



あなたと あたらしい あしたへ — 京王グループ



*Keio Corporation*

# *FACT BOOK 2015*

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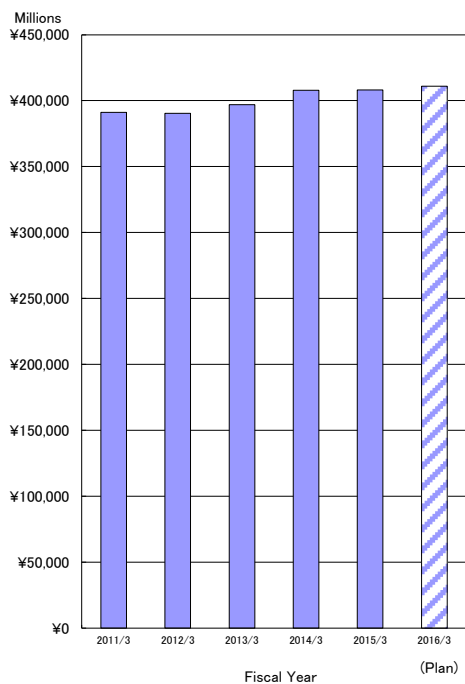
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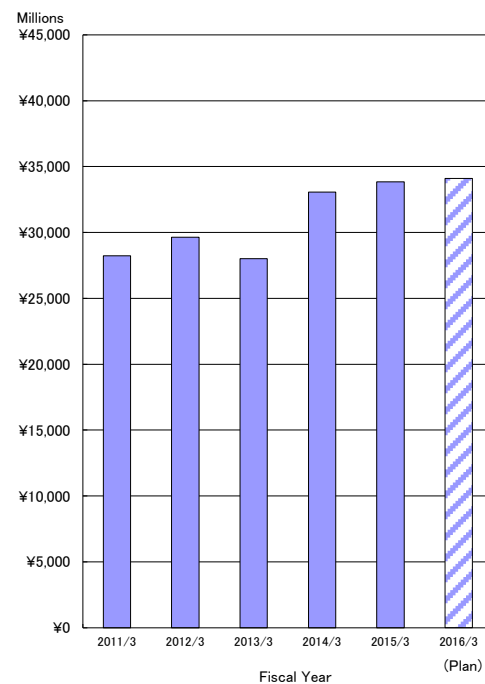
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データ・ハイライト[連結]  
Data highlights [Consolidated]

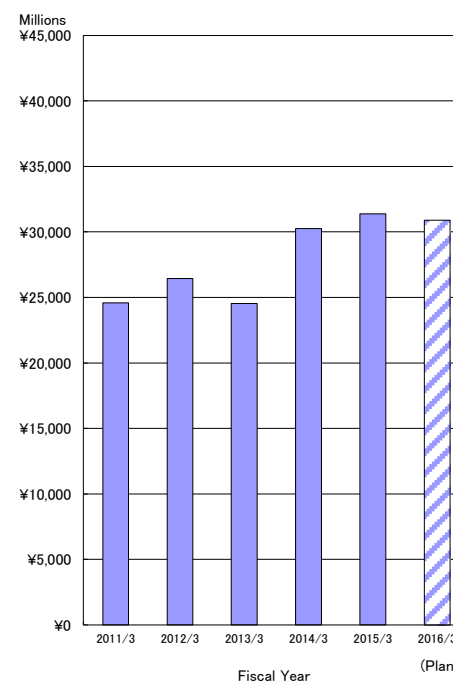
営業収益  
Operating revenues



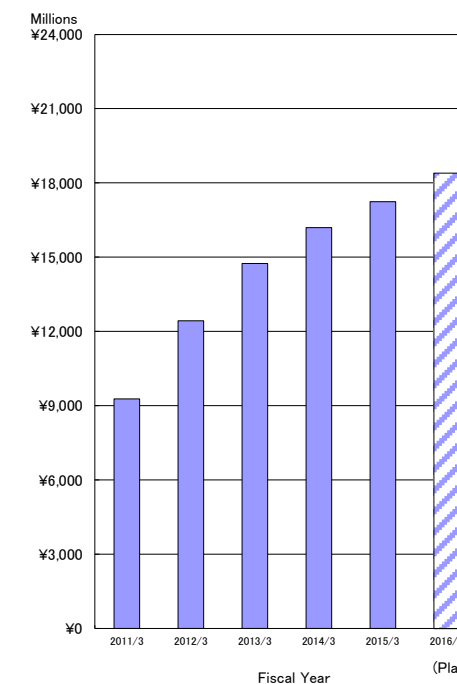
営業利益  
Operating income



経常利益  
Ordinary income



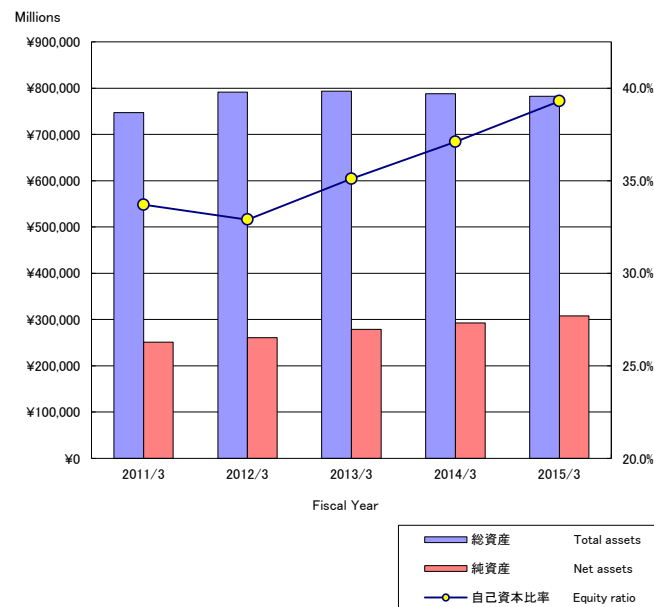
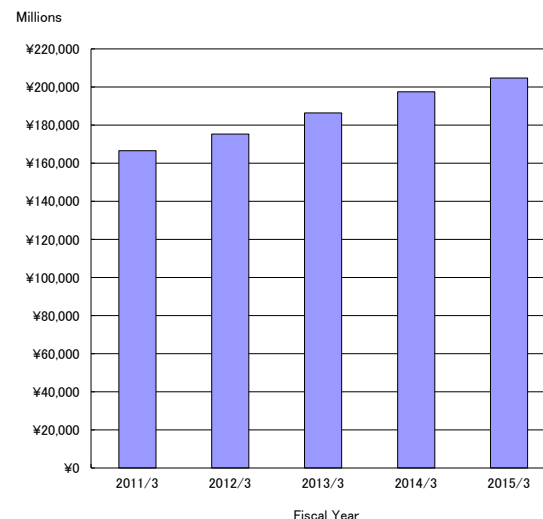
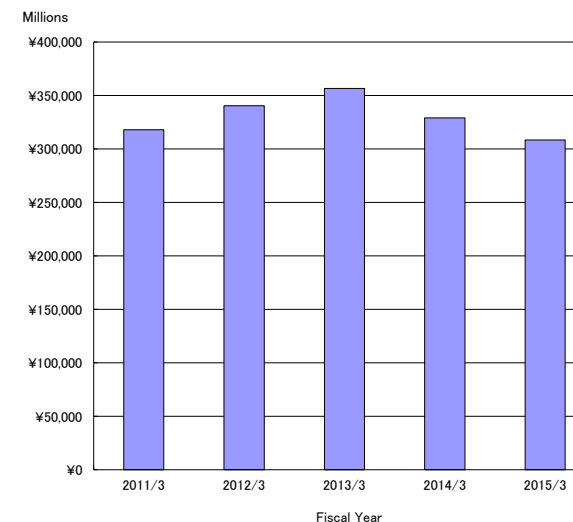
当期純利益  
Net income



