



あなたと あたらしい あしたへ — 京王グループ



**Keio Corporation**

# ***FACT BOOK 2021***

**Fiscal Year ended March 31, 2021**

***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、実際の業績等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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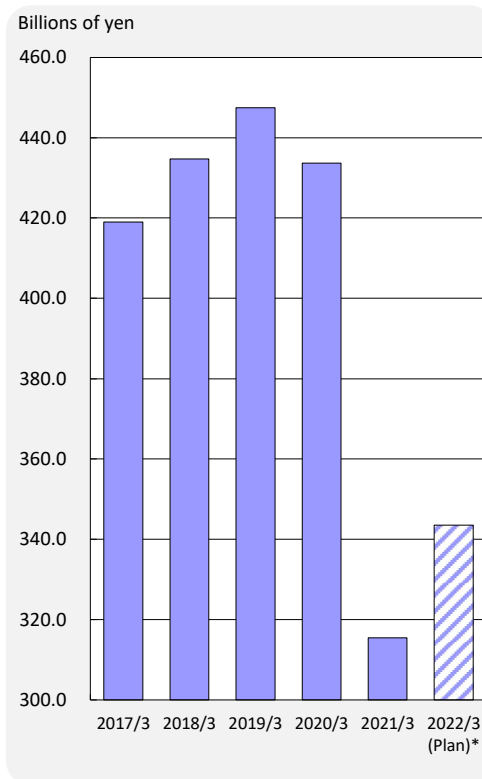
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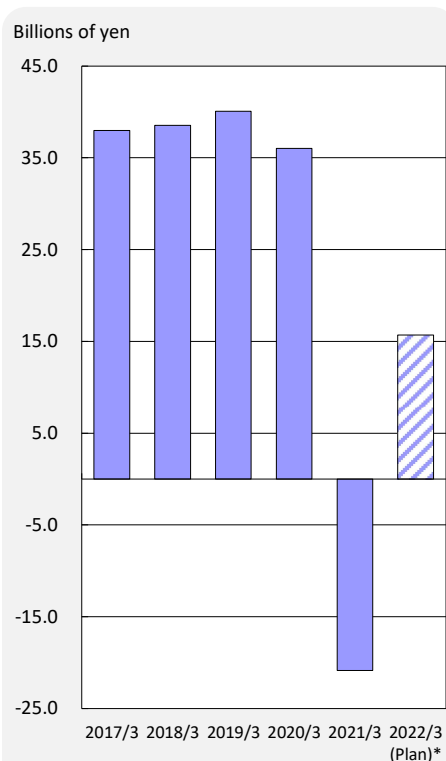
## データ・ハイライト〔連結〕

