



*Keio Corporation*

# ***FACT BOOK 2012***

*Last five-year Summary(Consolidated)*

(連絡先)

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## Financial statements [Consolidated]

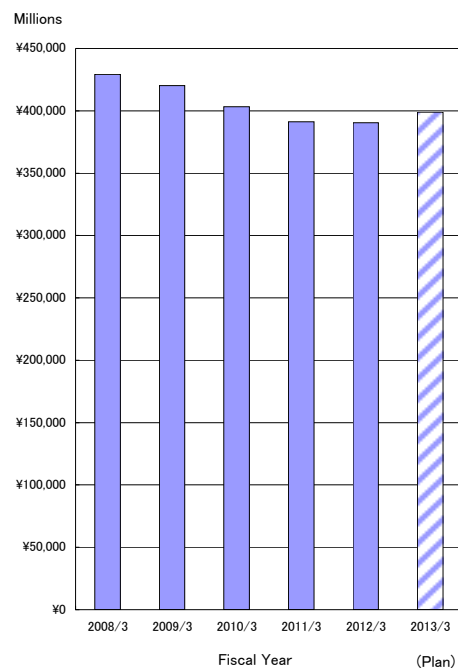
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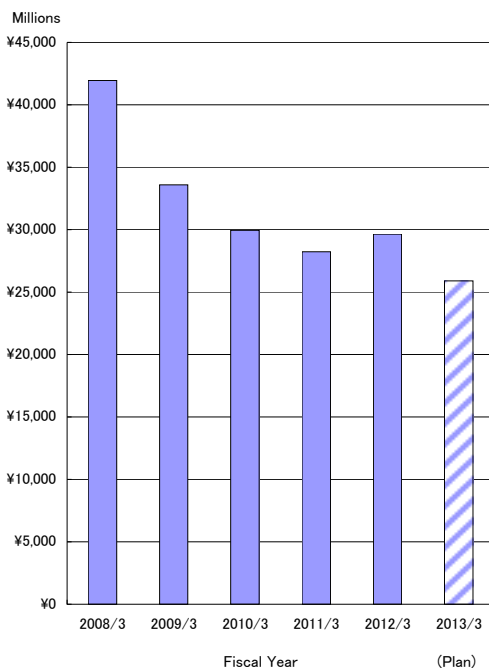
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データ・ハイライト〔連結〕  
Data highlights [Consolidated]

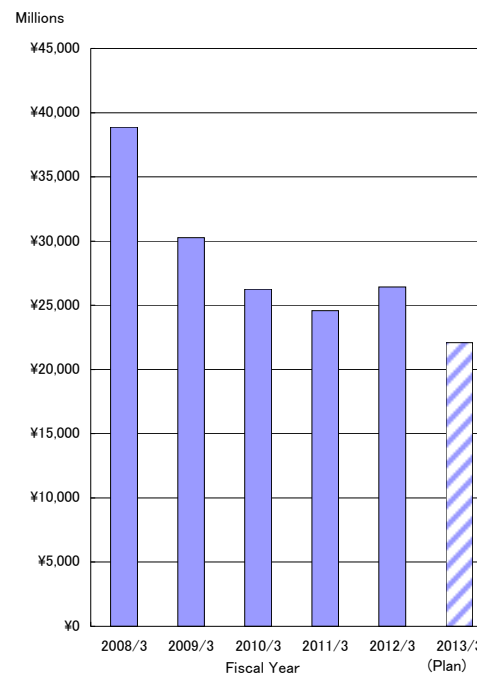
営業収益  
Operating revenues



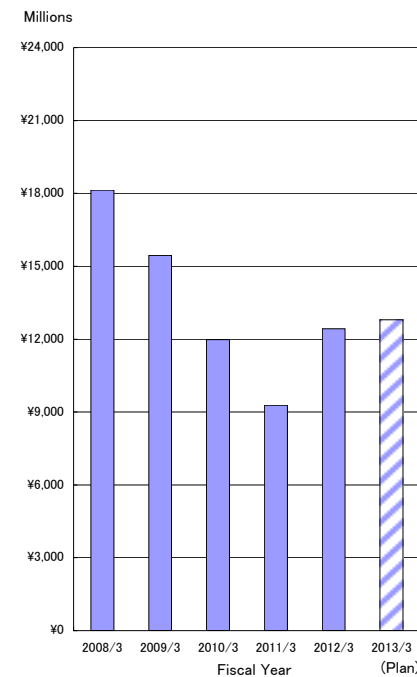
営業利益  
Operating income



経常利益  
Ordinary income



当期純利益  
Net income



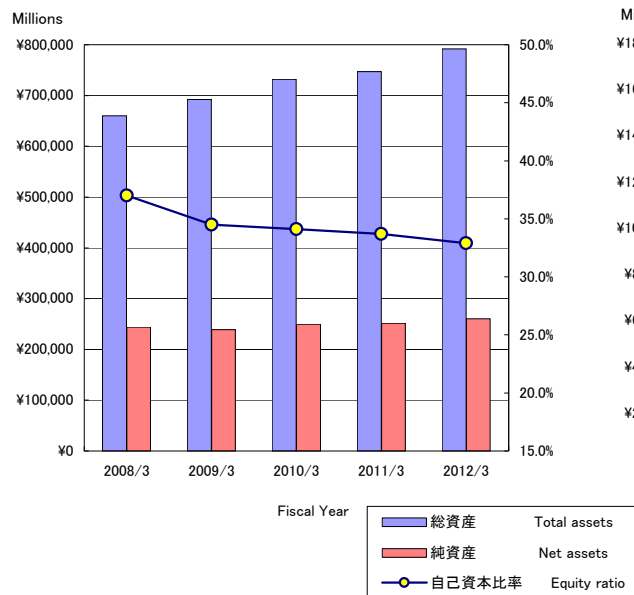
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3 (Plan)
営業収益 Operating revenues	429,190	420,150	403,247	391,172	<b>390,472</b>	398.9
営業利益 Operating income	41,941	33,581	29,947	28,221	<b>29,640</b>	25.9
経常利益 Ordinary income	38,872	30,260	26,264	24,576	<b>26,437</b>	22.1
当期純利益 Net income	18,129	15,446	11,976	9,276	<b>12,433</b>	12.8

(100万円/¥-mil.)