(100万円/¥-mil.) (10億円/¥-bil.)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3 (Plan)
営業収益 Operating revenues	391,172	390,472	396,860	407,985	<b>408,039</b>	411.0
営業利益 Operating income	28,221	29,640	28,022	33,073	<b>33,845</b>	34.1
経常利益 Ordinary income	24,576	26,437	24,538	30,244	<b>31,390</b>	30.9
当期純利益 Net income	9,276	12,433	14,748	16,197	<b>17,248</b>	18.4

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


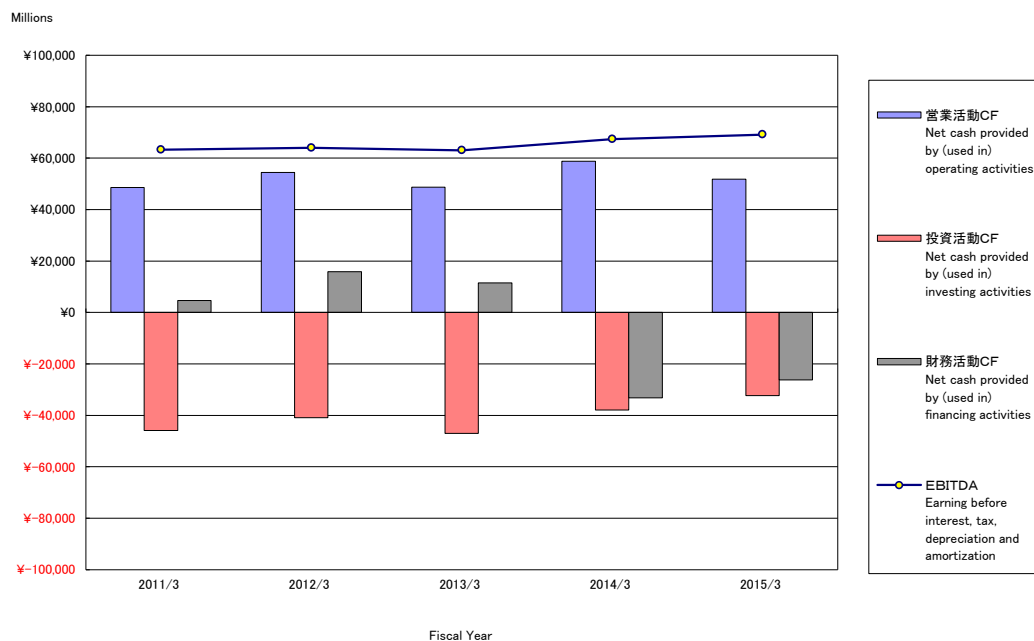
	2011/3	2012/3	2013/3	2014/3	2015/3	(100万円/¥-mil.) 増減 change
総資産 Total assets	746,979	791,640	793,293	787,825	782,422	△ 5,402
純資産 Net assets	251,405	260,549	278,834	292,607	307,726	15,118
自己資本 Shareholders' equity	251,405	260,421	278,677	292,410	307,505	15,095
自己資本比率 Equity ratio	33.7%	32.9%	35.1%	37.1%	39.3%	2.2%
利益剰余金 Retained earnings	166,492	175,259	186,342	197,348	204,647	7,299
有利子負債 Interest-bearing debt*	317,762	340,182	356,366	328,941	308,157	△ 20,784
借入金 Loans payable	188,750	190,827	196,678	199,191	198,351	△ 840
社債 Bonds payable	128,251	148,831	159,411	129,607	109,803	△ 19,803
鉄道・運輸機構未払金	759	523	276	142	2	△ 140
Long-term accounts payable to Japan railway construction, transport and technology agency						

\* 有利子負債 = 借入金 + 社債 + 鉄道・運輸機構未払金

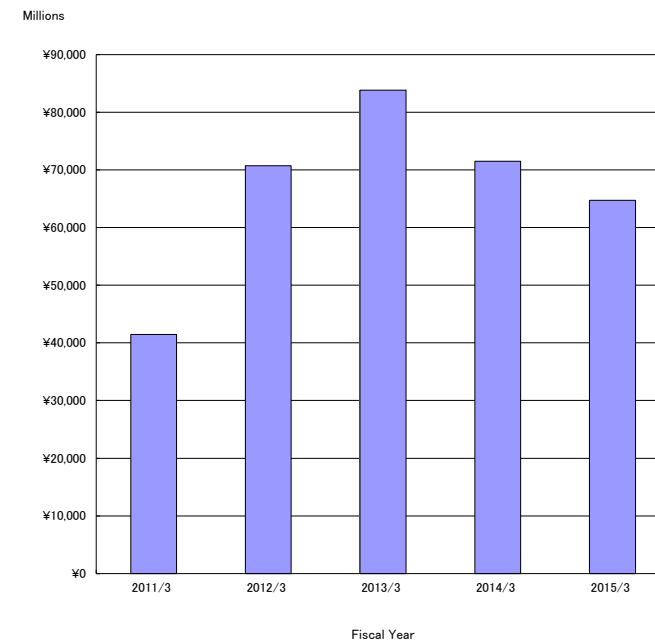
Interest-bearing debt = Loans payable + Bonds payable + Long-term accounts payable to Japan railway construction, transport and technology agency

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



	2011/3	2012/3	2013/3	2014/3	2015/3
営業活動CF Net cash provided by (used in) operating activities	48,630	54,370	48,711	58,772	<b>51,858</b>
投資活動CF Net cash provided by (used in) investing activities	△ 45,940	△ 40,976	△ 47,080	△ 37,939	<b>△ 32,325</b>
財務活動CF Net cash provided by (used in) financing activities	4,673	15,854	11,442	△ 33,158	<b>△ 26,281</b>
EBITDA* Earning before interest, tax, depreciation and amortization	63,257	64,028	63,032	67,420	<b>69,171</b>
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	41,461	70,715	83,795	71,473	<b>64,724</b>