### Data highlights [Consolidated]

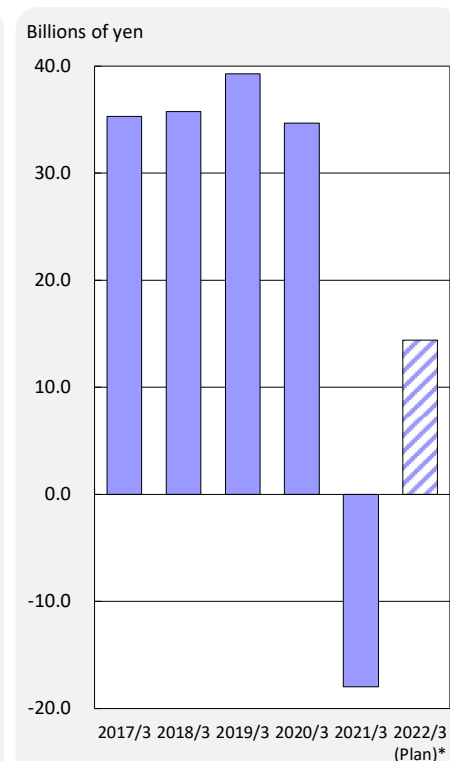
#### 営業収益 Operating revenues



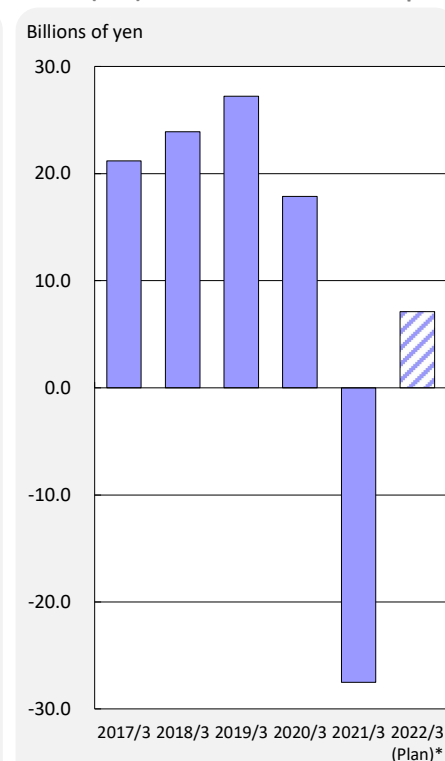
#### 営業利益又は営業損失 Operating profit (loss)



#### 経常利益又は経常損失 Ordinary profit (loss)



#### 親会社株主に帰属する当期純利益又は 親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent



	2017/3	2018/3	2019/3	2020/3	2021/3	(100万円/¥-mil.)	
						2022/3 (Plan)*	
						収益認識適用後 After revenue recognition	収益認識適用前 Before revenue recognition
営業収益 Operating revenues	418,996	434,697	447,508	433,669	315,439	343,500	393,100
営業利益又は営業損失 Operating profit (loss)	37,976	38,537	40,078	36,024	-20,866	15,700	15,700
経常利益又は経常損失 Ordinary profit (loss)	35,285	35,728	39,281	34,684	-17,980	14,400	14,400
親会社株主に帰属する当期純利益又は 親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent	21,168	23,897	27,213	17,875	-27,519	7,100	7,100

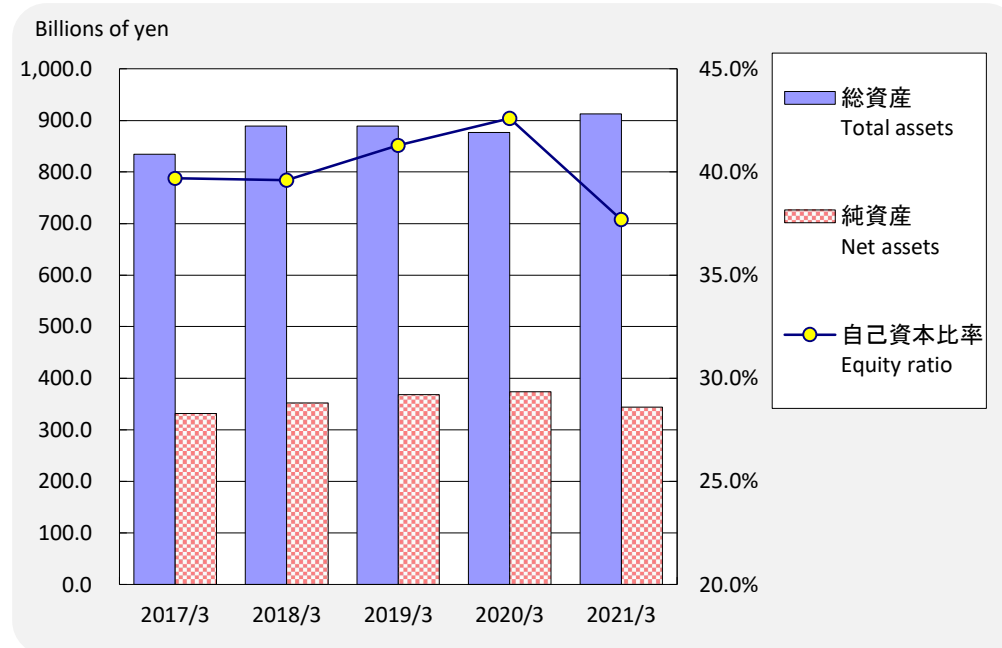
\* 2022年3月期の期首より、「収益認識に関する会計基準」等を適用している。Accounting Standard for Revenue Recognition and other standards applied as of beginning of fiscal year ending March 31, 2022.