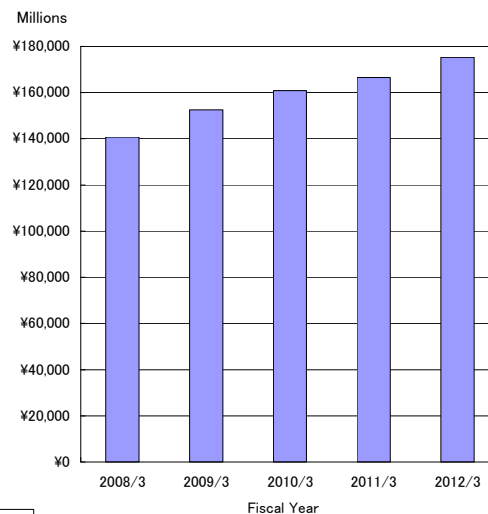
(10億円/¥-bil.)

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

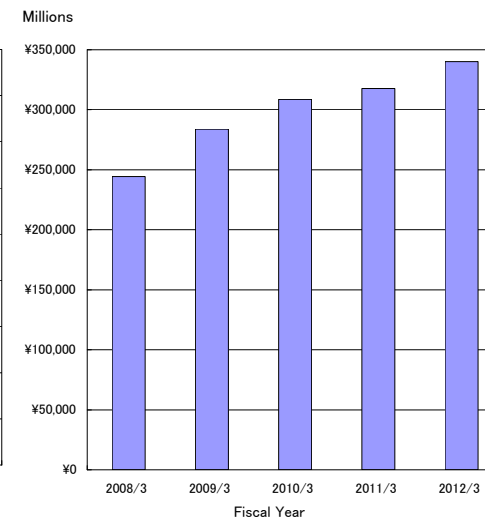
総資産と純資産  
Total assets & Net assets



利益剰余金  
Retained earnings



有利子負債  
Interest-bearing debt



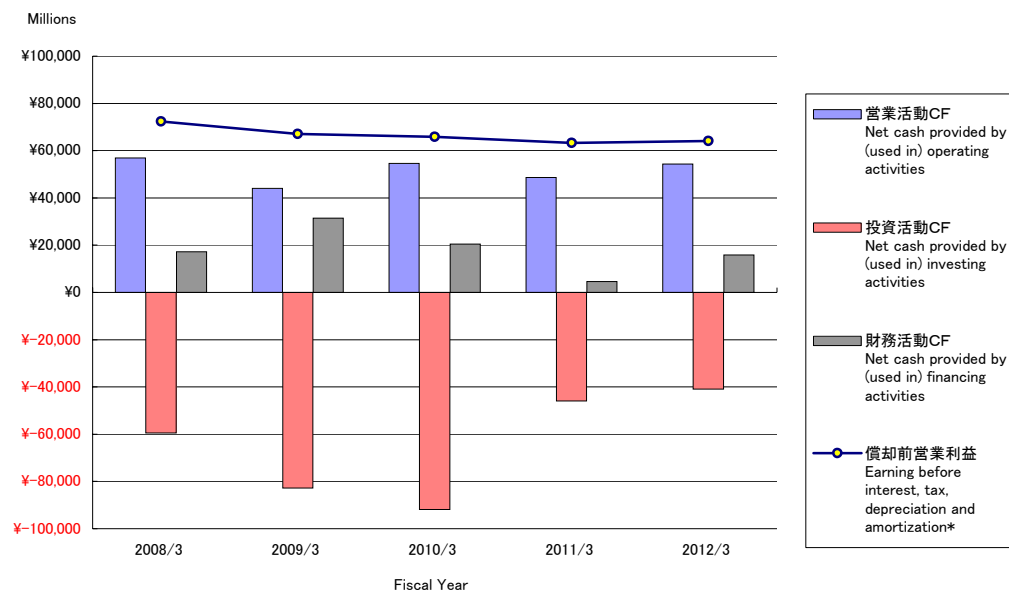
	2008/3	2009/3	2010/3	2011/3	2012/3
総資産 Total assets	660,161	692,091	731,728	746,979	<b>791,640</b>
純資産 Net assets	244,185	238,873	249,521	251,405	<b>260,549</b>
自己資本 Shareholders' equity	244,185	238,873	249,521	251,405	<b>260,421</b>
自己資本比率 Equity ratio	37.0%	34.5%	34.1%	33.7%	<b>32.9%</b>
利益剰余金 Retained earnings	140,812	152,572	160,882	166,492	<b>175,259</b>
有利子負債 Interest-bearing debt*	244,254	283,794	308,748	317,762	<b>340,182</b>
借入金 loans payable	156,125	175,456	180,090	188,750	<b>190,827</b>
社債 Bonds payable	86,512	107,092	127,672	128,251	<b>148,831</b>
鉄道・運輸機構未払金 Long-term accounts payable from other financial institutions	1,616	1,245	986	759	<b>523</b>

\* 有利子負債 = 借入金 + 社債 + 鉄道建設・運輸施設整備支援機構未払金

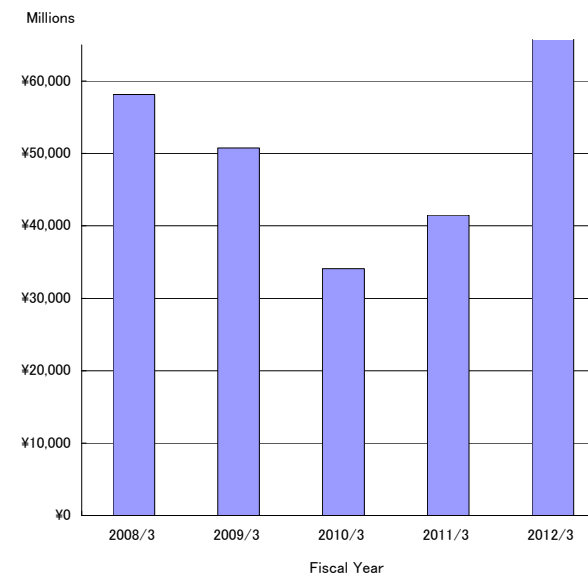
Interest-bearing debt = Borrowings + Bonds + Long-term accounts payable from other financial institutions

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



	2008/3	2009/3	2010/3	2011/3	2012/3
営業活動CF Net cash provided by (used in) operating activities	56,881	43,986	54,663	48,630	<b>54,370</b>
投資活動CF Net cash provided by (used in) investing activities	△ 59,428	△ 82,844	△ 91,813	△ 45,940	<b>△ 40,976</b>
財務活動CF Net cash provided by (used in) financing activities	17,194	31,474	20,448	4,673	<b>15,854</b>
償却前営業利益 Earning before interest, tax, depreciation and amortization*	72,381	67,014	65,819	63,257	<b>64,028</b>
現金及び現金同等物 の期末残高 Cash and cash equivalents at end of period	58,167	50,784	34,090	41,461	<b>70,715</b>

\* 償却前営業利益 = 営業利益 + 減価償却費 + のれん償却額

Earning before interest, tax, depreciation and amortization = 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