\* 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

	2011/3	2012/3	2013/3	2014/3	2015/3	増減 change
	(100万円/¥-mil.)					
<b>資産の部 Assets</b>						
<b>流動資産 Current assets</b>	95,534	132,834	147,530	139,586	133,196	△ 6,390
現金及び預金 Cash and deposits	41,482	47,236	48,315	38,993	34,744	△ 4,249
受取手形及び売掛金 Notes and accounts receivable-trade	27,635	32,806	32,204	36,406	33,186	△ 3,220
有価証券 Short-term investment securities	—	23,535	35,550	32,505	30,050	△ 2,454
商品及び製品 Merchandise and finished goods	15,690	15,117	14,682	12,629	13,942	1,312
仕掛品 Work in process	682	3,545	7,574	8,733	9,698	965
原材料及び貯蔵品 Raw materials and supplies	1,438	1,667	1,590	1,675	1,856	180
繰延税金資産 Deferred tax assets	2,990	2,783	3,021	3,552	3,395	△ 156
その他 Other	5,739	6,245	4,687	5,192	6,410	1,217
貸倒引当金 Allowance for doubtful accounts	△ 124	△ 102	△ 94	△ 100	△ 87	12
<b>固定資産 Noncurrent assets</b>	651,445	658,806	645,763	648,238	649,226	987
<b>有形固定資産 Property, plant and equipment</b>	580,318	584,756	564,563	561,458	565,689	4,231
建物及び構築物(純額) Buildings and structures, net	246,600	266,807	305,351	315,526	321,921	6,394
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	45,569	40,137	37,240	34,067	33,204	△ 863
土地 Land	166,729	167,797	175,153	178,661	188,139	9,477
建設仮勘定 Construction in progress	113,156	101,693	38,866	25,236	14,230	△ 11,006
その他(純額) Other, net	8,263	8,320	7,952	7,965	8,194	229
<b>無形固定資産 Intangible assets</b>	6,781	10,297	10,745	10,245	9,862	△ 382
<b>投資その他の資産 Investments and other assets</b>	64,344	63,752	70,453	76,535	73,674	△ 2,861
投資有価証券 Investment securities	42,630	43,095	54,571	56,548	53,695	△ 2,852
退職給付に係る資産 Net defined benefit asset	—	—	—	6,679	5,395	△ 1,283
繰延税金資産 Deferred tax assets	13,967	12,465	6,510	5,970	7,063	1,092
その他 Other	8,088	8,524	9,659	7,620	7,704	83
貸倒引当金 Allowance for doubtful accounts	△ 341	△ 333	△ 286	△ 284	△ 185	99
<b>資産合計 Total assets</b>	746,979	791,640	793,293	787,825	782,422	△ 5,402
<b>《参考》Reference</b>	2011/3	2012/3	2013/3	2014/3	2015/3	
<b>有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment</b>						
取得 Acquired	55,275	40,721	52,658	40,863	46,116	
償却 Depreciation	△ 33,571	△ 32,593	△ 32,747	△ 31,767	△ 32,874	
除却 Retirement	△ 1,714	△ 989	△ 2,681	△ 1,576	△ 1,277	
その他 Other	△ 2,085	△ 2,701	△ 37,422	△ 10,624	△ 7,732	
計 Total	17,903	4,437	△ 20,192	△ 3,105	4,231	
<b>投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities</b>						
投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities	△ 6,236	△ 6	11,258	571	8,549	

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

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

(100万円/¥-mil.)

	2011/3	2012/3	2013/3	2014/3	2015/3	増減 change
<b>負債の部 Liabilities</b>						
流動負債 Current liabilities	177,948	211,561	195,399	198,037	175,546	△ 22,490
支払手形及び買掛金 Notes and accounts payable-trade	16,011	16,850	17,189	18,274	17,478	△ 796
短期借入金 Short-term loans payable	51,807	52,655	60,612	65,596	66,572	976
1年内償還予定の社債 Current portion of bonds	—	20,000	30,000	20,000	—	△ 20,000
未払法人税等 Income taxes payable	4,864	6,116	2,765	8,008	4,412	△ 3,596
前受金 Advances received	43,606	50,528	18,228	18,878	15,941	△ 2,937
賞与引当金 Provision for bonuses	2,189	2,018	2,028	2,221	2,188	△ 32
その他の引当金 Other provision	1,863	2,013	2,464	2,056	2,079	22
その他 Other	57,606	61,376	62,110	63,001	66,874	3,872
固定負債 Noncurrent liabilities	317,625	319,529	319,060	297,180	299,149	1,969
社債 Bonds payable	128,251	128,831	129,411	109,607	109,803	196
長期借入金 Long-term loans payable	136,943	138,171	136,066	133,595	131,778	△ 1,816
繰延税金負債 Deferred tax liabilities	49	43	32	907	2,598	1,691
退職給付引当金 Provision for retirement benefits	22,557	21,544	20,961	—	—	—
退職給付に係る負債 Net defined benefit liability	—	—	—	18,997	20,236	1,239
その他 Other	29,823	30,938	32,589	34,073	34,732	659
負債合計 Total liabilities	495,574	531,090	514,459	495,218	474,696	△ 20,521
<b>純資産の部 Net assets</b>						
株主資本 Shareholders' equity	248,360	257,120	268,095	278,953	286,223	7,270
資本金 Capital stock	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,009	42,008	42,008	42,008	42,009	0
利益剰余金 Retained earnings	166,492	175,259	186,342	197,348	204,647	7,299
自己株式 Treasury stock	△ 19,165	△ 19,172	△ 19,279	△ 19,427	△ 19,456	△ 28
その他の包括利益累計額 Accumulated other comprehensive income	3,044	3,301	10,581	13,457	21,281	7,824
その他有価証券評価差額金 Valuation difference on available-for-sale securities	3,044	3,301	10,580	10,947	17,287	6,340
為替換算調整勘定 Foreign currency translation adjustment	—	0	1	7	11	4
退職給付に係る調整累計額 Remeasurements of defined benefit plans	—	—	—	2,502	3,982	1,480
少数株主持分 Minority interests	—	127	156	196	220	23
純資産合計 Total net assets	251,405	260,549	278,834	292,607	307,726	15,118
負債純資産合計 Total liabilities and net assets	746,979	791,640	793,293	787,825	782,422	△ 5,402