## データ・ハイライト〔連結〕

### Data highlights [Consolidated]

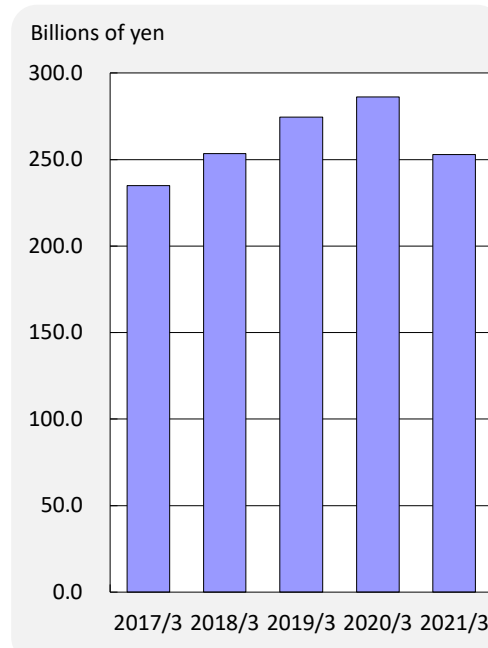
#### ■ 総資産と純資産

##### Total assets & Net assets



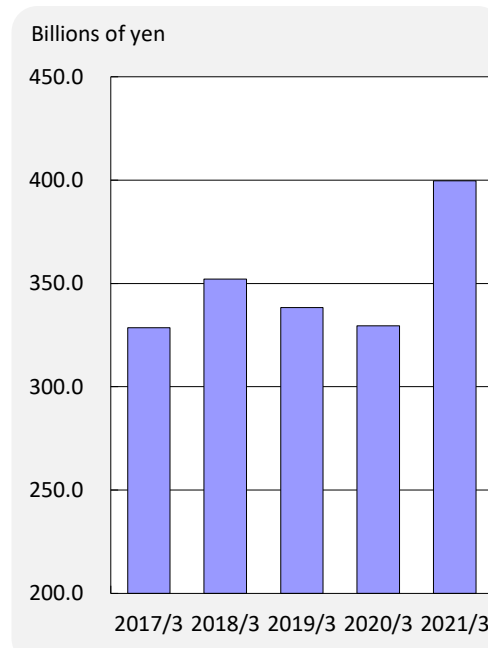
#### ■ 利益剰余金

##### Retained earnings



#### ■ 有利子負債

##### Interest-bearing debt



(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	増減 change
総資産 Total assets	834,682	889,135	889,341	876,691	912,624	<b>35,932</b>
純資産 Net assets	332,020	352,241	368,022	373,454	344,395	<b>-29,059</b>
自己資本 Shareholders' equity	331,755	351,953	367,717	373,172	344,346	<b>-28,826</b>
自己資本比率 Equity ratio	39.7%	39.6%	41.3%	42.6%	37.7%	<b>-4.9%</b>
利益剰余金 Retained earnings	234,989	253,392	274,501	286,271	252,952	<b>-33,319</b>
有利子負債* Interest-bearing debt	328,584	352,181	338,376	329,501	399,610	<b>70,109</b>
借入金 Borrowings	198,584	202,181	198,376	199,501	199,605	<b>104</b>
社債 Bonds payable	130,000	150,000	140,000	130,000	170,000	<b>40,000</b>
コマーシャル・ペーパー Commercial papers	—	—	—	—	30,004	<b>30,004</b>