	2008/3	2009/3	2010/3	2011/3	2012/3
	(100万円/¥-mil.)				
<b>資産の部 Assets</b>					
<b>流動資産 Current assets</b>	118,358	110,681	92,251	95,534	132,834
現金及び預金 Cash and deposits	49,199	47,806	29,112	41,482	47,236
受取手形及び売掛金 Notes and accounts receivable-trade	31,990	30,927	31,839	27,635	32,806
短期貸付金 Short-term loans receivable	9,385	3,349	—	—	—
有価証券 Short-term investment securities	15	—	—	—	23,535
たな卸資産 Inventories	20,885	—	—	—	—
商品及び製品 Merchandise and finished goods	—	16,808	16,483	15,690	15,117
仕掛品 Work in process	—	2,974	1,928	682	3,545
原材料及び貯蔵品 Raw materials and supplies	—	1,095	1,394	1,438	1,667
繰延税金資産 Deferred tax assets	3,752	4,268	3,389	2,990	2,783
その他 Other	3,311	3,604	8,245	5,739	6,245
貸倒引当金 Allowance for doubtful accounts	△ 181	△ 155	△ 142	△ 124	△ 102
<b>固定資産 Noncurrent assets</b>	541,803	581,410	639,477	651,445	658,806
<b>有形固定資産 Property, plant and equipment</b>	464,024	518,695	562,414	580,318	584,756
建物及び構築物(純額) Buildings and structures, net	236,901	243,038	249,540	246,600	266,807
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	38,187	43,856	51,228	45,569	40,137
土地 Land	133,369	149,992	164,888	166,729	167,797
建設仮勘定 Construction in progress	44,623	70,154	87,264	113,156	101,693
その他(純額) Other, net	10,943	11,653	9,493	8,263	8,320
<b>無形固定資産 Intangible assets</b>	5,457	5,486	6,336	6,781	10,297
<b>投資その他の資産 Investments and other assets</b>	72,320	57,227	70,725	64,344	63,752
投資有価証券 Investment securities	53,771	31,726	48,950	42,630	43,095
長期貸付金 Long-term loans receivable	568	—	—	—	—
繰延税金資産 Deferred tax assets	7,972	14,960	13,721	13,967	12,465
その他 Other	10,335	10,991	8,453	8,088	8,524
貸倒引当金 Allowance for doubtful accounts	△ 326	△ 451	△ 400	△ 341	△ 333
<b>資産合計 Total Assets</b>	660,161	692,091	731,728	746,979	791,640
<b>《参考》 Reference</b>	2008/3	2009/3	2010/3	2011/3	2012/3
<b>有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment</b>					
取得 Acquired	70,667	90,596	82,542	55,275	40,721
償却 Depreciation	△ 29,807	△ 31,733	△ 34,219	△ 33,571	△ 32,593
除却 Retirement	△ 2,446	△ 2,175	△ 1,887	△ 1,714	△ 989
その他 Other	△ 4,870	△ 2,016	△ 2,717	△ 2,085	△ 2,701
計 Total	33,542	54,670	43,719	17,903	4,437
<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	△ 28,331	△ 22,603	4,131	△ 6,236	△ 6

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

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

	2008/3	2009/3	2010/3	2011/3	(100万円/¥-mil.) 2012/3
<b>負債の部 Liabilities</b>					
流動負債 Current liabilities	179,443	167,850	171,976	177,948	211,561
支払手形及び買掛金 Notes and accounts payable-trade	20,517	20,287	17,361	16,011	16,850
短期借入金 Short-term loans payable	52,097	51,965	49,588	51,807	52,655
1年内償還予定の社債 Current portion of bonds	10,000	—	—	—	20,000
未払法人税等 Income taxes payable	11,110	3,246	5,041	4,864	6,116
前受金 Advances received	21,818	28,621	35,060	43,606	50,528
繰延税金負債 Deferred tax liabilities	—	72	74	—	—
賞与引当金 Provision for bonuses	2,423	2,352	2,090	2,189	2,018
役員賞与引当金 Provision for directors' bonuses	95	95	90	—	—
その他の引当金 Other provision	1,515	1,453	1,749	1,863	2,013
その他 Other	59,866	59,754	60,920	57,606	61,376
固定負債 Noncurrent liabilities	236,532	285,368	310,231	317,625	319,529
社債 Bonds payable	76,512	107,092	127,672	128,251	128,831
長期借入金 Long-term loans payable	104,027	123,491	130,501	136,943	138,171
長期未払金 Long-term accounts payable-other	1,647	—	—	—	—
繰延税金負債 Deferred tax liabilities	384	—	17	49	43
退職給付引当金 Provision for retirement benefits	24,843	24,814	23,963	22,557	21,544
その他 Other	29,116	29,970	28,076	29,823	30,938
<b>負債合計 Total liabilities</b>	<b>415,976</b>	<b>453,218</b>	<b>482,207</b>	<b>495,574</b>	<b>531,090</b>
<b>純資産の部 Net assets</b>					
株主資本 Shareholders' equity	226,482	234,582	242,772	248,360	257,120
資本金 Capital stock	59,023	59,023	59,023	59,023	59,023
資本剰余金 Capital surplus	42,025	42,010	42,010	42,009	42,008
利益剰余金 Retained earnings	140,812	152,572	160,882	166,492	175,259
自己株式 Treasury stock	△ 15,380	△ 19,024	△ 19,143	△ 19,165	△ 19,172
その他の包括利益累計額 Accumulated other comprehensive income	17,703	4,290	6,748	3,044	3,301
その他有価証券評価差額金 Valuation difference on available-for-sale securities	17,703	4,290	6,748	3,044	3,301
為替換算調整勘定 Foreign currency translation adjustment	—	—	—	—	0
少数株主持分 Minority interests	—	—	—	—	127
<b>純資産合計 Total net assets</b>	<b>244,185</b>	<b>238,873</b>	<b>249,521</b>	<b>251,405</b>	<b>260,549</b>
<b>負債純資産合計 Total liabilities and net assets</b>	<b>660,161</b>	<b>692,091</b>	<b>731,728</b>	<b>746,979</b>	<b>791,640</b>

## 財務諸表〔連結〕

### Financial statements [Consolidated]

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

(100万円/¥-mil.)