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

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

	2011/3	2012/3	2013/3	2014/3	2015/3	(100万円/¥-mil.)		2016/3(Plan)	(10億円/¥-bil.)	
						増減	change (%)		増減	change (%)
<b>営業損益 Operating income and expenses</b>										
営業収益 Operating revenues	391,172	390,472	396,860	407,985	408,039	54	(0.0)	411.0	2.9	(0.7)
運輸業 Transportation	125,081	124,217	125,300	126,600	126,887	287	(0.2)	127.6	0.7	(0.6)
流通業 Merchandise sales	166,316	165,051	161,434	163,239	159,097	△ 4,142	(△ 2.5)	158.4	△ 0.5	(△ 0.4)
不動産業 Real estate	24,601	26,696	31,624	35,375	37,141	1,766	(5.0)	40.2	3.0	(8.3)
レジャー・サービス業 Leisure	65,148	61,879	65,665	67,882	70,310	2,428	(3.6)	71.7	1.4	(2.1)
その他業 Other businesses	52,463	48,636	49,690	53,664	54,072	407	(0.8)	55.1	1.1	(2.1)
連結修正 Elimination	△ 42,439	△ 36,009	△ 36,854	△ 38,777	△ 39,470	△ 692	—	△ 42.3	△ 2.8	—
営業利益 Operating income	28,221	29,640	28,022	33,073	33,845	771	(2.3)	34.1	0.2	(0.8)
運輸業 Transportation	11,009	11,538	8,852	11,690	12,279	588	(5.0)	13.6	1.4	(11.4)
流通業 Merchandise sales	4,629	5,266	5,327	4,980	4,809	△ 170	(△ 3.4)	3.6	△ 1.1	(△ 23.3)
不動産業 Real estate	8,579	9,384	9,283	10,251	9,616	△ 635	(△ 6.2)	9.0	△ 0.6	(△ 6.2)
レジャー・サービス業 Leisure	2,864	2,796	4,075	4,763	5,641	877	(18.4)	6.1	0.5	(9.1)
その他業 Other businesses	1,634	1,213	1,024	1,755	2,295	539	(30.7)	2.1	△ 0.1	(△ 4.8)
連結修正 Elimination	△ 496	△ 560	△ 541	△ 368	△ 797	△ 428	—	△ 0.6	0.1	—
<b>営業外損益 Non operating income and expenses</b>										
営業外収益 Non-operating income	2,501	2,934	2,800	2,470	2,629	159	(6.4)	1.6	△ 0.9	(△ 37.6)
営業外費用 Non-operating expenses	6,146	6,136	6,283	5,300	5,084	△ 215	(△ 4.1)	4.7	△ 0.3	(△ 6.5)
経常利益 Ordinary income	24,576	26,437	24,538	30,244	31,390	1,146	(3.8)	30.9	△ 0.4	(△ 1.6)
<b>特別損益 Extraordinary income and loss</b>										
特別利益 Extraordinary income	2,961	2,158	35,683	8,135	5,261	△ 2,873	(△ 35.3)	1.7	△ 3.5	(△ 67.2)
特別損失 Extraordinary loss	6,669	4,248	36,729	12,069	9,903	△ 2,165	(△ 17.9)	4.3	△ 5.6	(△ 56.6)
税金等調整前当期純利益 Income before income taxes and minority interests	20,869	24,347	23,493	26,310	26,748	438	(1.7)	28.4	1.6	(6.2)
法人税、住民税及び事業税 Income taxes-current	8,949	9,968	7,032	10,742	9,076	△ 1,666	(△ 15.5)	9.9	0.4	(4.9)
法人税等調整額 Income taxes-deferred	2,642	1,947	1,684	△ 670	400	1,070	—	—	—	—
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	17,272	1,034	(6.4)	18.4	1.1	(6.9)
少数株主利益(損失) Minority interests in income (loss)	—	△ 1	28	40	23	△ 16	(△ 40.8)	0.0	0.0	(0.7)
当期純利益 Net income	9,276	12,433	14,748	16,197	17,248	1,051	(6.5)	18.4	1.1	(6.7)
<b>《参考》 Reference</b>	2011/3	2012/3	2013/3	2014/3	2015/3	増減 change (%)				
<b>営業費 Operating expenses</b>										
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	317,143	314,632	322,176	328,481	328,519	38	(0.0)			
販売費及び一般管理費 Selling, general and administrative expenses	45,807	46,200	46,661	46,430	45,675	△ 755	(△ 1.6)			
計 Total	362,950	360,832	368,838	374,911	374,194	△ 716	(△ 0.2)			
<b>営業外収益 Non-operating income</b>										
受取利息 Interest income	55	60	76	66	77	11	(16.8)			
受取配当金 Dividends income	854	864	839	1,044	1,128	83	(8.0)			
受取保険金 Insurance Income	—	343	—	—	—	—	—			
匿名組合投資利益 Gain on investments in silent partnership	579	463	442	353	439	85	(24.3)			
持分法による投資利益 Equity in earnings of affiliates	49	139	76	107	17	△ 89	(△ 83.8)			
雑収入 Miscellaneous income	962	1,062	1,365	898	967	68	(7.7)			
計 Total	2,501	2,934	2,800	2,470	2,629	159	(6.4)			
<b>営業外費用 Non-operating expenses</b>										
支払利息 Interest expenses	5,521	5,613	5,614	4,942	4,669	△ 272	(△ 5.5)			
雑支出 Miscellaneous expenses	625	523	669	357	414	57	(15.9)			
計 Total	6,146	6,136	6,283	5,300	5,084	△ 215	(△ 4.1)			
<b>特別利益 Extraordinary income</b>										
工事負担金等受入額 Contribution for construction	1,071	1,015	35,383	6,509	4,178	△ 2,330	(△ 35.8)			
投資有価証券売却益 Gain on sales of investment securities	—	—	16	—	—	—	—			
固定資産売却益 Gain on sales of noncurrent assets	514	134	207	306	505	199	(65.0)			
SFカード未使用分受入額 Gain on unused amounts of stored fare cards	684	715	—	—	—	—	—			
受取補償金 Compensation Income	—	229	—	—	—	—	—			
その他 Other	692	63	76	1,319	577	△ 742	(△ 56.2)			
計 Total	2,961	2,158	35,683	8,135	5,261	△ 2,873	(△ 35.3)			
<b>特別損失 Extraordinary loss</b>										
固定資産圧縮損 Loss on reduction of noncurrent assets	1,073	1,102	35,382	6,530	4,628	△ 1,901	(△ 29.1)			
減損損失 Impairment loss	1,359	2,241	93	4,079	3,137	△ 941	(△ 23.1)			
退職加算金等 Extra retirement payments, etc.	—	—	—	—	1,311	1,311	—			
固定資産除却損 Loss on retirement of noncurrent assets	3,246	756	878	954	626	△ 328	(△ 34.4)			
退店補償金 Compensation for tenants closing	348	31	62	254	65	△ 188	(△ 74.1)			
固定資産売却損 Loss on sales of noncurrent assets	21	—	—	—	—	—	—			
その他 Other	619	116	311	251	133	△ 117	(△ 46.8)			
計 Total	6,669	4,248	36,729	12,069	9,903	△ 2,165	(△ 17.9)			

