



KEIO ELECTRIC RAILWAY CO., LTD.

FACT BOOK 2002

Last Five-Year Summary(Consolidated)

(連絡先)

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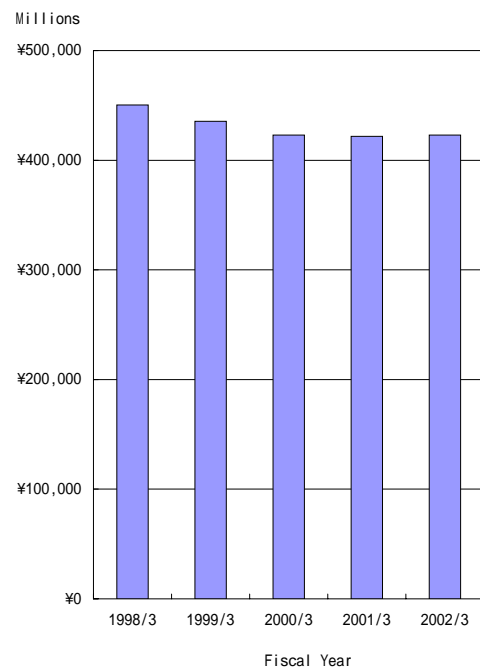
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Financial Statements (Consolidated)

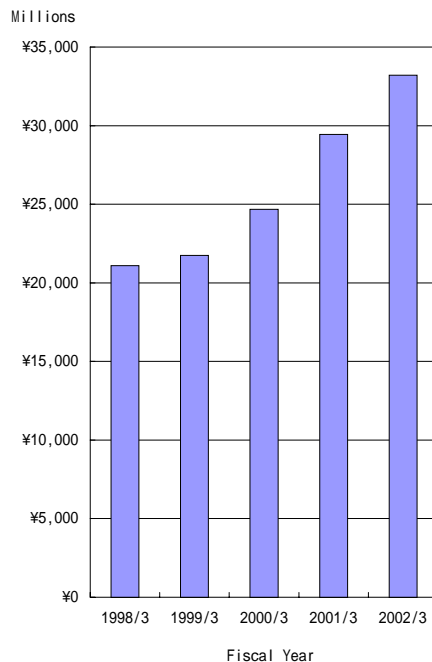
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データ・ハイライト(連結)
Data Highlights (Consolidated)

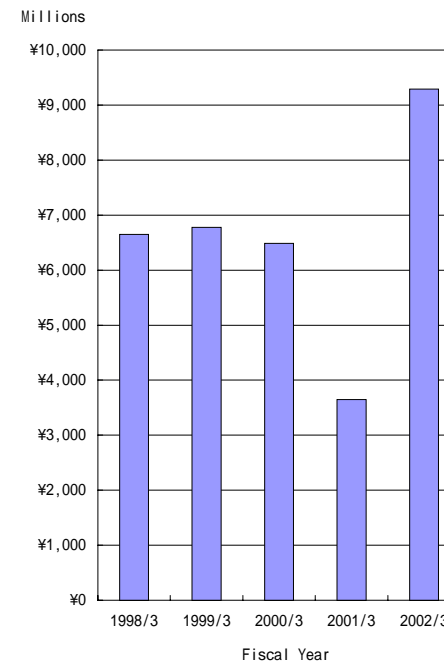
営業収益
Operating Revenues



営業利益
Operating Income



当期純利益
Net Income

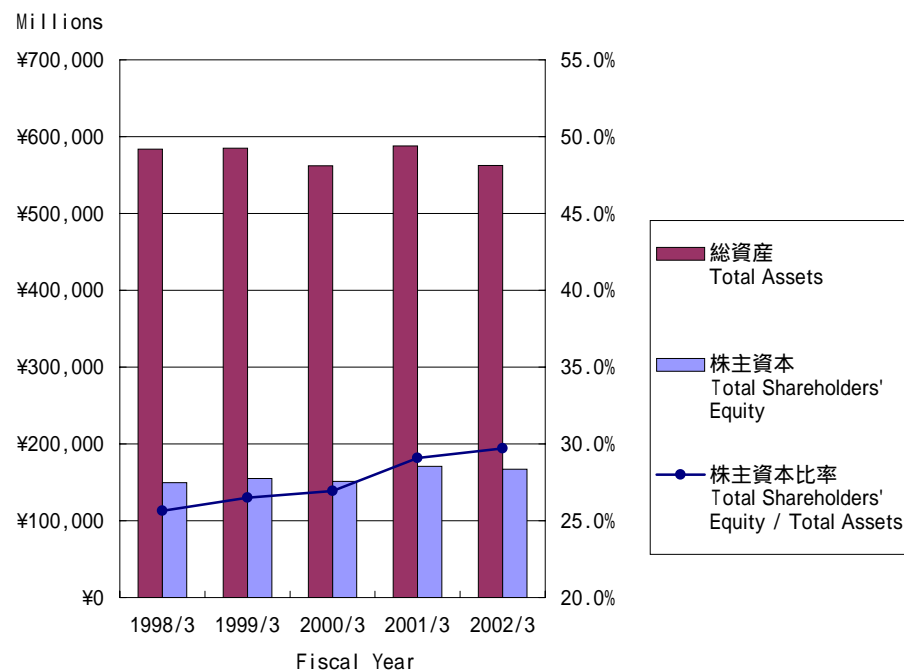


(100万円 millions of yen)

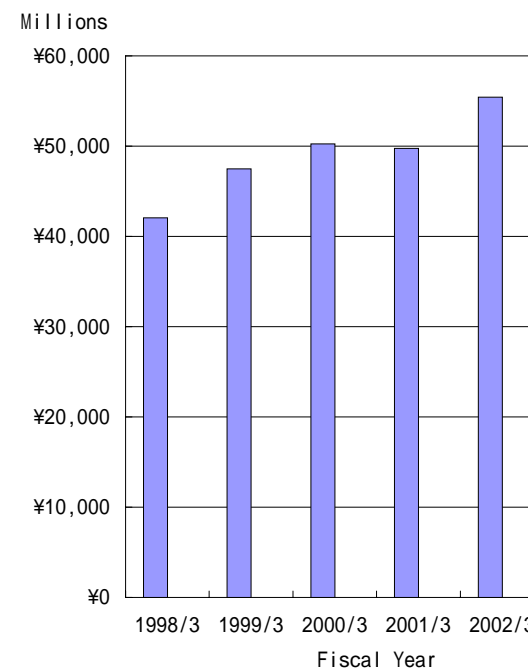
	1998/3	1999/3	2000/3	2001/3	2002/3
営業収益 Operating Revenues	450,480	435,361	422,828	421,653	422,835
営業利益 Operating Income	21,094	21,748	24,676	29,444	33,212
当期純利益 Net Income	6,651	6,776	6,484	3,649	9,289