	2008/3	2009/3	2010/3	2011/3	2012/3
<b>営業損益 Operating income and expenses</b>					
営業収益 Operating revenues	429,190	420,150	403,247	391,172	<b>390,472</b>
営業費 Operating expenses	387,248	386,569	373,299	362,950	<b>360,832</b>
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	339,426	338,688	326,042	317,143	<b>314,632</b>
販売費及び一般管理費 Selling, general and administrative expenses	47,822	47,880	47,257	45,807	<b>46,200</b>
営業利益 Operating income	41,941	33,581	29,947	28,221	<b>29,640</b>
<b>営業外損益 Non operating income and expenses</b>					
営業外収益 Non-operating income	2,464	2,557	2,118	2,501	<b>2,934</b>
受取利息及び受取配当金 Interest income and dividends income	1,128	1,015	642	910	<b>925</b>
受取保険金 Insurance Income	—	—	—	—	<b>343</b>
匿名組合投資利益 Gain on investments in silent partnership	—	—	329	579	<b>463</b>
持分法による投資利益 Equity in earnings of affiliates	95	121	84	49	<b>139</b>
雑収入 Miscellaneous income	1,240	1,419	1,061	962	<b>1,062</b>
営業外費用 Non-operating expenses	5,533	5,878	5,801	6,146	<b>6,136</b>
支払利息 Interest expenses	4,896	5,116	5,374	5,521	<b>5,613</b>
雑支出 Miscellaneous expenses	636	761	426	625	<b>523</b>
経常利益 Ordinary income	38,872	30,260	26,264	24,576	<b>26,437</b>
<b>特別損益 Extraordinary income and loss</b>					
特別利益 Extraordinary income	4,943	1,347	996	2,961	<b>2,158</b>
工事負担金等受入額 Contribution for construction	1,208	880	446	1,071	<b>1,015</b>
SFカード未使用分受入額 Gain on unused amounts of stored fare cards	—	—	129	684	<b>715</b>
受取補償金 Compensation Income	—	—	—	—	<b>229</b>
固定資産売却益 Gain on sales of noncurrent assets	453	225	60	514	<b>134</b>
償却債権取立益 Gain on bad debts recovered	—	—	193	—	<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	—	—	—	<b>—</b>
投資有価証券売却益 Gain on sales of investment securities	371	—	—	—	<b>—</b>
年金資産返還時数理差異償却額 Gain on actuarial assumptions in retirement benefits	367	—	—	—	<b>—</b>
その他 Other	196	241	166	692	<b>63</b>
特別損失 Extraordinary loss	12,576	4,353	5,328	6,669	<b>4,248</b>
減損損失 Impairment loss	4,226	656	362	1,359	<b>2,241</b>
固定資産圧縮損 Loss on reduction of noncurrent assets	1,629	920	450	1,073	<b>1,102</b>
固定資産除却損 Loss on retirement of noncurrent assets	1,245	1,172	2,139	3,246	<b>756</b>
退店補償金 Compensation for tenants closing	3,113	782	1,005	348	<b>31</b>
固定資産売却損 Loss on sales of noncurrent assets	58	65	139	21	<b>—</b>
投資有価証券評価損 Loss on valuation of investments in securities	1,068	—	—	—	<b>—</b>
商品券等回収損失引当金繰入額 Provision of reserve for loss from redemption of gift vouchers for prior periods	355	—	—	—	<b>—</b>
その他 Other	880	756	1,230	619	<b>116</b>
税金等調整前当期純利益 Income before income taxes and minority interests	31,239	27,254	21,932	20,869	<b>24,347</b>
法人税、住民税及び事業税 Income taxes-current	16,814	10,431	9,492	8,949	<b>9,968</b>
法人税等調整額 Income taxes-deferred	△ 3,704	1,376	463	2,642	<b>1,947</b>
少数株主損益調整前当期純利益 Income before minority interests	—	—	—	9,276	<b>12,431</b>
少数株主利益(損失) Minority interests in income (loss)	—	—	—	—	<b>△ 1</b>
当期純利益 Net income	18,129	15,446	11,976	9,276	<b>12,433</b>