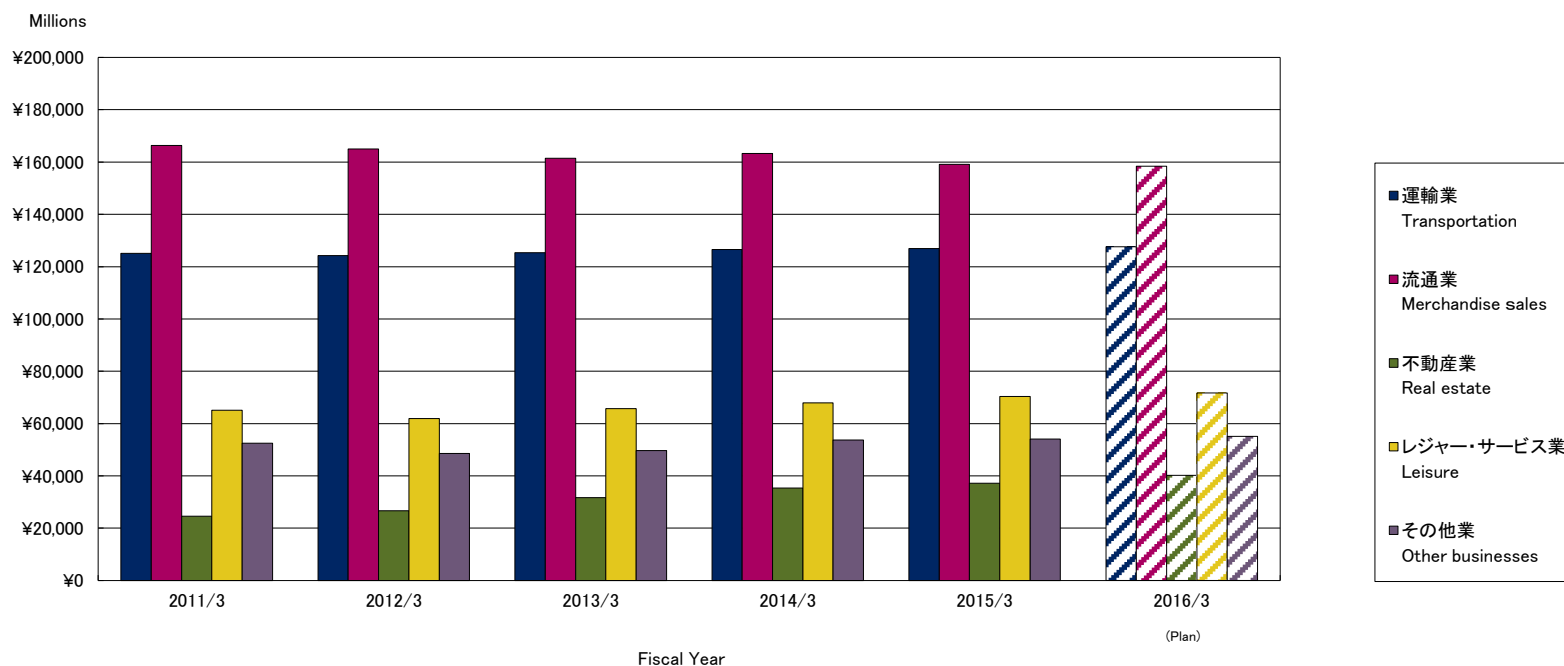


**財務諸表〔連結〕**  
**Financial statements [Consolidated]**
**連結キャッシュ・フロー計算書 Consolidated statements of cash flows**

	2011/3	2012/3	2013/3	2014/3	2015/3	(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	20,869	24,347	23,493	26,310	26,748	438
減価償却費 Depreciation and amortization	35,036	34,287	34,605	33,942	34,921	979
減損損失 Impairment loss	1,359	2,241	93	4,079	3,137	△ 941
のれん償却額 Amortization of goodwill	—	101	404	404	404	—
退職給付引当金の増減額(△は減少) Increase (decrease) in provision for retirement benefits	△ 1,405	△ 1,012	△ 583	△ 20,961	—	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	△ 21,458
前払年金費用の増減額(△は増加) Decrease (increase) in prepaid pension costs	201	△ 515	△ 663	2,930	—	△ 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	2,373
販売用土地評価損 Loss on valuation of land for sale	98	37	153	64	103	38
投資有価証券評価損益(△は益) Loss (gain) on valuation of investment securities	7	—	—	—	—	—
固定資産除却損 Loss on retirement of noncurrent assets	1,735	1,116	2,699	1,617	1,285	△ 331
固定資産圧縮損 Loss on reduction of noncurrent assets	1,073	1,102	35,382	6,530	4,628	△ 1,901
受取利息及び受取配当金 Interest and dividends income	△ 910	△ 925	△ 916	△ 1,111	△ 1,206	△ 94
支払利息 Interest expenses	5,521	5,613	5,614	4,942	4,669	△ 272
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	△ 1,071	△ 1,015	△ 35,383	△ 6,509	△ 4,178	2,330
退職加算金等 Extra retirement payments, etc.	—	—	—	—	1,311	1,311
退店補償金 Compensation for tenants closing	348	31	62	254	65	△ 188
営業債権の増減額(△は増加) Decrease (increase) in operating receivables	4,127	△ 3,898	△ 264	△ 4,164	3,035	7,199
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	1,899	1,034	△ 3,914	745	△ 2,595	△ 3,341
営業債務の増減額(△は減少) Increase (decrease) in operating debt	△ 1,633	1,753	1,351	1,468	△ 3,117	△ 4,585
その他 Other, net	△ 4,393	2,770	1,040	1,445	1,498	53
小計 Subtotal	62,863	67,071	63,159	68,159	67,799	△ 360
利息及び配当金の受取額 Interest and dividends income received	914	927	920	1,116	1,210	93
利息の支払額 Interest expenses paid	△ 4,919	△ 5,000	△ 5,046	△ 4,784	△ 4,509	275
退店補償金の支払額 Compensation paid for tenants closing	△ 1,120	△ 62	△ 62	△ 254	△ 65	188
法人税等の支払額 Income taxes paid	△ 9,108	△ 8,564	△ 10,259	△ 5,464	△ 12,575	△ 7,110
<b>営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities</b>	<b>48,630</b>	<b>54,370</b>	<b>48,711</b>	<b>58,772</b>	<b>51,858</b>	<b>△ 6,913</b>
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	△ 4,413
有形固定資産の取得による支出 Purchase of property, plant and equipment	△ 53,365	△ 40,570	△ 53,067	—	—	—
工事負担金等受入による収入 Proceeds from contribution received for construction	7,767	5,819	6,351	4,420	3,286	△ 1,134
投資有価証券の取得による支出 Purchase of investment securities	△ 16	△ 376	△ 377	△ 1,466	△ 1,603	△ 137
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	279	11	207	1,328	12,545	11,216
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	△ 605	△ 445	△ 194	982	1,065	82
<b>投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities</b>	<b>△ 45,940</b>	<b>△ 40,976</b>	<b>△ 47,080</b>	<b>△ 37,939</b>	<b>△ 32,325</b>	<b>5,613</b>
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	2,110	100	4,490	4,780	2,788	△ 1,992
長期借入れによる収入 Proceeds from long-term loans payable	15,290	9,340	13,610	12,400	11,580	△ 820
長期借入金の返済による支出 Repayment of long-term loans payable	△ 8,739	△ 9,430	△ 12,249	△ 14,667	△ 15,208	△ 541
社債の発行による収入 Proceeds from issuance of bonds	—	19,906	29,859	—	—	—
社債の償還による支出 Redemption of bonds	—	—	△ 20,000	△ 30,000	△ 20,000	10,000
自己株式の取得による支出 Purchase of treasury stock	△ 26	△ 12	△ 107	△ 50	△ 29	21
配当金の支払額 Cash dividends paid	△ 3,660	△ 3,663	△ 3,664	△ 5,193	△ 4,887	306
その他 Other, net	△ 299	△ 386	△ 495	△ 426	△ 524	△ 97
<b>財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities</b>	<b>4,673</b>	<b>15,854</b>	<b>11,442</b>	<b>△ 33,158</b>	<b>△ 26,281</b>	<b>6,876</b>
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	7	5	7	4	△ 0	△ 4
現金及び現金同等物の増減額(△は減少) Net increase (decrease) in cash and cash equivalents	7,371	29,253	13,080	△ 12,321	△ 6,749	5,572
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	34,090	41,461	70,715	83,795	71,473	△ 12,321
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
<b>現金及び現金同等物の期末残高 Cash and cash equivalents at end of period</b>	<b>41,461</b>	<b>70,715</b>	<b>83,795</b>	<b>71,473</b>	<b>64,724</b>	<b>△ 6,749</b>

セグメント情報  
Segment information

営業収益 Operating revenues



	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3(Plan)
運輸業 Transportation	125,081	124,217	125,300	126,600	<b>126,887</b>	127.6
流通業 Merchandise sales	166,316	165,051	161,434	163,239	<b>159,097</b>	158.4
不動産業 Real estate	24,601	26,696	31,624	35,375	<b>37,141</b>	40.2
レジャー・サービス業 Leisure	65,148	61,879	65,665	67,882	<b>70,310</b>	71.7
その他業 Other businesses	52,463	48,636	49,690	53,664	<b>54,072</b>	55.1
合計 Total	433,611	426,481	433,715	446,763	<b>447,510</b>	453.3
連結修正 Elimination	△ 42,439	△ 36,009	△ 36,854	△ 38,777	<b>△ 39,470</b>	△ 42.3
連結 Consolidated	391,172	390,472	396,860	407,985	<b>408,039</b>	411.0

(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

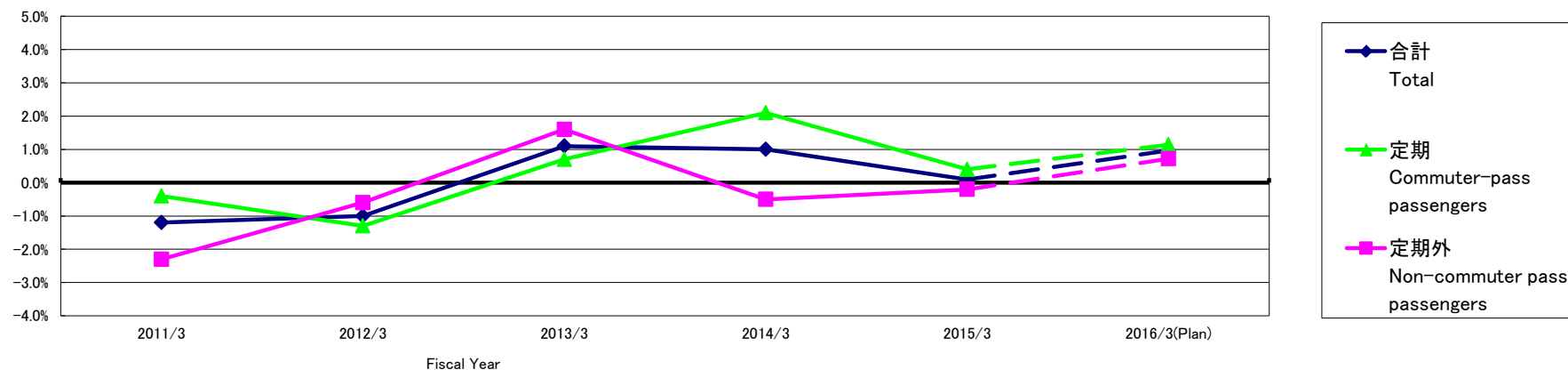
(100万円/¥-mil.)