データ・ハイライト(連結)
Data Highlights (Consolidated)

総資産と株主資本
Total Assets & Total Shareholders' Equity



連結剰余金
Retained Earnings

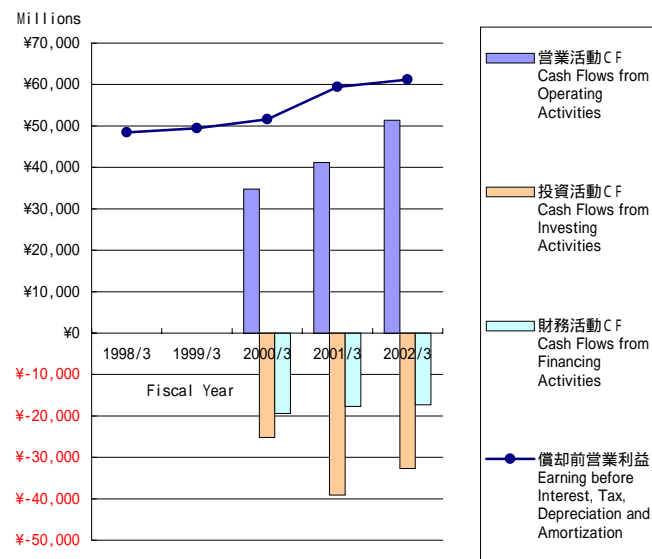


	1998/3	1999/3	2000/3	2001/3	2002/3
総資産 Total Assets	583,903	585,204	562,015	587,765	562,531
株主資本 Total Shareholders' Equity	149,693	155,120	151,381	170,965	167,064
株主資本比率 Total Shareholders' Equity / Total Assets	25.6%	26.5%	26.9%	29.1%	29.7%
連結剰余金 Retained Earnings	42,067	47,492	50,235	49,763	55,422

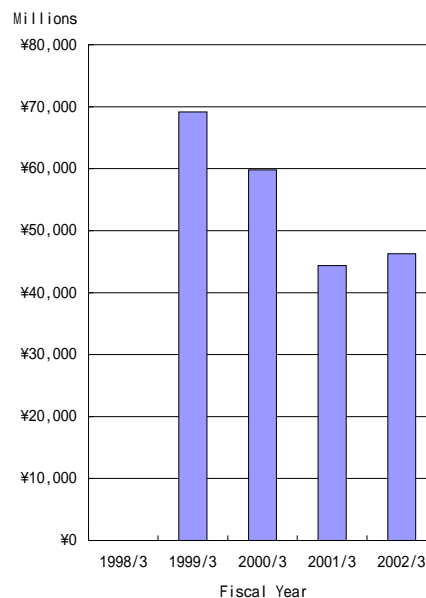
(100万円 millions of yen)

データ・ハイライト(連結)
Data Highlights (Consolidated)

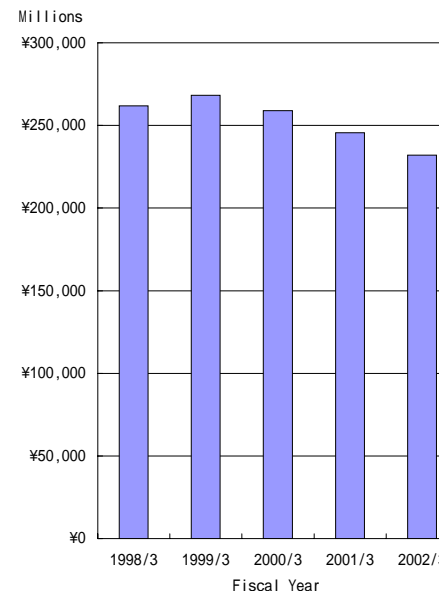
キャッシュ・フロー
Cash Flows



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

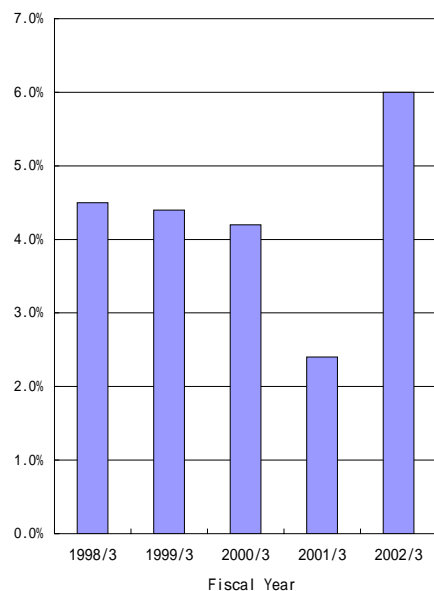


	1998/3	1999/3	2000/3	2001/3	2002/3
営業活動CF Cash Flows from Operating Activities	-	-	34,800	41,213	51,414
投資活動CF Cash Flows from Investing Activities	-	-	25,120	39,032	32,650
財務活動CF Cash Flows from Financing Activities	-	-	19,352	17,599	17,241
償却前営業利益 Earning before Interest, Tax, Depreciation and Amortization	48,406	49,440	51,601	59,384	61,195
現金及び現金同等物 の期末残高 Cash and Cash Equivalents at End of Year	-	69,154	59,788	44,381	46,295
有利子負債 Interest-Bearing Debt	261,778	268,184	259,034	245,570	231,929