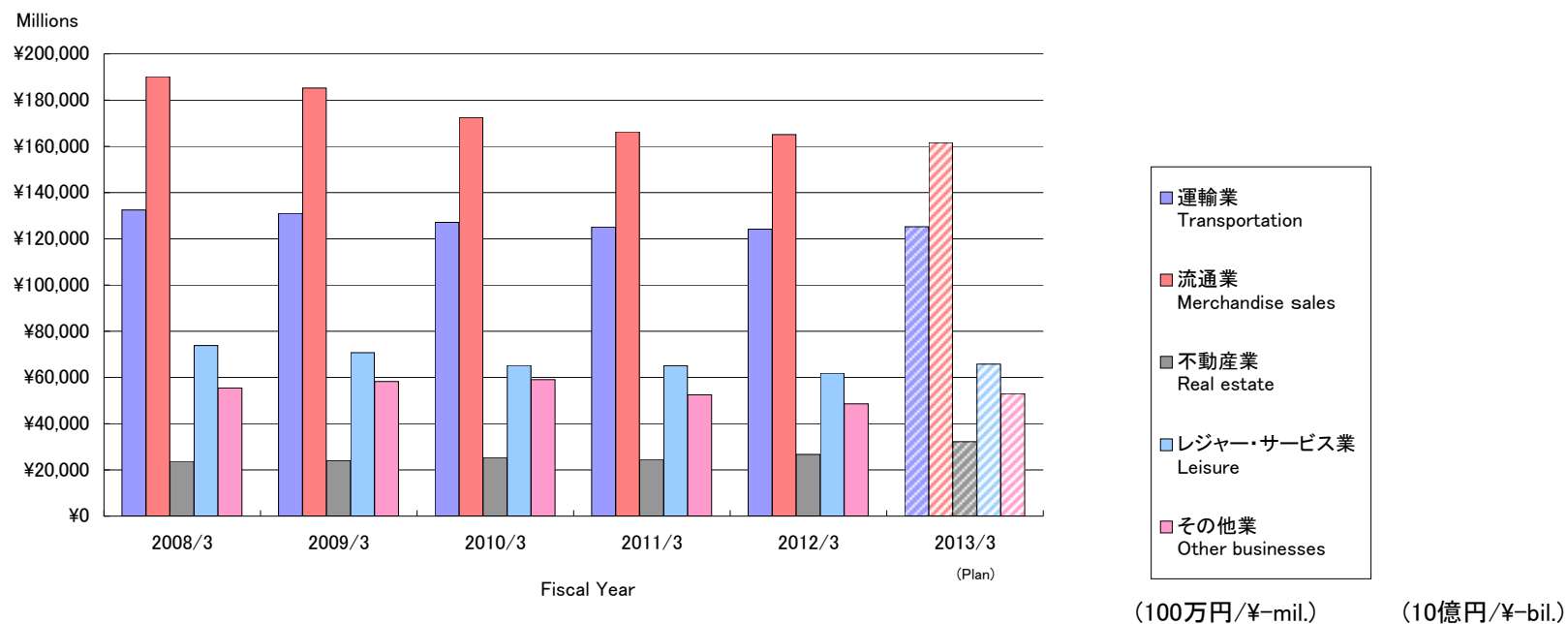


**財務諸表〔連結〕**  
**Financial statements [Consolidated]**
**連結キャッシュ・フロー計算書 Consolidated statements of cash flows**

	2008/3	2009/3	2010/3	2011/3	2012/3
	(100万円/¥-mil.)				
税金等調整前当期純利益 Income before income taxes and minority interests	31,239	27,254	21,932	20,869	24,347
減価償却費 Depreciation and amortization	31,084	33,432	35,871	35,036	34,287
減損損失 Impairment loss	4,226	656	362	1,359	2,241
のれん償却額 Amortization of goodwill	—	—	—	—	101
退職給付引当金の増減額(△は減少) Increase (decrease) in provision for retirement benefits	55	△ 29	△ 851	△ 1,405	△ 1,012
前払年金費用の増減額(△は増加) Decrease (increase) in prepaid pension costs	2,146	△ 611	2,371	201	△ 515
特定都市鉄道整備準備金の増減額(△は減少) Increase (decrease) in special reserve for expansion of railway transport capacity	△ 2,346	—	—	—	—
たな卸資産評価損 Loss on valuation of inventories	—	42	1	—	—
販売用土地評価損 Loss on valuation of land for sale	16	1	12	98	37
投資有価証券評価損益(△は益) Loss (gain) on valuation of investment securities	1,068	163	33	7	—
固定資産除却損 Loss on retirement of noncurrent assets	2,482	2,262	2,052	1,735	1,116
固定資産圧縮損 Loss on reduction of noncurrent assets	1,629	920	450	1,073	1,102
受取利息及び受取配当金 Interest and dividends income	△ 1,128	△ 1,015	△ 642	△ 910	△ 925
支払利息 Interest expenses	4,896	5,116	5,374	5,521	5,613
投資有価証券売却損益(△は益) Loss (gain) on sales of investment securities	△ 371	—	△ 72	—	—
工事負担金等受入額 Proceeds from contribution for construction	△ 1,208	△ 880	△ 446	△ 1,071	△ 1,015
退店補償金 Compensation for tenants closing	3,113	782	1,005	348	31
営業債権の増減額(△は増加) Decrease (increase) in operating receivables	2,238	356	△ 1,646	4,127	△ 3,898
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	888	△ 138	2,583	1,899	1,034
営業債務の増減額(△は減少) Increase (decrease) in operating debt	△ 4,422	△ 559	54	△ 1,633	1,753
その他 Other, net	46	△ 1,418	△ 162	△ 4,393	2,770
小計 Subtotal	75,653	66,334	68,284	62,863	67,071
利息及び配当金の受取額 Interest and dividends income received	1,133	1,020	645	914	927
利息の支払額 Interest expenses paid	△ 4,226	△ 4,495	△ 4,740	△ 4,919	△ 5,000
退店補償金の支払額 Compensation paid for tenants closing	△ 2,000	△ 603	△ 1,630	△ 1,120	△ 62
法人税等の支払額 Income taxes paid	△ 13,679	△ 18,269	△ 7,895	△ 9,108	△ 8,564
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	56,881	43,986	54,663	48,630	54,370
有形固定資産の取得による支出 Purchase of property, plant and equipment	△ 67,274	△ 88,669	△ 85,173	△ 53,365	△ 40,570
工事負担金等受入による収入 Proceeds from contribution received for construction	7,119	7,122	8,466	7,767	5,819
投資有価証券の取得による支出 Purchase of investment securities	△ 703	△ 628	△ 13,297	△ 16	△ 376
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	3,434	22	325	279	11
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	△ 2,003	△ 690	△ 2,134	△ 605	△ 445
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	△ 59,428	△ 82,844	△ 91,813	△ 45,940	△ 40,976
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	△ 810	810	249	2,110	100
長期借入れによる収入 Proceeds from long-term loans payable	17,500	30,830	15,750	15,290	9,340
長期借入金の返済による支出 Repayment of long-term loans payable	△ 12,121	△ 12,308	△ 11,366	△ 8,739	△ 9,430
社債の発行による収入 Proceeds from issuance of bonds	29,844	29,878	19,908	—	19,906
自己株式の取得による支出 Purchase of treasury stock	△ 91	△ 3,819	△ 142	△ 26	△ 12
配当金の支払額 Cash dividends paid	△ 3,705	△ 3,683	△ 3,660	△ 3,660	△ 3,663
社債の償還による支出 Redemption of bonds	△ 10,000	△ 10,000	—	—	—
長期未払金の返済による支出 Payments for long-term accounts payable—other	△ 3,447	—	—	—	—
その他 Other, net	25	△ 232	△ 290	△ 299	△ 386
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	17,194	31,474	20,448	4,673	15,854
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	3	1	6	7	5
現金及び現金同等物の増減額(△は減少) Net increase (decrease) in cash and cash equivalents	14,650	△ 7,382	△ 16,694	7,371	29,253
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	43,516	58,167	50,784	34,090	41,461
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	58,167	50,784	34,090	41,461	70,715

セグメント情報  
Segment information

営業収益 Operating revenues



	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
運輸業 Transportation	132,453	130,956	127,099	125,081	<b>124,217</b>	125.2
流通業 Merchandise sales	190,141	185,237	172,455	166,316	<b>165,051</b>	161.6
不動産業 Real estate	23,745	23,964	25,330	24,601	<b>26,696</b>	32.1
レジャー・サービス業 Leisure	73,835	70,684	65,200	65,148	<b>61,879</b>	65.8
その他業 Other businesses	55,451	58,305	59,100	52,463	<b>48,636</b>	52.9
合計 Total	475,627	469,148	449,187	433,611	<b>426,481</b>	437.8
連結修正 Elimination	( 46,437 )	( 48,997 )	( 45,940 )	( 42,439 )	( <b>36,009</b> )	( 38.9 )
連結 Consolidated	429,190	420,150	403,247	391,172	<b>390,472</b>	398.9

## セグメント情報

## Segment information

## 営業収益の明細 Operating revenue transaction

(100万円/¥-mil.)