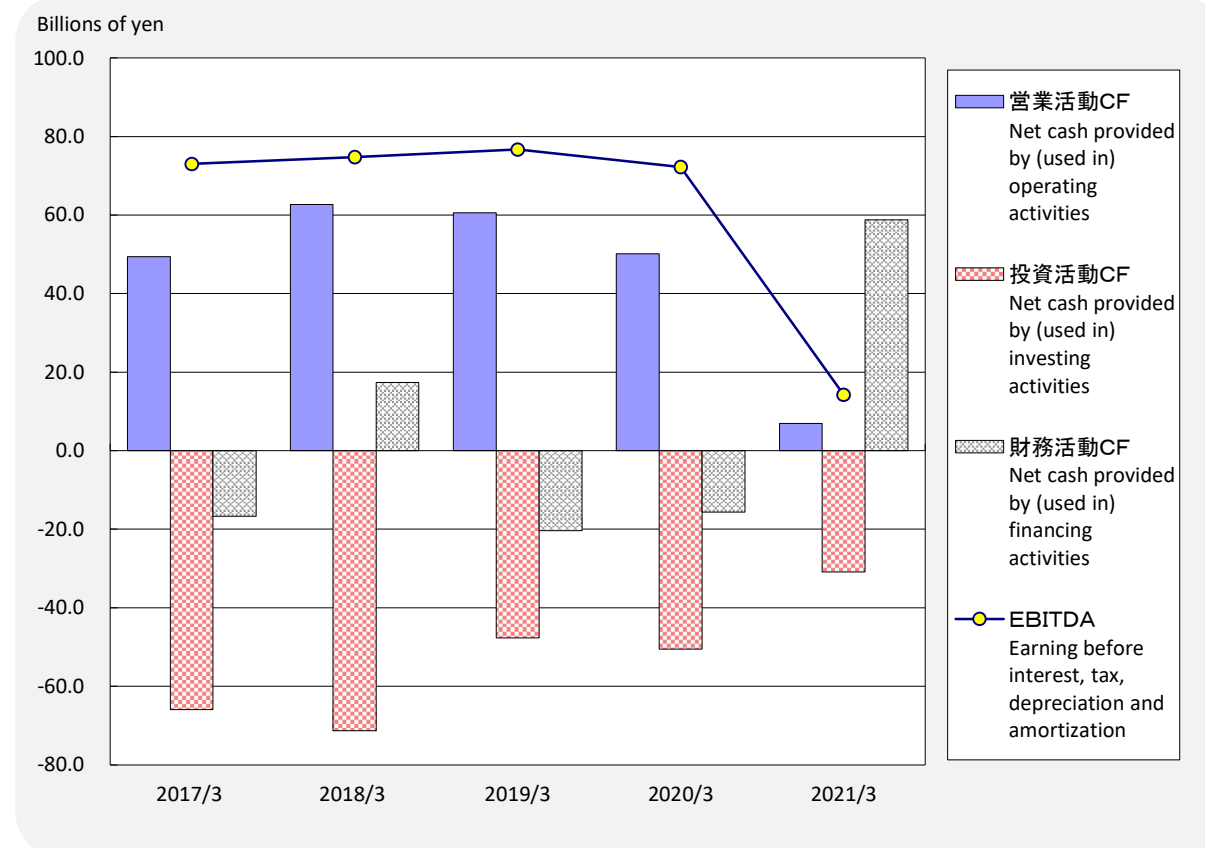
\*有利子負債 = 借入金 + 社債 + コマーシャル・ペーパー  
Interest-bearing debt = Borrowings + Bonds payable + Commercial papers