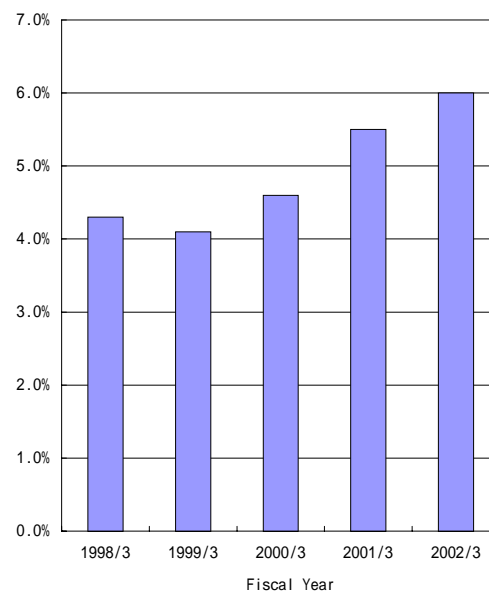
(100万円 millions of yen)

データ・ハイライト(連結)
Data Highlights(Consolidated)

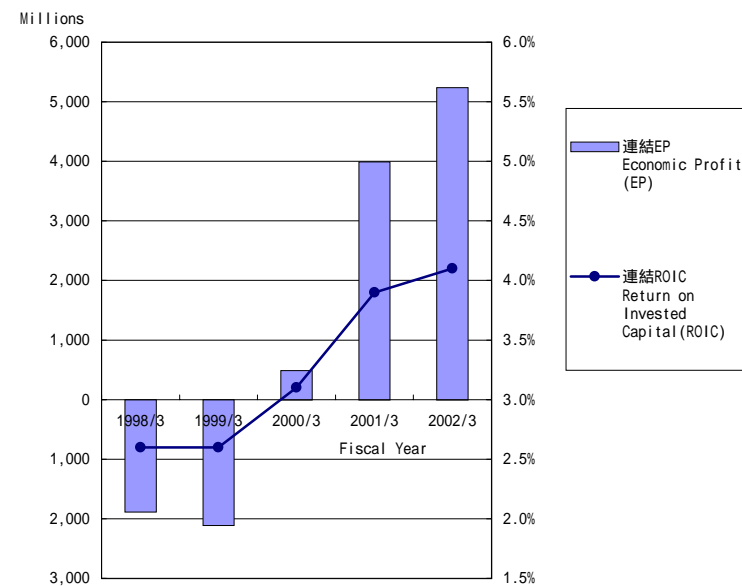
連結ROE
Return on Equity(ROE)



連結ROA
Return on Assets(ROA)



連結ROICと連結EP
Return on Invested Capital(ROIC)
& Economic Profit(EP)



		1998/3	1999/3	2000/3	2001/3	2002/3
連結ROE	Return on Equity(ROE)	4.5%	4.4%	4.2%	2.4%	6.0%
連結ROA	Return on Assets(ROA)	4.3%	4.1%	4.6%	5.5%	6.0%
連結ROIC	Return on Invested Capital(ROIC)	2.6%	2.6%	3.1%	3.9%	4.1%
連結EP	Economic Profit (EP)	1,884	2,107	489	3,991	5,238

(100万円 millions of yen)

データ・ハイライト(連結) Data Highlights (Consolidated)

・償却前営業利益 = 営業利益 + 減価償却費

Earning before Interest, Tax, Depreciation and Amortization = Operating Profit + Depreciation

・有利子負債 = 借入金 + 社債 + 鉄建公団未払金

Interest-Bearing Debt = Borrowings + Bonds + Long-Term Accounts Payable from Other Financial Institutions

・連結ROE = 当期純利益 / 期中平均株主資本 × 100

Return on Equity (ROE) = Net Income / Average Total Shareholders' Equity × 100

株主資本からは、有価証券の時価評価による影響額を除いている。

Exclusive of Unrealized Gains on Other Securities, Net of Tax in Total Shareholders' Equity

・連結ROA = (経常利益 + 支払利息) / 期中平均総資産 × 100

Return on Assets (ROA) = (Recurring Income + Interest Expense) / Average Total Assets × 100

総資産からは、有価証券の時価評価による影響額を除いている。

Exclusive of Unrealized Gains on Other Securities in Total Assets

・連結ROIC = {(経常利益 + 支払利息) × (1 - 実効税率)} / 期首投下資本 × 100

Return on Invested Capital (ROIC) = {(Recurring Income + Interest Expense) × (1 - Statutory Tax Rate)} / Invested Capital at Beginning of Year × 100

投下資本からは、有価証券の時価評価による影響額を除いている。

Exclusive of Unrealized Gains on Other Securities in Invested Capital

・連結EP = 期首投下資本 × {ROIC - 資本コスト(3.0%)}

Economic Profit (EP) = Invested Capital at Beginning of Year × {ROIC - WACC(3.0%)}

投下資本からは、有価証券の時価評価による影響額を除いている。

Exclusive of Unrealized Gains on Other Securities in Invested Capital

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)

	1998/3	1999/3	2000/3	2001/3	2002/3
資産の部 Assets					
流動資産 Current Assets	134,206	144,458	128,359	107,974	108,182
現金及び預金 Cash and Bank Deposits	42,919	57,816	49,072	26,380	47,397
受取手形及び売掛金 Notes and Accounts Receivable, Trade	26,168	25,855	25,151	27,203	25,106
短期貸付金 Short-Term Loans Receivable	74	475	368	3,869	269
有価証券 Short-Term Investments	20,196	15,582	15,309	16,618	237
たな卸資産 Inventories	34,647	33,866	32,310	29,386	29,058
繰延税金資産 Deferred Tax Assets	-	1,210	4,396	2,480	3,954
その他 Others	10,563	10,006	2,079	2,341	2,559
貸倒引当金 Allowances for Doubtful Accounts	363	354	328	305	400
固定資産 Fixed Assets	449,592	440,709	433,637	479,790	454,348
有形固定資産 Property and Equipment	398,835	388,907	380,312	387,770	382,233
建物及び構築物 Buildings and Structures	242,657	245,515	249,053	244,983	241,081
機械装置及び運搬具 Machinery, Rolling Stock and Equipment	40,748	37,781	35,785	34,675	34,400
土地 Land	73,655	73,345	74,186	86,620	86,243
建設仮勘定 Construction in Progress	33,806	24,793	12,338	12,085	11,953
その他 Others	7,966	7,471	8,949	9,406	8,554
無形固定資産 Intangible Fixed Assets	1,598	1,575	2,634	3,180	3,486
投資その他の資産 Investments and Other Fixed Assets	49,158	50,226	50,690	88,839	68,629
投資有価証券 Investments in Securities	35,815	33,738	33,567	70,600	52,224
長期貸付金 Long-Term Loans Receivable	179	170	154	144	131
繰延税金資産 Deferred Tax Assets	-	3,569	5,481	7,507	8,515
その他 Others	13,165	12,748	11,498	10,686	8,332
貸倒引当金 Allowances for Doubtful Accounts	1	0	11	99	575
繰延資産 Deferred Assets	104	36	18	-	-
資産合計 Total Assets	583,903	585,204	562,015	587,765	562,531