	2008/3	2009/3	2010/3	2011/3	2012/3
<b>運輸業 Transportation</b>					
鉄道事業 Railways	82,902	82,680	81,500	79,826	79,125
バス事業 Bus services	28,610	28,844	28,104	28,437	28,599
タクシー業 Taxi services	14,665	13,749	12,306	11,794	11,549
その他 Others	3,156	2,554	2,226	2,170	2,745
セグメント間取引 Intersegment	3,118	3,129	2,962	2,852	2,197
合計 Total	132,453	130,956	127,099	125,081	124,217
<b>流通業 Merchandise sales</b>					
百貨店業 Department stores	110,620	104,939	96,444	92,103	91,215
ストア業 Retail stores	40,865	41,317	38,306	37,682	36,932
書籍販売業 Retail stores for books	11,816	12,439	11,746	10,869	10,687
駅売店業 Retail stores at stations	9,733	9,753	9,463	8,805	8,904
その他 Others	14,402	14,523	14,484	14,527	14,656
セグメント間取引 Intersegment	2,703	2,263	2,010	2,328	2,654
合計 Total	190,141	185,237	172,455	166,316	165,051
<b>不動産業 Real estate</b>					
不動産賃貸業 Land and building leasing	16,850	17,119	18,048	17,980	18,766
不動産販売業 Development for selling by lots	3,303	3,151	3,823	3,291	4,462
その他 Others	1,508	1,383	1,161	1,286	1,229
セグメント間取引 Intersegment	2,082	2,310	2,296	2,042	2,237
合計 Total	23,745	23,964	25,330	24,601	26,696
<b>レジャー・サービス業 Leisure</b>					
ホテル業 Hotels	37,292	35,459	34,156	33,447	30,812
旅行業 Travel services	18,641	18,058	16,021	16,028	15,800
広告代理業 Advertising services	5,805	5,270	4,479	5,093	5,232
その他 Others	6,676	6,586	6,156	5,904	5,846
セグメント間取引 Intersegment	5,420	5,309	4,386	4,674	4,188
合計 Total	73,835	70,684	65,200	65,148	61,879
<b>その他業 Other businesses</b>					
ビル総合管理業 Building maintenance	8,775	9,156	9,069	9,202	8,579
車両整備業 Railway car maintenance	5,761	5,901	6,631	6,067	5,575
建築・土木業 Construction	7,015	6,287	8,126	5,634	8,659
その他 Others	787	976	989	1,017	1,092
セグメント間取引 Intersegment	33,112	35,984	34,283	30,542	24,730
合計 Total	55,451	58,305	59,100	52,463	48,636

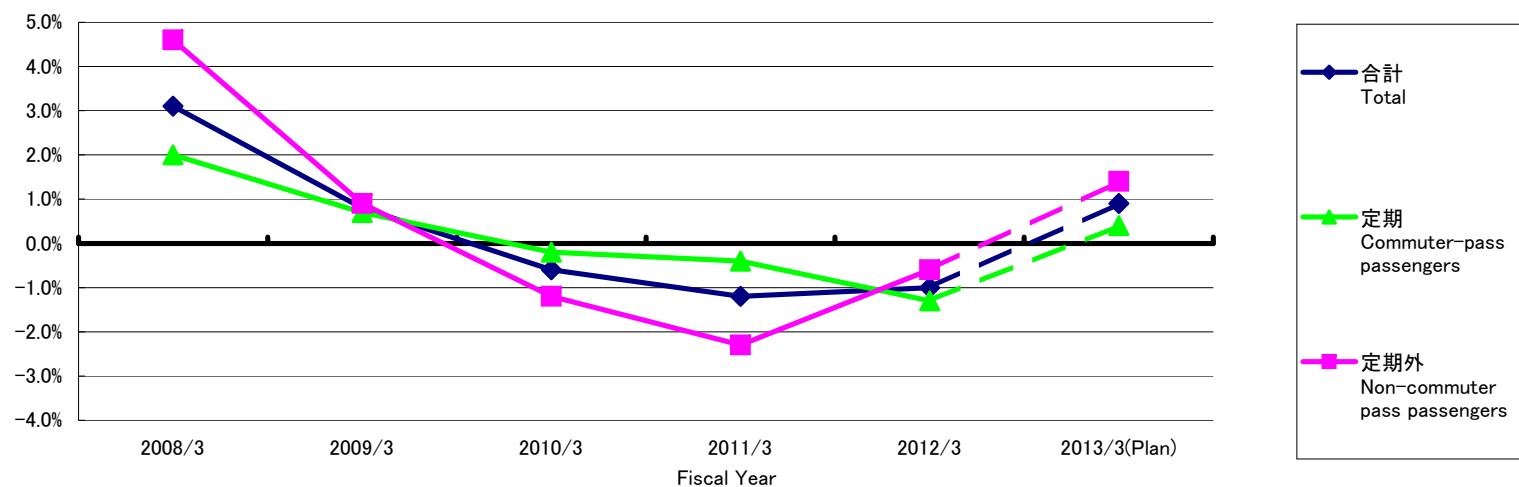
セグメント情報  
Segment information

鉄道輸送人員 Passengers transported (Railways)

(千人 Thousands of people)

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
定期 Commuter-pass passengers	363,097	365,559	364,696	363,257	<b>358,466</b>	359,971
通勤 Commuter-pass passengers	272,275	274,679	272,785	269,848	<b>265,965</b>	267,119
通学 Commuter-pass passengers (Students)	90,822	90,880	91,911	93,409	<b>92,501</b>	92,852
定期外 Non-commuter pass passengers	269,291	271,621	268,479	262,182	<b>260,597</b>	264,365
合計 Total	632,388	637,180	633,175	625,439	<b>619,063</b>	624,336