	2011/3	2012/3	2013/3	2014/3	2015/3
<b>運輸業 Transportation</b>					
鉄道事業 Railways	80,621	79,901	80,974	81,748	81,908
バス事業 Bus services	32,183	32,499	33,060	33,955	34,547
タクシー業 Taxi services	13,569	13,305	13,132	12,909	12,655
その他 Others	2,429	2,451	2,464	2,529	2,728
消去 Elimination	△ 3,722	△ 3,940	△ 4,332	△ 4,541	△ 4,952
合計 Total	125,081	124,217	125,300	126,600	126,887
<b>流通業 Merchandise sales</b>					
百貨店業 Department stores	93,545	92,806	90,680	92,714	86,977
ストア業 Retail stores	37,795	37,045	36,482	37,027	38,060
書籍販売業 Retail stores for books	10,887	10,703	10,368	9,842	9,087
駅売店業 Retail stores at stations	8,812	8,926	8,430	7,989	7,639
ショッピングセンター事業 Shopping centers	10,903	10,535	10,530	10,548	12,424
その他 Others	11,473	11,713	11,537	11,577	11,751
消去 Elimination	△ 7,100	△ 6,679	△ 6,594	△ 6,460	△ 6,842
合計 Total	166,316	165,051	161,434	163,239	159,097
<b>不動産業 Real estate</b>					
不動産賃貸業 Land and building leasing	25,536	27,079	29,380	30,211	30,240
不動産販売業 Development for selling by lots	4,602	5,903	9,868	12,432	14,371
その他 Others	1,286	1,229	1,178	1,078	1,370
消去 Elimination	△ 6,824	△ 7,516	△ 8,803	△ 8,346	△ 8,841
合計 Total	24,601	26,696	31,624	35,375	37,141
<b>レジャー・サービス業 Leisure</b>					
ホテル業 Hotels	42,105	39,347	42,187	44,281	45,389
旅行業 Travel services	16,385	16,154	16,660	16,273	16,615
広告代理業 Advertising services	10,159	9,844	10,420	11,100	11,954
その他 Others	6,090	6,007	5,991	5,911	6,032
消去 Elimination	△ 9,591	△ 9,474	△ 9,593	△ 9,685	△ 9,681
合計 Total	65,148	61,879	65,665	67,882	70,310
<b>その他業 Other businesses</b>					
ビル総合管理業 Building maintenance	19,867	20,429	21,275	22,511	21,614
車両整備業 Railway car maintenance	9,030	8,132	8,641	8,322	8,939
建築・土木業 Construction	20,573	17,813	16,389	19,247	20,238
その他 Others	5,160	4,708	5,724	6,156	6,516
消去 Elimination	△ 2,168	△ 2,446	△ 2,340	△ 2,573	△ 3,236
合計 Total	52,463	48,636	49,690	53,664	54,072

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)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3(Plan)
定期 Commuter-pass passengers	363,257 ( △ 1,439 )	358,466 ( △ 4,791 )	360,945 ( △ 2,479 )	368,582 ( △ 7,637 )	<b>369,922 ( △ 1,340 )</b>	374,143 ( △ 4,221 )
通勤 Commuter-pass passengers	269,848 ( △ 2,937 )	265,965 ( △ 3,883 )	267,414 ( △ 1,449 )	273,274 ( △ 5,860 )	<b>277,935 ( △ 4,661 )</b>	282,954 ( △ 5,019 )
通学 Commuter-pass passengers (Students)	93,409 ( △ 1,498 )	92,501 ( △ 908 )	93,531 ( △ 1,030 )	95,308 ( △ 1,777 )	<b>91,987 ( △ 3,321 )</b>	91,189 ( △ 798 )
定期外 Non-commuter pass passengers	262,182 ( △ 6,297 )	260,597 ( △ 1,585 )	264,740 ( △ 4,143 )	263,305 ( △ 1,435 )	<b>262,806 ( △ 499 )</b>	264,701 ( △ 1,895 )
合計 Total	625,439 ( △ 7,736 )	619,063 ( △ 6,376 )	625,685 ( △ 6,622 )	631,887 ( △ 6,202 )	<b>632,728 ( △ 841 )</b>	638,844 ( △ 6,116 )

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



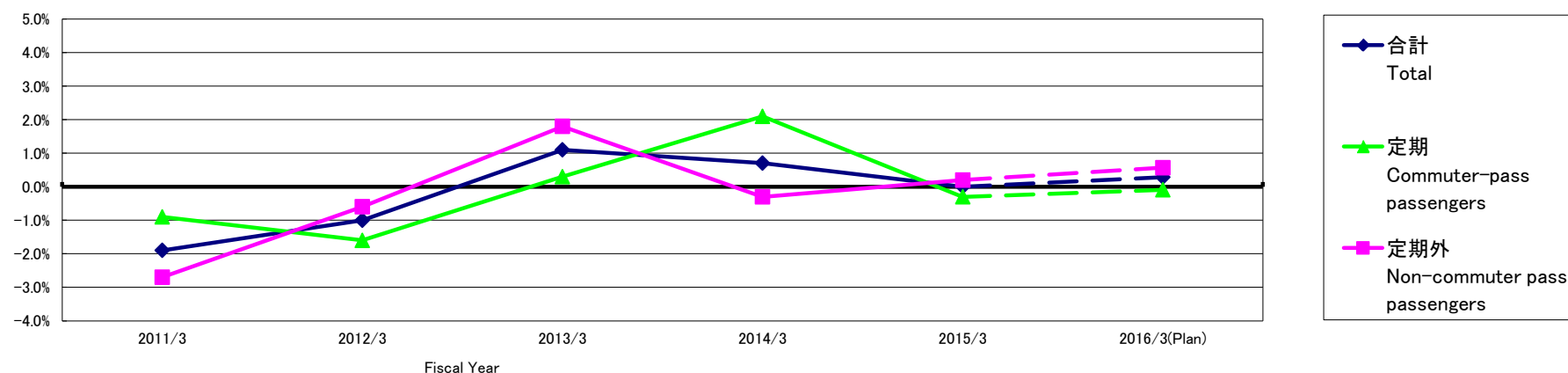
	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3(Plan)
定期 Commuter-pass passengers	△ 0.4	△ 1.3	0.7	2.1	<b>0.4</b>	1.1
通勤 Commuter-pass passengers	△ 1.1	△ 1.4	0.5	2.2	<b>1.7</b>	1.8
通学 Commuter-pass passengers (Students)	1.6	△ 1.0	1.1	1.9	<b>△ 3.5</b>	△ 0.9
定期外 Non-commuter pass passengers	△ 2.3	△ 0.6	1.6	△ 0.5	<b>△ 0.2</b>	0.7
合計 Total	△ 1.2	△ 1.0	1.1	1.0	<b>0.1</b>	1.0

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)