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)

	1998/3	1999/3	2000/3	2001/3	2002/3
負債の部 Liabilities					
流動負債 Current Liabilities	162,653	152,928	141,855	134,300	143,169
支払手形及び買掛金 Notes and Accounts Payable,Trade	22,635	22,936	20,608	20,007	21,384
1年以内償還社債 Current Portion of Bonds	-	-	-	-	1,421
短期借入金 Short-Term Loans Payable	65,278	62,769	56,423	56,912	55,229
未払法人税等 Income Taxes Payable	3,865	5,835	6,462	4,921	7,714
前受金 Advances Received	20,669	21,721	11,608	7,510	7,709
賞与引当金 Reserve for Employees' Bonuses	8,321	7,828	3,850	3,476	3,412
その他の引当金 Other Reserves	31	75	90	115	206
その他 Others	41,851	31,761	42,811	41,356	46,091
固定負債 Long Term Liabilities	246,393	254,352	248,464	264,863	237,774
社債 Bonds	31,421	51,421	51,421	51,421	50,000
長期借入金 Long-Term Loans Payable	137,934	129,992	132,945	121,802	112,797
長期未払金 Long-Term Accounts Payable	27,345	24,195	18,360	18,385	12,586
繰延税金負債 Deferred Tax Liabilities	-	-	-	8,488	-
退職給付引当金 Reserve for Retirement Benefits	29,170	29,417	27,857	45,744	42,223
役員退職慰労金引当金 Reserve for Retirement Benefits to Directors and Corporate Auditors	964	1,013	758	805	845
その他 Others	19,558	18,313	17,120	18,215	19,321
特別法上の準備金 Reserve under Special Act	23,461	21,115	18,769	16,423	14,077
特定都市鉄道整備準備金 Special Reserve for Expansion of Railway Transport Capacity	23,461	21,115	18,769	16,423	14,077
負債合計 Total Liabilities	432,508	428,397	409,090	415,586	395,021
少数株主持分 Minority Shareholders' Equity in Consolidated Subsidiaries					
少数株主持分 Minority Shareholders' Equity in Consolidated Subsidiaries	1,701	1,687	1,543	1,213	444
資本の部 Shareholders' Equity					
資本金 Common Stock	59,023	59,023	59,023	59,023	59,023
資本準備金 Additional Paid-In Capital	48,605	48,605	42,125	42,019	42,019
連結剰余金 Retained Earnings	42,067	47,492	50,235	49,763	55,422
その他有価証券評価差額金 Unrealized Gains on Other Securities,Net of Tax	-	-	-	20,159	10,658
自己株式 Treasury Stock,at Cost	3	0	3	0	60
資本合計 Total Shareholders' Equity	149,693	155,120	151,381	170,965	167,064
負債、少数株主持分及び資本合計 Total Liabilities and Shareholders' Equity	583,903	585,204	562,015	587,765	562,531

財務諸表(連結)
Financial Statements (Consolidated)

連結損益計算書 Consolidated Statements of Income

	1998/3	1999/3	2000/3	2001/3	2002/3
	(100万円 millions of yen)				
営業損益の部 Operating Income and Expenses					
営業収益 Operating Revenues	450,480	435,361	422,828	421,653	422,835
営業費 Operating Costs and Expenses	429,386	413,613	398,152	392,208	389,622
運輸業等営業費及び売上原価 Operating Costs	381,936	367,350	355,123	346,324	344,173
販売費及び一般管理費 Selling, General and Administrative Expenses	47,450	46,262	43,028	45,884	45,449
営業利益 Operating Income	21,094	21,748	24,676	29,444	33,212
営業外損益の部 Non Operating Income and Expenses					
営業外収益 Non Operating Income	6,670	7,268	4,727	4,370	2,889
受取利息及び配当金 Interest and Dividend Income	3,318	3,325	887	867	571
持分法による投資利益 Equity in Earnings of Affiliates and Unconsolidated Subsidiaries	-	87	93	98	57
その他 Others	3,351	3,855	3,746	3,405	2,260
営業外費用 Non Operating Expenses	12,121	13,891	11,011	10,121	9,647
支払利息 Interest Expense	9,442	8,754	7,855	7,382	6,714
その他 Others	2,678	5,136	3,155	2,739	2,933
経常利益 Recurring Income	15,642	15,125	18,392	23,693	26,454
特別損益の部 Extraordinary Profit and Loss					
特別利益 Extraordinary Profit	6,586	2,346	2,346	6,306	2,346
固定資産売却益 Gains on Sales of Property and Equipment	3,544	-	-	-	-
工事負担金受入額 Subsidy Received from Tokyo Metropolitan Government and Other	2,711	-	-	3,895	-
投資有価証券売却益 Gains on Sales of Investments in Securities	-	-	-	65	-
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
その他 Others	330	-	-	-	-
特別損失 Extraordinary Loss	9,733	4,120	9,920	24,214	12,198
販売土地評価損 Loss on Revaluation of Real Estate Inventories for Sale	-	-	831	-	514
固定資産売却損 Loss on Sales of Property and Equipment	-	676	-	-	-
固定資産除却損 Loss on Disposal of Property and Equipment	-	-	725	1,341	1,309
固定資産評価損 Loss on Revaluation of Property and Equipment	-	-	-	-	6,574
固定資産圧縮損 Advance Depreciation of Fixed Assets	4,821	-	-	3,895	-
投資有価証券売却損 Loss on Sales of Investments in Securities	755	2,755	-	-	-
投資有価証券評価損 Loss on Revaluation of Investments in Securities	-	-	-	853	1,291
退職給付会計基準変更時差異償却額 Amortization of Transition Amount Related to Retirement Benefits	-	-	-	17,067	-
適格退職年金過去勤務費用 Cumulative Effect of Change in Accounting for Retirement Benefits	-	-	4,691	-	-
特別退職金 Special Retirement Payments	-	689	3,671	1,056	2,507
特定都市鉄道整備準備金繰入額 Provision of Special Reserve for Expansion of Railway Transport Capacity	3,315	-	-	-	-
その他 Others	840	-	-	-	-
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	12,496	13,351	10,818	5,785	16,602
法人税、住民税及び事業税 Income Taxes (Current)	5,836	8,384	9,573	8,775	11,316
法人税等調整額 Income Taxes (Deferred)	-	1,734	5,097	6,274	4,037
少数株主損益 Minority Interest in Income (Loss) of Consolidated Subsidiaries	75	75	142	363	34
持分法による投資利益 Equity in Earnings of Affiliates and Unconsolidated Subsidiaries	67	-	-	-	-
当期純利益 Net Income	6,651	6,776	6,484	3,649	9,289

