	610,666	647,692
消去 Elimination	( 25,242 )	( 10,006 )	( 24,343 )	20,034	468
連結 Consolidated	530,799	558,708	571,311	630,700	648,161

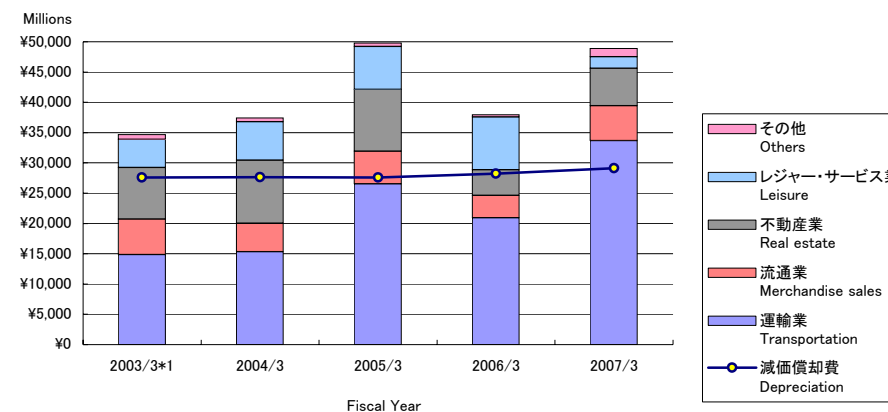
\*1 On the year ended 31st March 2003, the arrangement of industry segments was changed.

## セグメント情報 Segment information

### 減価償却費 Depreciation



### 減価償却費と設備投資 Depreciation & Capital expenditures



(100万円 millions of yen)

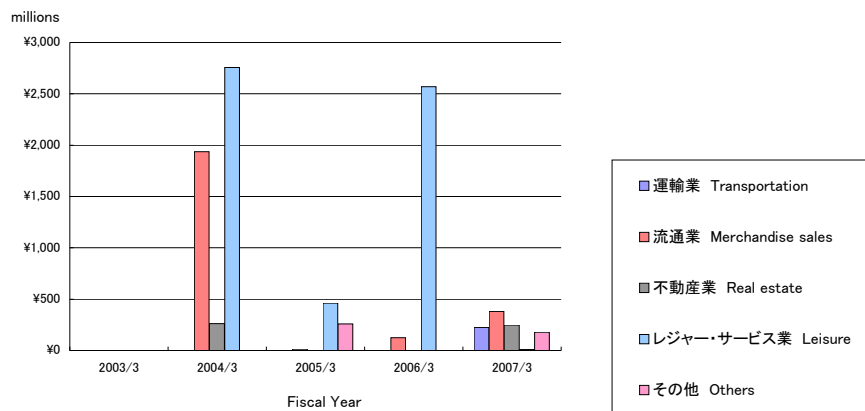
減価償却費 Depreciation	2003/3*1	2004/3	2005/3	2006/3	2007/3
運輸業 Transportation	16,608	16,527	15,667	15,356	17,154
流通業 Merchandise sales	3,440	3,456	3,488	3,768	3,750
不動産業 Real estate	3,265	3,294	4,090	4,334	4,102
レジャー・サービス業 Leisure	3,857	3,886	3,792	4,323	3,719
その他 Others	423	470	532	461	381
合計 Total	27,595	27,635	27,571	28,244	29,108
消去 Elimination	( 55 )	( 58 )	( 61 )	( 61 )	( 16 )
連結 Consolidated	27,540	27,577	27,509	28,183	29,091

設備投資 Capital expenditures	2003/3*1	2004/3	2005/3	2006/3	2007/3
運輸業 Transportation	14,872	15,326	26,521	20,905	33,662
流通業 Merchandise sales	5,858	4,690	5,416	3,702	5,759
不動産業 Real estate	8,521	10,408	10,175	4,251	6,213
レジャー・サービス業 Leisure	4,629	6,374	7,112	8,719	1,898
その他 Others	787	627	548	378	1,342
合計 Total	34,669	37,427	49,774	37,957	48,877
消去 Elimination	( 56 )	( 87 )	( 27 )	( 103 )	( 848 )
連結 Consolidated	34,612	37,340	49,746	37,854	48,028

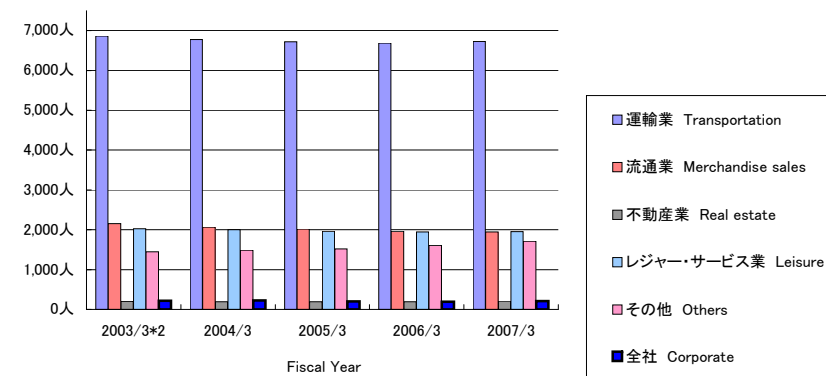
\*1 On the year ended 31st March 2003, the arrangement of industry segments was changed.

## セグメント情報 Segment information

減損損失 Loss on Impairment



従業員数 Numbers of employee



(100万円 millions of yen)

減損損失 Loss on Impairment\*1

	2003/3	2004/3	2005/3	2006/3	2007/3
運輸業 Transportation	—	—	—	—	225
流通業 Merchandise sales	—	1,938	11	126	379
不動産業 Real estate	—	262	—	1	245
レジャー・サービス業 Leisure	—	2,756	462	2,571	8
その他 Others	—	—	258	—	178
合計 Total	—	4,957	733	2,698	1,037
消去又は全社 Elimination or corporate	—	—	—	—	—
連結 Consolidated	—	4,957	733	2,698	1,037

(人 persons)

従業員数 Numbers of employee

	2003/3*2	2004/3	2005/3	2006/3	2007/3
運輸業 Transportation	6,862	6,779	6,721	6,686	6,731
流通業 Merchandise sales	2,155	2,066	2,019	1,962	1,944
不動産業 Real estate	201	189	189	192	207
レジャー・サービス業 Leisure	2,029	2,005	1,962	1,942	1,954
その他 Others	1,444	1,489	1,521	1,609	1,709
全社 Corporate	219	222	198	195	210
連結 Consolidated	12,910	12,750	12,610	12,586	12,755

\*1 The asset-impairment accounting is introduced from the year ended 31st March 2004.

\*2 On the year ended 31st March 2003, the arrangement of industry segments was changed.