	2011/3	2012/3	2013/3	2014/3	2015/3	(100万円/¥-mil.) 2016/3(Plan)
定期 Commuter-pass passengers	33,324 ( △ 299 )	32,790 ( △ 533 )	32,899 ( 109 )	33,593 ( 693 )	<b>33,479 ( △ 113 )</b>	33,448 ( △ 31 )
通勤 Commuter-pass passengers	29,631 ( △ 358 )	29,142 ( △ 488 )	29,211 ( 68 )	29,833 ( 622 )	<b>29,872 ( △ 39 )</b>	29,872 ( △ 0 )
通学 Commuter-pass passengers (Students)	3,693 ( 58 )	3,647 ( △ 45 )	3,688 ( 40 )	3,759 ( 71 )	<b>3,607 ( △ 152 )</b>	3,575 ( △ 31 )
定期外 Non-commuter pass passengers	44,320 ( △ 1,235 )	44,056 ( △ 264 )	44,830 ( 773 )	44,707 ( △ 122 )	<b>44,801 ( 94 )</b>	45,056 ( 254 )
合計 Total	77,644 ( △ 1,535 )	76,847 ( △ 797 )	77,729 ( 882 )	78,301 ( 571 )	<b>78,281 ( △ 19 )</b>	78,504 ( 222 )

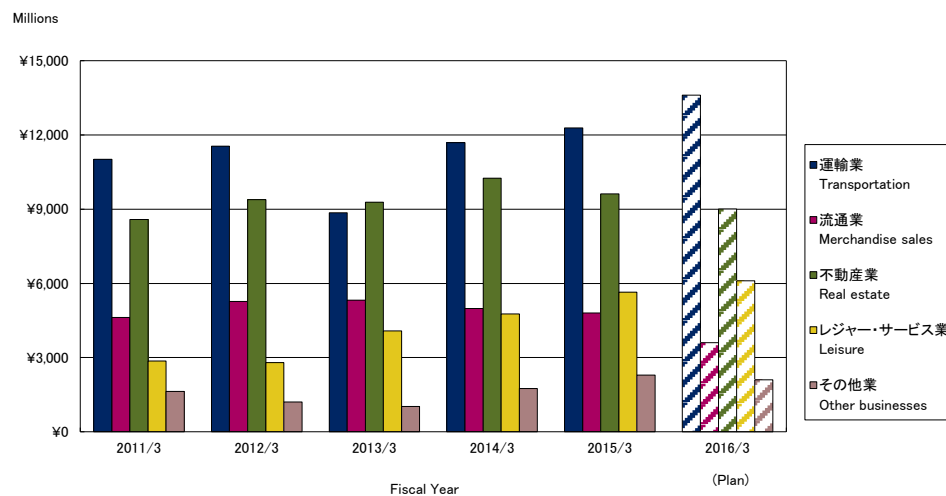
旅客運輸収入の対前年増減率 Variation ratio against previous year of Passenger revenues of Railways



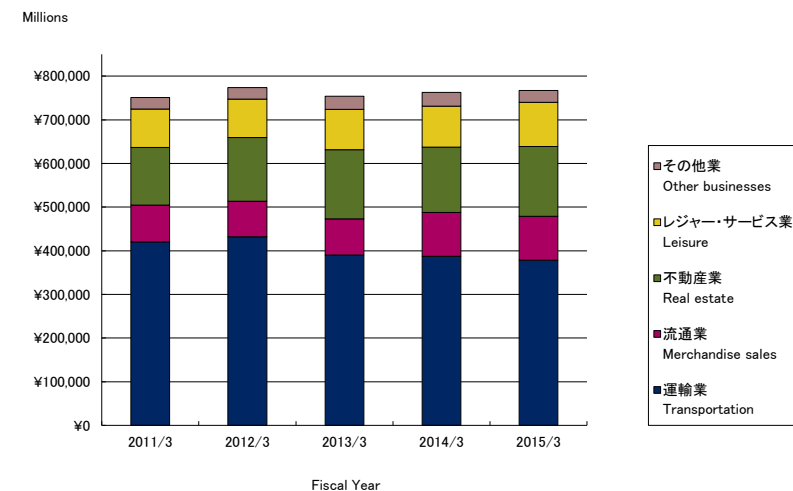
	2011/3	2012/3	2013/3	2014/3	2015/3	(%, percent) 2016/3(Plan)
定期 Commuter-pass passengers	△ 0.9	△ 1.6	0.3	2.1	<b>△ 0.3</b>	△ 0.1
通勤 Commuter-pass passengers	△ 1.2	△ 1.6	0.2	2.1	<b>0.1</b>	△ 0.0
通学 Commuter-pass passengers (Students)	1.6	△ 1.2	1.1	1.9	<b>△ 4.1</b>	△ 0.9
定期外 Non-commuter pass passengers	△ 2.7	△ 0.6	1.8	△ 0.3	<b>0.2</b>	0.6
合計 Total	△ 1.9	△ 1.0	1.1	0.7	<b>△ 0.0</b>	0.3

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.)

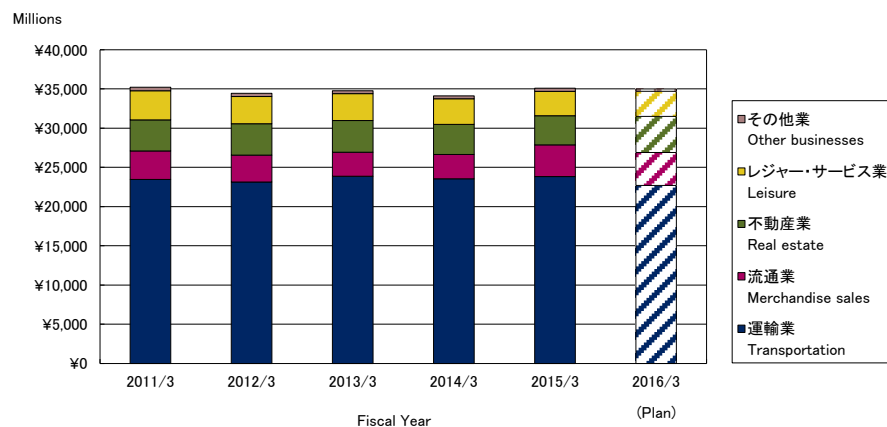
営業利益 Operating income	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3(Plan)
運輸業 Transportation	11,009	11,538	8,852	11,690	<b>12,279</b>	13.6
流通業 Merchandise sales	4,629	5,266	5,327	4,980	<b>4,809</b>	3.6
不動産業 Real estate	8,579	9,384	9,283	10,251	<b>9,616</b>	9.0
レジャー・サービス業 Leisure	2,864	2,796	4,075	4,763	<b>5,641</b>	6.1
その他業 Other businesses	1,634	1,213	1,024	1,755	<b>2,295</b>	2.1
合計 Total	28,717	30,200	28,563	33,442	<b>34,642</b>	34.7
連結修正 Elimination	△ 496	△ 560	△ 541	△ 368	<b>△ 797</b>	△ 0.6
連結 Consolidated	28,221	29,640	28,022	33,073	<b>33,845</b>	34.1

(100万円/¥-mil.)