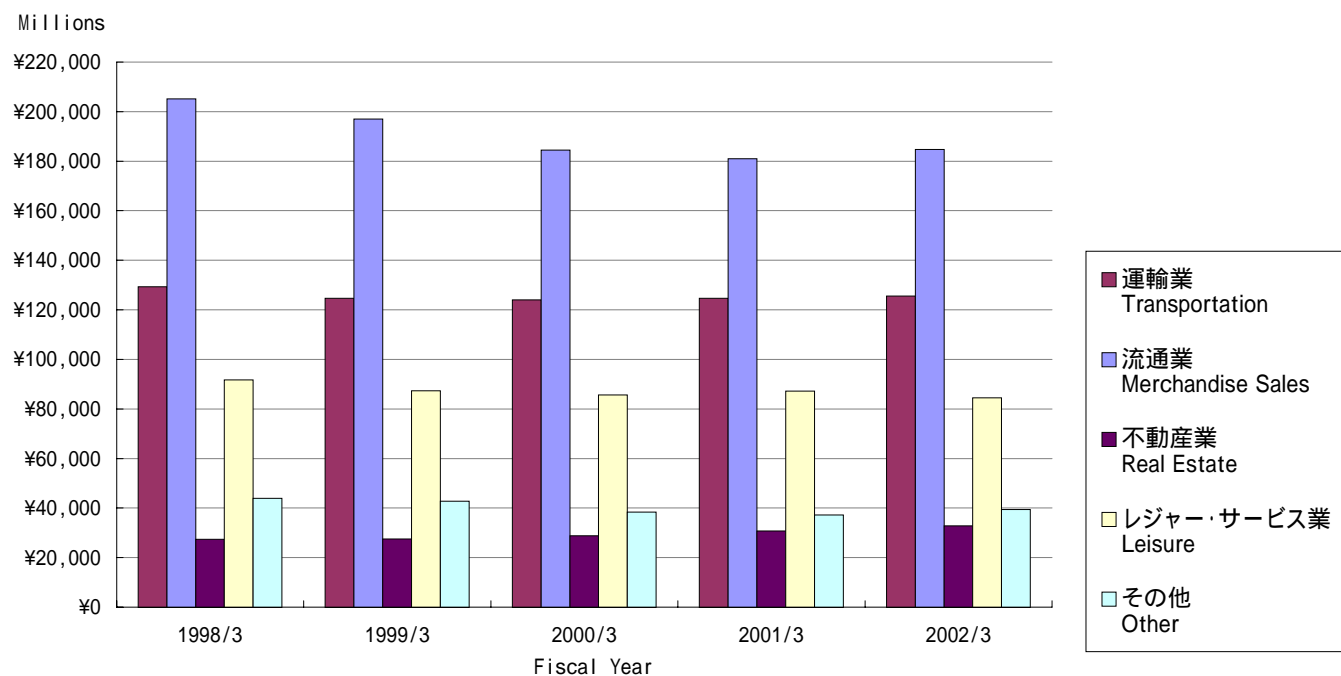
財務諸表(連結)
Financial Statements (Consolidated)
連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(100万円 millions of yen)