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



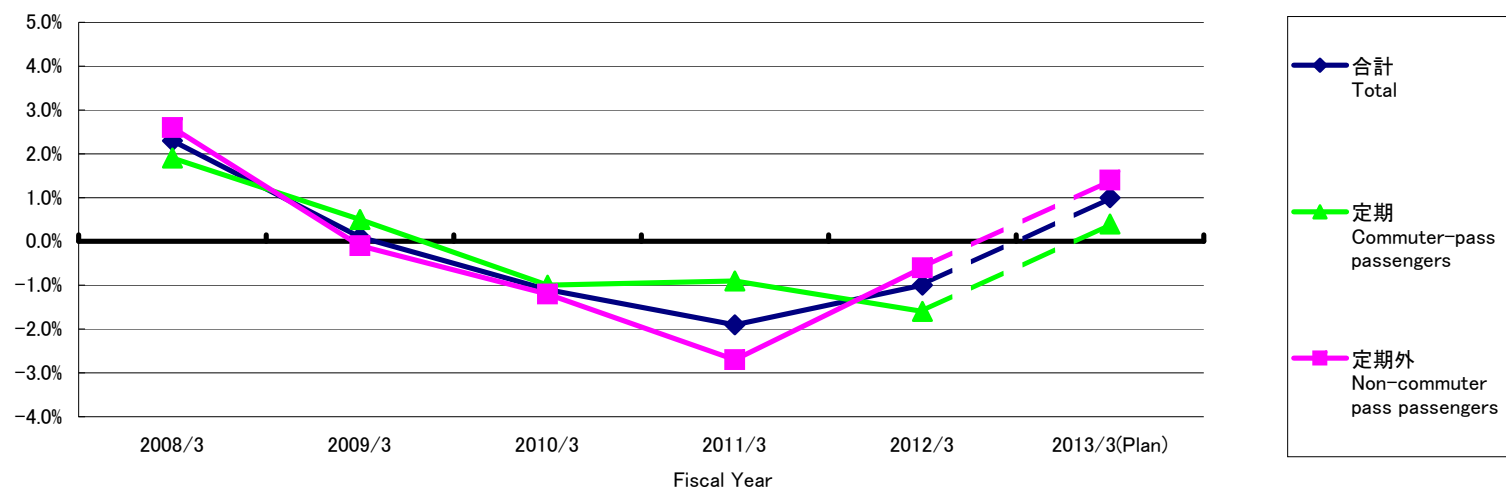
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
定期 Commuter-pass passengers	2.0	0.7	△ 0.2	△ 0.4	△ 1.3	0.4
通勤 Commuter-pass passengers	2.7	0.9	△ 0.7	△ 1.1	△ 1.4	0.4
通学 Commuter-pass passengers (Students)	0.0	0.1	1.1	1.6	△ 1.0	0.4
定期外 Non-commuter pass passengers	4.6	0.9	△ 1.2	△ 2.3	△ 0.6	1.4
合計 Total	3.1	0.8	△ 0.6	△ 1.2	△ 1.0	0.9

セグメント情報  
Segment information

旅客運輸収入 Passenger revenues(Railways)

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
	(100万円/¥-mil.)					
定期 Commuter-pass passengers	33,786	33,948	33,624	33,324	<b>32,790</b>	32,912
通勤 Commuter-pass passengers	30,160	30,333	29,989	29,631	<b>29,142</b>	29,252
通学 Commuter-pass passengers (Students)	3,626	3,614	3,634	3,693	<b>3,647</b>	3,659
定期外 Non-commuter pass passengers	46,166	46,117	45,556	44,320	<b>44,056</b>	44,669
合計 Total	79,953	80,065	79,180	77,644	<b>76,847</b>	77,582

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



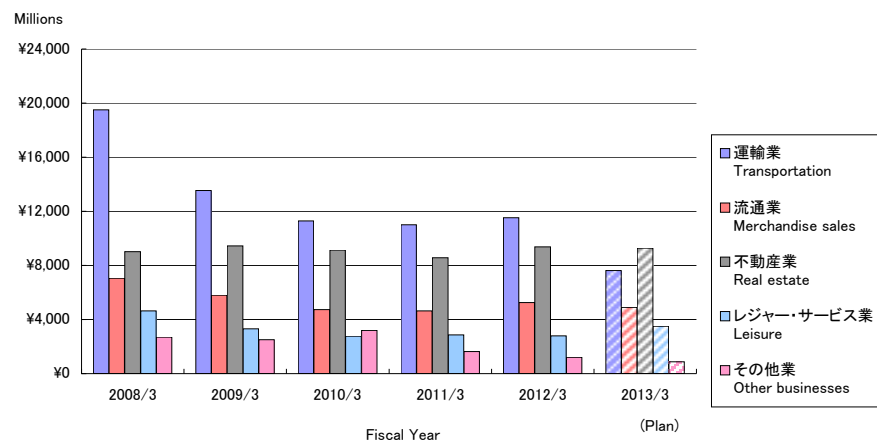
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
定期 Commuter-pass passengers	1.9	0.5	△ 1.0	△ 0.9	<b>△ 1.6</b>	0.4
通勤 Commuter-pass passengers	2.2	0.6	△ 1.1	△ 1.2	<b>△ 1.6</b>	0.4
通学 Commuter-pass passengers (Students)	△ 0.9	△ 0.3	0.5	1.6	<b>△ 1.2</b>	0.3
定期外 Non-commuter pass passengers	2.6	△ 0.1	△ 1.2	△ 2.7	<b>△ 0.6</b>	1.4
合計 Total	2.3	0.1	△ 1.1	△ 1.9	<b>△ 1.0</b>	1.0

(% , percent)

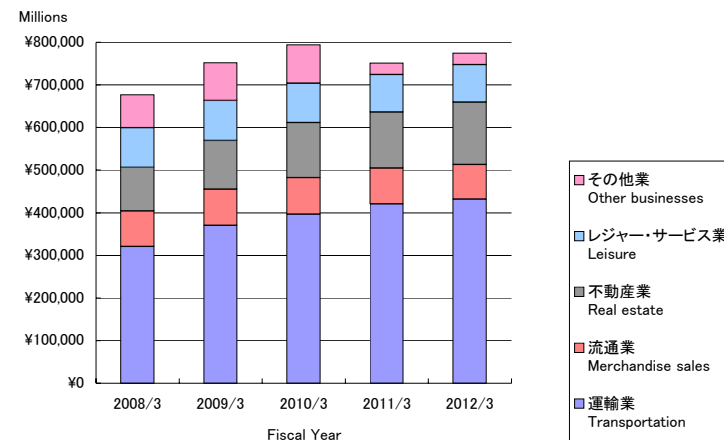
## セグメント情報

### Segment information

#### 営業利益 Operating income



#### 総資産 Total Assets



(100万円/¥-mil.) (10億円/¥-bil.)

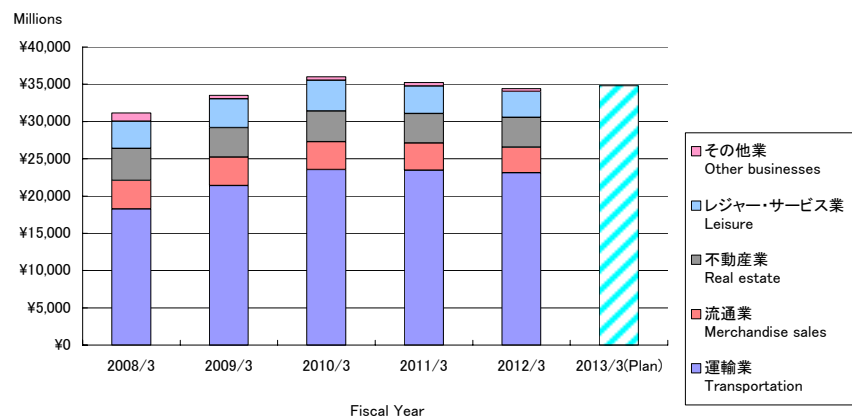
営業利益 Operating income	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
運輸業 Transportation	19,513	13,528	11,297	11,009	11,538	7.6
流通業 Merchandise sales	7,044	5,803	4,736	4,629	5,266	4.8
不動産業 Real estate	9,013	9,447	9,136	8,579	9,384	9.2
レジャー・サービス業 Leisure	4,650	3,310	2,777	2,864	2,796	3.4
その他業 Other businesses	2,691	2,514	3,198	1,634	1,213	0.8
合計 Total	42,913	34,604	31,147	28,717	30,200	26.1
連結修正 Elimination	( 972 )	( 1,023 )	( 1,199 )	( 496 )	( 560 )	( 0.2 )
連結 Consolidated	41,941	33,581	29,947	28,221	29,640	25.9

(100万円/¥-mil.)