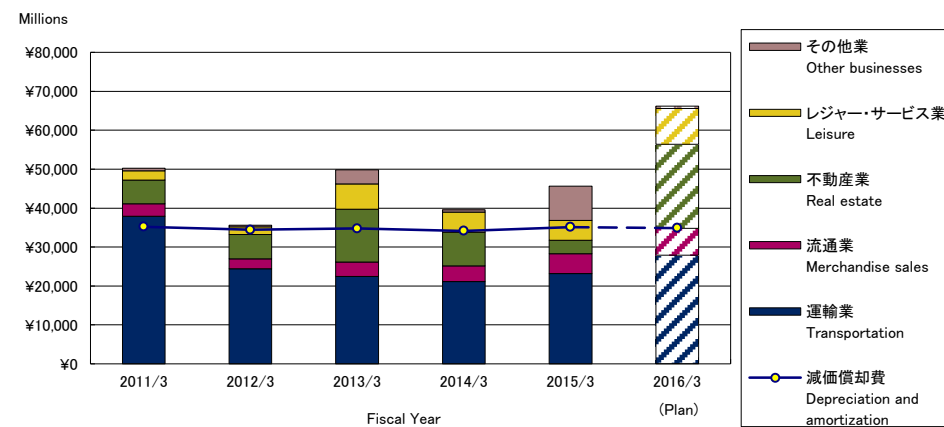
総資産 Total assets	2011/3	2012/3	2013/3	2014/3	2015/3
運輸業 Transportation	420,482	431,972	390,028	386,968	<b>378,200</b>
流通業 Merchandise sales	84,268	81,336	82,938	100,919	<b>100,685</b>
不動産業 Real estate	131,859	146,067	158,303	149,367	<b>159,933</b>
レジャー・サービス業 Leisure	87,834	87,899	92,488	94,236	<b>101,454</b>
その他業 Other businesses	26,582	26,908	30,176	31,369	<b>26,849</b>
合計 Total	751,026	774,185	753,936	762,861	<b>767,123</b>
連結修正 Elimination	△ 4,047	17,454	39,357	24,964	<b>15,299</b>
連結 Consolidated	746,979	791,640	793,293	787,825	<b>782,422</b>

セグメント情報  
Segment information

減価償却費 Depreciation and amortization



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



(100万円/¥-mil.) (10億円/¥-bil.)

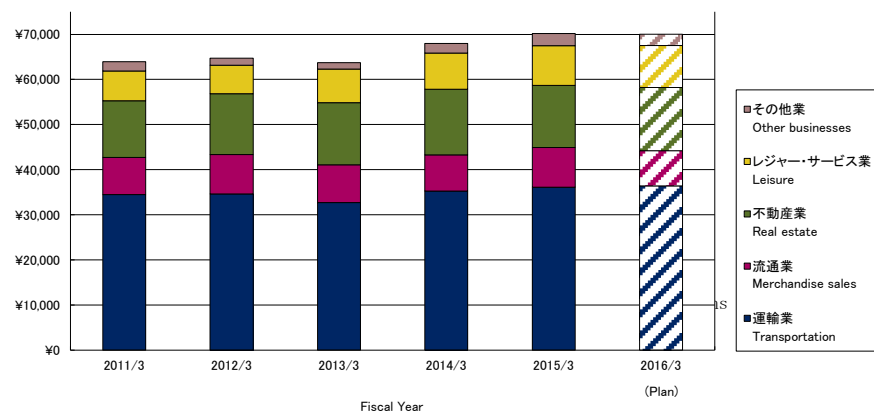
減価償却費 Depreciation and amortization	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3(Plan)
運輸業 Transportation	23,455	23,124	23,883	23,560	<b>23,828</b>	22.7
流通業 Merchandise sales	3,648	3,434	3,051	3,068	<b>4,029</b>	4.2
不動産業 Real estate	3,968	4,001	4,019	3,863	<b>3,723</b>	4.6
レジャー・サービス業 Leisure	3,702	3,476	3,441	3,275	<b>3,125</b>	3.2
その他業 Other businesses	452	400	366	356	<b>405</b>	0.3
合計 Total	35,228	34,438	34,761	34,124	<b>35,112</b>	35.1
連結修正 Elimination	△ 191	△ 150	△ 156	△ 182	<b>△ 190</b>	△ 0.1
連結 Consolidated	35,036	34,287	34,605	33,942	<b>34,921</b>	34.9

設備投資 Capital expenditures	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3(Plan)
運輸業 Transportation	37,899	24,406	22,415	21,148	<b>23,215</b>	27.9
流通業 Merchandise sales	3,228	2,517	3,707	4,017	<b>5,063</b>	6.9
不動産業 Real estate	6,069	6,256	13,610	8,611	<b>3,415</b>	21.6
レジャー・サービス業 Leisure	2,382	2,004	6,491	5,208	<b>5,124</b>	9.2
その他業 Other businesses	695	442	3,628	590	<b>8,813</b>	0.6
合計 Total	50,275	35,628	49,852	39,576	<b>45,632</b>	66.4
連結修正 Elimination	△ 733	△ 639	△ 525	△ 685	<b>△ 722</b>	△ 0.5
連結 Consolidated	49,541	34,989	49,327	38,891	<b>44,909</b>	65.8

セグメント情報  
Segment information

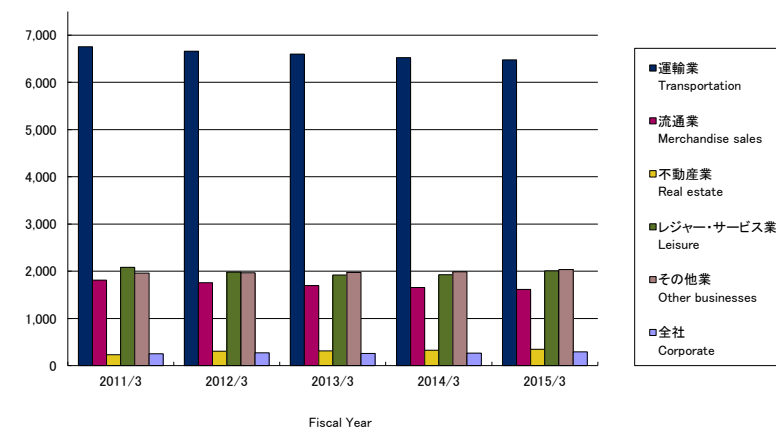
EBITDA Earning before interest, tax, depreciation and amortization

Millions



従業員数 Numbers of employee

persons



EBITDA

Earning before interest, tax, depreciation and amortization

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3(Plan)
運輸業 Transportation	34,465	34,663	32,735	35,251	<b>36,107</b>	36.4
流通業 Merchandise sales	8,278	8,701	8,378	8,048	<b>8,839</b>	7.8
不動産業 Real estate	12,547	13,487	13,708	14,520	<b>13,744</b>	14.0
レジャー・サービス業 Leisure	6,567	6,273	7,516	8,039	<b>8,766</b>	9.3
その他業 Other businesses	2,086	1,613	1,390	2,112	<b>2,700</b>	2.5
合計 Total	63,945	64,739	63,730	67,971	<b>70,159</b>	70.2
連結修正 Elimination	△ 688	△ 710	△ 697	△ 550	<b>△ 987</b>	△ 0.8
連結 Consolidated	63,257	64,028	63,032	67,420	<b>69,171</b>	69.4

(100万円/¥-mil.)

(10億円/¥-bil.)

	2011/3	2012/3	2013/3	2014/3	2015/3
従業員数 Numbers of employee					(人 persons)
運輸業 Transportation	6,753	6,657	6,599	6,525	<b>6,473</b>
流通業 Merchandise sales	1,813	1,758	1,696	1,657	<b>1,613</b>
不動産業 Real estate	236	307	316	328	<b>347</b>
レジャー・サービス業 Leisure	2,081	1,984	1,919	1,928	<b>2,010</b>
その他業 Other businesses	1,964	1,967	1,976	1,988	<b>2,039</b>
全社 Corporate	253	271	259	269	<b>295</b>
連結 Consolidated	13,100	12,944	12,765	12,695	<b>12,777</b>