	1998/3	1999/3	2000/3	2001/3	2002/3
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	-	-	10,818	5,785	16,602
減価償却費 Depreciation	-	-	26,925	29,940	27,982
連結調整勘定償却額 Amortization of Consolidation Adjusting Account	-	-	-	-	174
退職給付引当金の増減額 (Decrease) Increase in Reserve for Retirement Benefits	-	-	1,559	13,194	3,521
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
適格退職年金過去勤務費用 Cumulative Effect of Change in Accounting for Retirement Benefits	-	-	4,691	-	-
固定資産評価損 Loss on Revaluation of Property and Equipment	-	-	-	-	6,574
販売土地評価損 Loss on Revaluation of Real Estate Inventories for sale	-	-	831	217	514
投資有価証券評価損 Loss on Revaluation of Investments in Securities	-	-	-	853	1,291
固定資産除却損 Loss on Disposal of Property and Equipment	-	-	725	1,234	1,372
固定資産圧縮損 Advance Depreciation of Fixed Assets	-	-	713	4,746	470
受取利息及び受取配当金 Interest and Dividend Income	-	-	887	867	571
支払利息 Interest Expense	-	-	7,855	7,382	6,714
工事負担金受入額及び補助金 Subsidy Received from Tokyo Metropolitan Government and Other	-	-	549	4,462	452
営業債権の増減額 (Decrease) Increase in Notes and Accounts Receivables	-	-	703	2,034	2,273
たな卸資産の増減額 (Decrease) Increase in Inventories	-	-	723	2,443	115
営業債務の増減額 (Decrease) Increase in Notes and Accounts Payable	-	-	4,712	1,441	3,605
その他 Other,Net	-	-	2,582	184	5,334
小計 Subtotal	-	-	50,777	57,345	66,135
利息及び配当金の受取額 Interest and Dividends Received	-	-	890	903	579
利息の支払額 Interest Paid	-	-	7,920	6,719	6,735
法人税等の支払額 Income Taxes Paid	-	-	8,946	10,316	8,565
営業活動によるキャッシュ・フロー Cash Flows from Operating Activities	-	-	34,800	41,213	51,414
有形固定資産の取得による支出 Payments for Purchase of Property and Equipment	-	-	26,120	39,965	34,547
工事負担金及び補助金の受入れ Subsidy Received from Tokyo Metropolitan Government and Other	-	-	1,735	2,001	577
その他 Other,Net	-	-	735	1,068	1,319
投資活動によるキャッシュ・フロー Cash Flows from Investing Activities	-	-	25,120	39,032	32,650
短期借入金の純減少額 Decrease in Short-Term Loans Payable	-	-	4,044	334	717
長期借入れによる収入 Increase in long-Term Loans Payable	-	-	14,235	3,600	4,200
長期借入金の返済による支出 Repayment of Long-Term Loans Payable	-	-	13,581	13,920	14,171
長期未払金の返済による支出 Repayment of Long-Term Accounts Payable	-	-	5,834	2,815	2,958
自己株式の買入消却による支出 Purchase of Treasury Stock to Offset Additional Paid-in Capital	-	-	6,479	592	-
配当金の支払額 Cash Dividends Paid	-	-	3,643	3,539	3,535
その他 Other,Net	-	-	2	2	59
財務活動によるキャッシュ・フロー Cash Flows from Financing Activities	-	-	19,352	17,599	17,241
現金及び現金同等物に係る換算差額 Exchange Gain on Cash and Cash Equivalents	-	-	6	11	14
現金及び現金同等物の増減額 Net Increase in Cash and Cash Equivalents	-	-	9,665	15,407	1,536
現金及び現金同等物の期首残高 Cash and Cash Equivalents at Beginning of Year	-	-	69,154	59,788	44,381
新規連結に伴う現金及び現金同等物の増加額 Cash and Cash Equivalents Increase Due to Consolidation of Subsidiaries	-	-	300	-	377
現金及び現金同等物の期末残高 Cash and Cash Equivalents at End of Year	-	69,154	59,788	44,381	46,295

セグメント情報
Segment Information

営業収益 Operating Revenues



(100万円 millions of yen)

	1998/3	1999/3	2000/3	2001/3	2002/3
運輸業 Transportation	129,286	124,649	123,998	124,631	125,613
流通業 Merchandise Sales	205,082	197,030	184,480	181,032	184,797
不動産業 Real Estate	27,402	27,542	28,769	30,730	32,762
レジャー・サービス業 Leisure	91,741	87,280	85,630	87,150	84,521
その他 Other	43,887	42,764	38,351	37,201	39,388
合計 Total	497,399	479,266	461,230	460,746	467,084
消去 Elimination	(46,919)	(43,904)	(38,401)	(39,093)	(44,248)
連結 Consolidated	450,480	435,361	422,828	421,653	422,835

セグメント情報 Segment Information

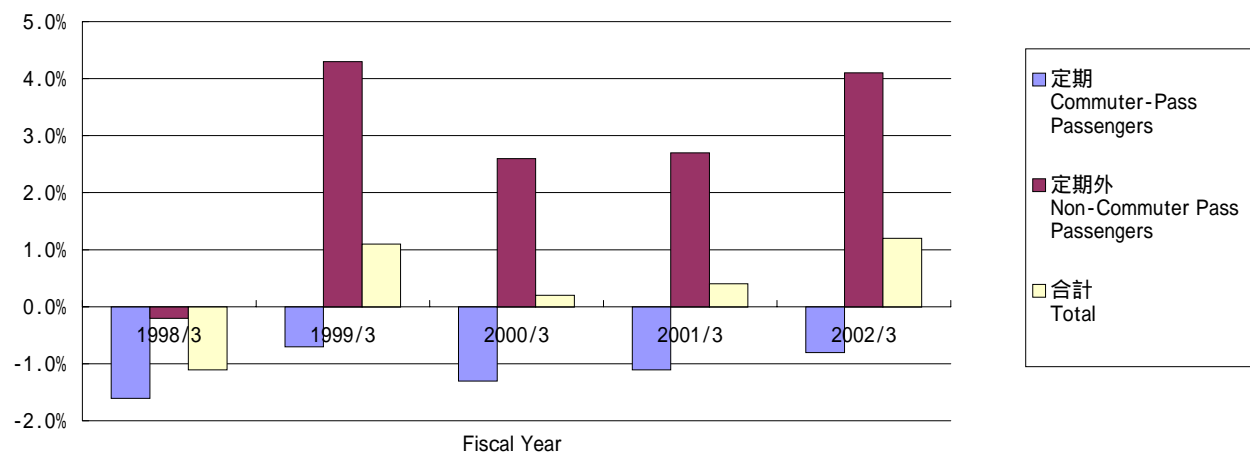
営業収益の明細 Operating Revenues Transaction

(100万円 millions of yen)

	1998/3	1999/3	2000/3	2001/3	2002/3
運輸業 Transportation					
鉄道事業 Railways	-	-	75,441	76,589	78,347
バス事業 Bus Services	-	-	26,445	25,924	25,897
タクシー業 Taxi Services	-	-	17,091	17,083	16,263
その他 Others	-	-	5,020	5,033	5,105
合計 Total	-	-	123,998	124,631	125,613

(セグメント間取引を含む Including Intersegment Revenues)

鉄道輸送人員の対前年増減率 Variation Ratio against previous Year of Passengers Transported(Railways)



	1998/3	1999/3	2000/3	2001/3	2002/3
定期 Commuter-Pass Passengers	1.6	0.7	1.3	1.1	0.8
定期外 Non-Commuter Pass Passengers	0.2	4.3	2.6	2.7	4.1
合計 Total	1.1	1.1	0.2	0.4	1.2

(%, percent)