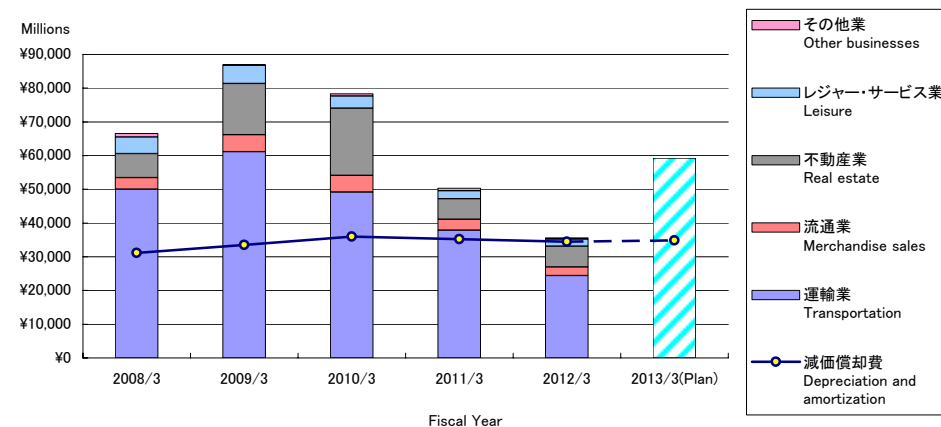
総資産 Total Assets	2008/3	2009/3	2010/3	2011/3	2012/3
運輸業 Transportation	320,682	370,646	396,713	420,482	431,972
流通業 Merchandise sales	83,592	84,442	85,605	84,268	81,336
不動産業 Real estate	102,242	114,158	129,337	131,859	146,067
レジャー・サービス業 Leisure	92,698	94,236	92,483	87,834	87,899
その他業 Other businesses	77,297	88,763	89,902	26,582	26,908
合計 Total	676,513	752,247	794,042	751,026	774,185
連結修正 Elimination	( 16,351 )	( 60,155 )	( 62,313 )	( 4,047 )	17,454
連結 Consolidated	660,161	692,091	731,728	746,979	791,640

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



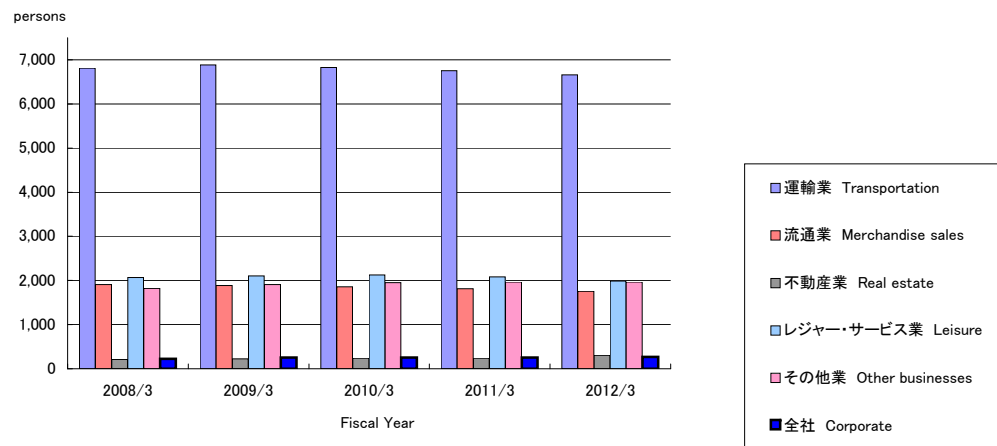
(100万円/¥-mil.) (10億円/¥-bil.)

減価償却費 Depreciation and amortization	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
運輸業 Transportation	18,272	21,414	23,543	23,455	<b>23,124</b>	—
流通業 Merchandise sales	3,798	3,817	3,723	3,648	<b>3,434</b>	—
不動産業 Real estate	4,293	3,945	4,140	3,968	<b>4,001</b>	—
レジャー・サービス業 Leisure	3,682	3,875	4,126	3,702	<b>3,476</b>	—
その他業 Other businesses	1,114	478	459	452	<b>400</b>	—
合計 Total	31,161	33,530	35,993	35,228	<b>34,438</b>	—
連結修正 Elimination	( 77 )	( 97 )	( 122 )	( 191 )	( 150 )	—
連結 Consolidated	31,084	33,432	35,871	35,036	<b>34,287</b>	34.7

設備投資 Capital expenditures	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3(Plan)
運輸業 Transportation	50,020	61,180	49,219	37,899	<b>24,406</b>	—
流通業 Merchandise sales	3,402	4,946	4,874	3,228	<b>2,517</b>	—
不動産業 Real estate	7,133	15,212	19,936	6,069	<b>6,256</b>	—
レジャー・サービス業 Leisure	4,969	5,460	3,612	2,382	<b>2,004</b>	—
その他業 Other businesses	1,031	184	642	695	<b>442</b>	—
合計 Total	66,556	86,984	78,285	50,275	<b>35,628</b>	—
連結修正 Elimination	( 821 )	( 988 )	( 660 )	( 733 )	( 639 )	—
連結 Consolidated	65,735	85,996	77,624	49,541	<b>34,989</b>	59.2

セグメント情報  
Segment information

従業員数 Numbers of employee



(人 persons)

従業員数 Numbers of employee	2008/3	2009/3	2010/3	2011/3	2012/3
運輸業 Transportation	6,812	6,882	6,827	6,753	<b>6,657</b>
流通業 Merchandise sales	1,909	1,884	1,859	1,813	<b>1,758</b>
不動産業 Real estate	211	222	237	236	<b>307</b>
レジャー・サービス業 Leisure	2,064	2,100	2,127	2,081	<b>1,984</b>
その他業 Other businesses	1,820	1,905	1,948	1,964	<b>1,967</b>
全社 Corporate	225	251	252	253	<b>271</b>
連結 Consolidated	13,041	13,244	13,250	13,100	<b>12,944</b>