セグメント情報 Segment Information

営業収益の明細 Operating Revenues Transaction

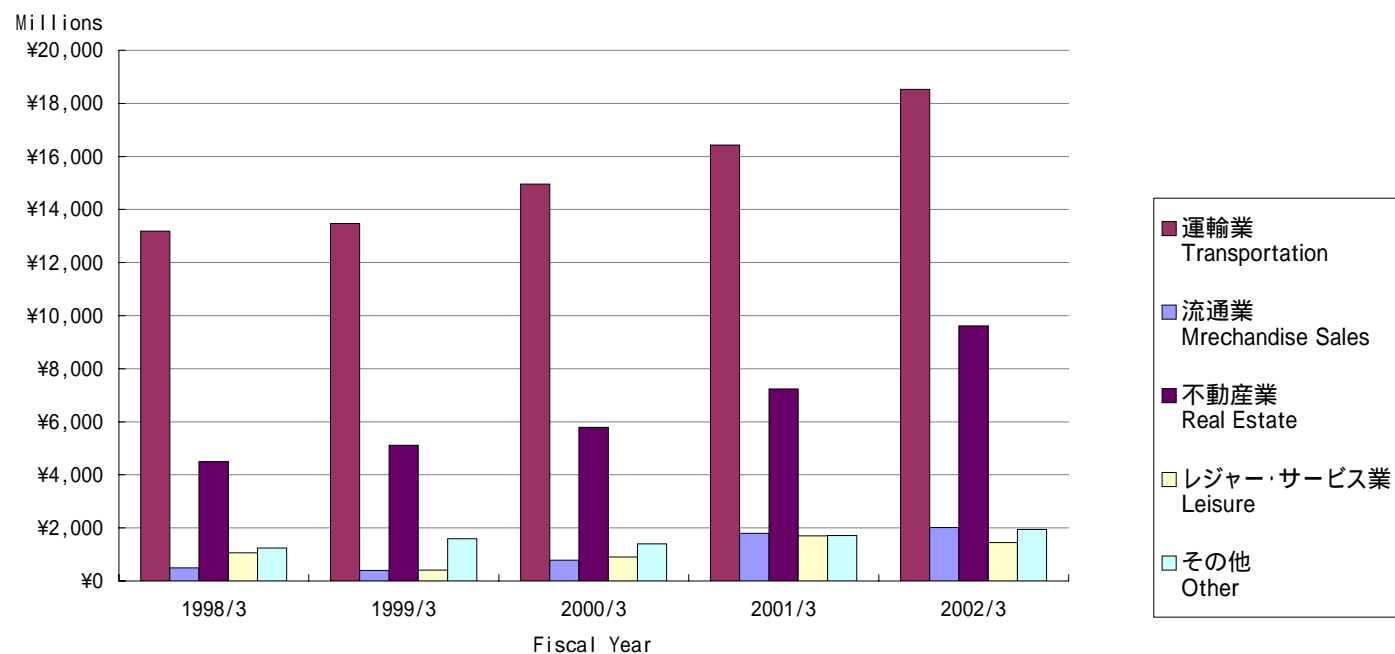
(100万円 millions of yen)

	1998/3	1999/3	2000/3	2001/3	2002/3
流通業 Merchandise Sales					
百貨店業 Department Stores	-	-	118,781	117,503	119,254
ストア業 Retail Stores	-	-	37,840	36,134	37,082
その他 Others	-	-	27,857	27,395	28,460
合計 Total	-	-	184,480	181,032	184,797
不動産業 Real Estate					
不動産賃貸業 Land and Building Leasing	-	-	26,872	28,293	29,733
不動産販売業 Development for Selling by Lots	-	-	1,044	1,602	2,143
その他 Others	-	-	852	834	886
合計 Total	-	-	28,769	30,730	32,762
レジャー・サービス業 Leisure					
旅行業 Travel Services	-	-	37,342	37,527	34,819
ホテル業 Hotels	-	-	36,462	35,904	34,779
広告代理業 Advertising Services	-	-	6,715	8,342	9,161
その他 Others	-	-	5,109	5,375	5,760
合計 Total	-	-	85,630	87,150	84,521
その他 Other					
ビル清掃・管理業 Building Maintenance	-	-	11,790	12,461	13,595
車両整備業 Railway Car Maintenance	-	-	7,851	7,593	6,986
建築・土木業 Construction	-	-	18,709	17,065	18,238
その他 Others	-	-	-	80	568
合計 Total	-	-	38,351	37,201	39,388

(セグメント間取引を含む Including Intersegment Revenues)

セグメント情報
Segment Information

営業利益 Operating Income

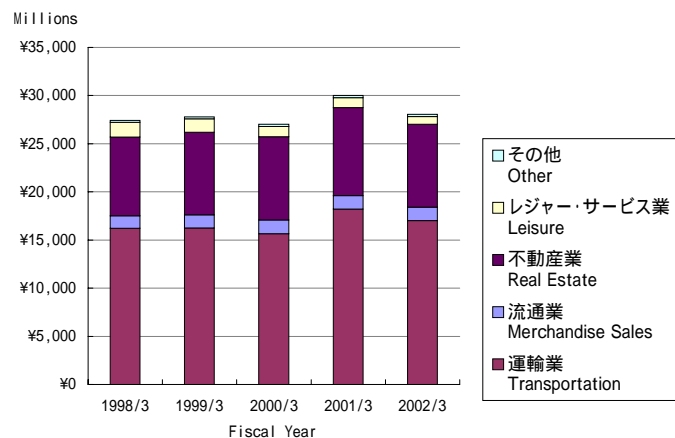


	1998/3	1999/3	2000/3	2001/3	2002/3
運輸業 Transportation	13,179	13,477	14,955	16,433	18,529
流通業 Merchandise Sales	496	395	786	1,801	2,013
不動産業 Real Estate	4,496	5,120	5,789	7,243	9,618
レジャー・サービス業 Leisure	1,056	408	902	1,700	1,450
その他 Other	1,245	1,588	1,399	1,714	1,941
合計 Total	20,474	20,990	23,833	28,893	33,552
消去 Elimination	(619)	(758)	(842)	(550)	(339)
連結 Consolidated	21,094	21,748	24,676	29,444	33,212

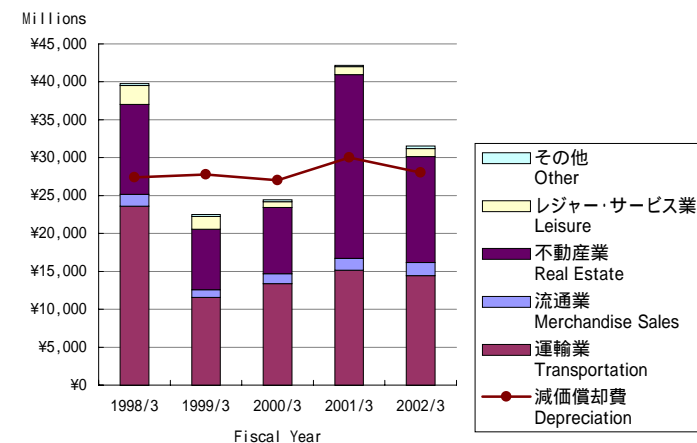
(100万円 millions of yen)

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



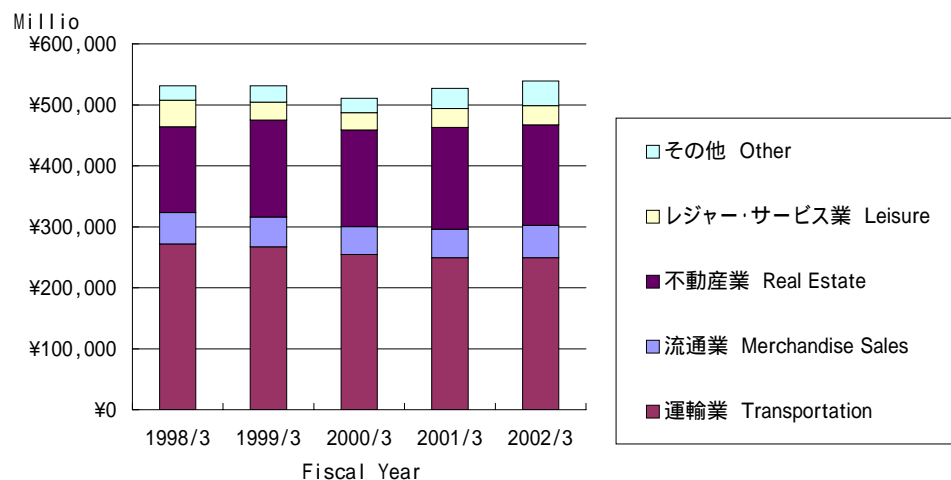
(100万円 millions of yen)

減価償却費 Depreciation	1998/3	1999/3	2000/3	2001/3	2002/3
運輸業 Transportation	16,217	16,252	15,650	18,206	17,033
流通業 Merchandise Sales	1,293	1,350	1,427	1,396	1,383
不動産業 Real Estate	8,175	8,577	8,642	9,142	8,599
レジャー・サービス業 Leisure	1,526	1,402	1,078	1,048	790
その他 Other	200	207	213	211	236
合計 Total	27,413	27,792	27,011	30,005	28,043
消去 Elimination	(101)	(99)	(86)	(64)	(60)
連結 Consolidated	27,312	27,692	26,925	29,940	27,982

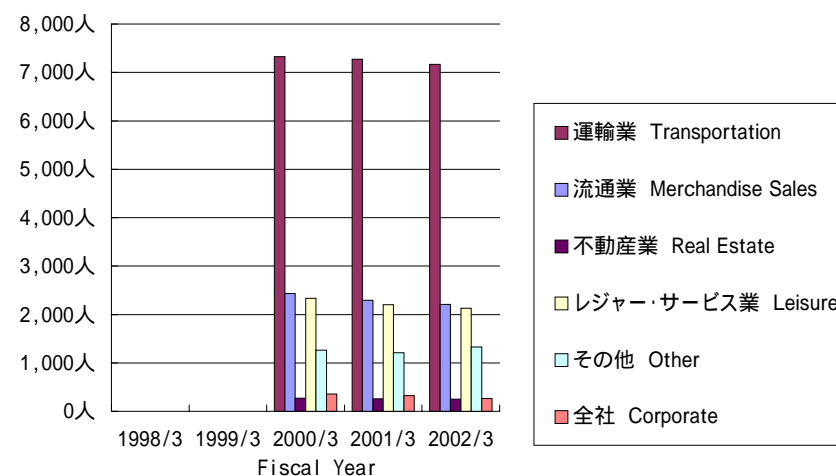
設備投資 Capital Expenditures	1998/3	1999/3	2000/3	2001/3	2002/3
運輸業 Transportation	23,608	11,560	13,365	15,150	14,456
流通業 Merchandise Sales	1,540	1,004	1,323	1,583	1,702
不動産業 Real Estate	11,873	7,980	8,738	24,218	13,996
レジャー・サービス業 Leisure	2,488	1,707	776	1,049	1,040
その他 Other	249	235	239	187	332
合計 Total	39,760	22,488	24,444	42,189	31,529
消去 Elimination	(1,396)	(424)	(54)	(38)	(193)
連結 Consolidated	38,364	22,063	24,389	42,150	31,335

セグメント情報 Segment Information

総資産 Total Assets



従業員数 Number of Employee



	1998/3	1999/3	2000/3	2001/3	2002/3
総資産 Total Assets				(100万円 millions of yen)	
運輸業 Transportation	271,907	267,276	254,429	249,376	249,297
流通業 Merchandise Sales	51,282	48,935	45,905	46,859	52,921
不動産業 Real Estate	141,024	158,806	158,691	166,707	164,865
レジャー・サービス業 Leisure	43,493	29,259	28,197	30,850	31,667
その他 Other	23,467	26,902	23,351	33,109	40,301
合計 Total	531,175	531,179	510,575	526,903	539,054
消去又は全社 Elimination or Corporate	52,727	54,024	51,439	60,861	23,476
連結 Consolidated	583,903	585,204	562,015	587,765	562,531

	1998/3	1999/3	2000/3	2001/3	2002/3
従業員数 Number of Employee				(人 persons)	
運輸業 Transportation	-	-	7,323	7,271	7,164
流通業 Merchandise Sales	-	-	2,433	2,293	2,209
不動産業 Real Estate	-	-	272	257	252
レジャー・サービス業 Leisure	-	-	2,336	2,201	2,126
その他 Other	-	-	1,262	1,207	1,328
全社 Corporate	-	-	360	323	264
連結 Consolidated	-	-	13,986	13,552	13,343