## データ・ハイライト〔連結〕

### Data highlights〔Consolidated〕

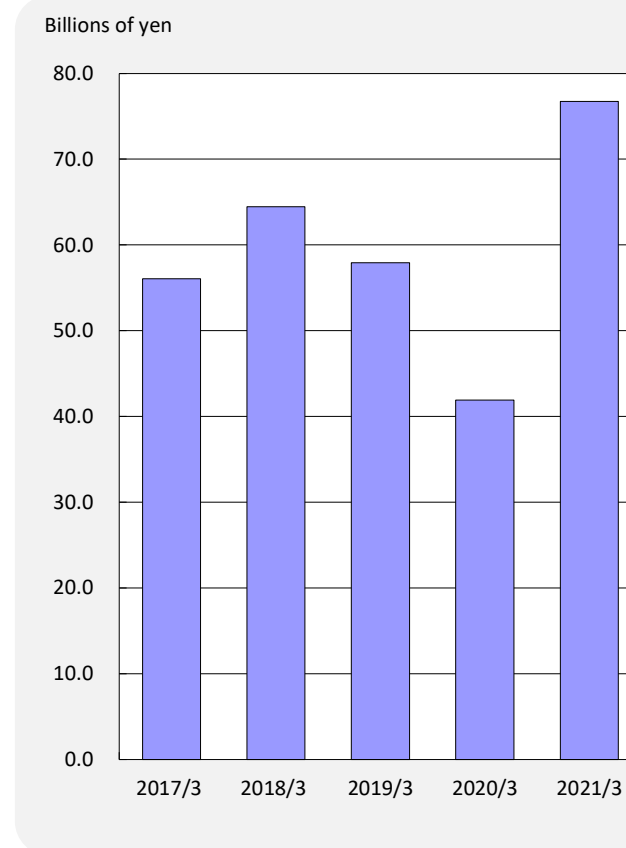
#### ■ キャッシュ・フロー

##### Cash flows



#### ■ 現金及び現金同等物の期末残高

##### Cash and cash equivalents at end of period



(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3
営業活動CF Net cash provided by (used in) operating activities	49,440	62,713	60,620	50,157	6,897
投資活動CF Net cash provided by (used in) investing activities	-65,908	-71,267	-47,608	-50,570	-30,822
財務活動CF Net cash provided by (used in) financing activities	-16,642	17,384	-20,376	-15,611	58,767
EBITDA* Earning before interest, tax, depreciation and amortization	73,063	74,802	76,731	72,292	14,269
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	56,067	64,469	57,934	41,912	76,753

\* EBITDA = 営業利益又は営業損失 + 減価償却費 + のれん償却額

EBITDA = Operating profit(loss) + 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

(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	増減 change
<b>資産の部 Assets</b>						
<b>流動資産 Current assets</b>	140,817	150,027	148,109	125,142	159,022	33,880
現金及び預金 Cash and deposits	34,577	50,988	38,963	39,979	76,772	36,792
受取手形及び売掛金 Notes and accounts receivable-trade	39,142	39,033	45,144	35,249	38,009	2,759
有価証券 Securities	21,510	13,500	19,200	2,000	—	-2,000
商品及び製品 Merchandise and finished goods	13,850	16,089	12,977	11,086	11,965	878
仕掛品 Work in process	20,540	21,976	23,031	25,640	21,387	-4,253
原材料及び貯蔵品 Raw materials and supplies	2,176	2,158	2,159	2,246	2,289	43
繰延税金資産 Deferred tax assets	2,996	—	—	—	—	—
その他 Other	6,072	6,332	6,677	8,949	8,612	-337
貸倒引当金 Allowance for doubtful accounts	-48	-51	-45	-9	-13	-4
<b>固定資産 Non-current assets</b>	693,864	739,108	741,231	751,548	753,601	2,052
<b>有形固定資産 Property, plant and equipment</b>	604,397	642,985	647,687	660,131	656,717	-3,414
建物及び構築物(純額) Buildings and structures, net	310,491	328,778	342,882	344,392	332,049	-12,343
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	31,858	38,727	36,613	36,492	33,106	-3,385
土地 Land	214,961	227,366	228,209	231,165	235,322	4,157
建設仮勘定 Construction in progress	36,902	36,872	28,413	36,304	46,673	10,369
その他(純額) Other, net	10,184	11,240	11,568	11,777	9,564	-2,212
<b>無形固定資産 Intangible assets</b>	10,633	11,525	14,049	13,340	14,736	1,396
<b>投資その他の資産 Investments and other assets</b>	78,833	84,596	79,494	78,076	82,147	4,071
投資有価証券 Investment securities	57,025	60,131	52,968	48,169	50,251	2,081
退職給付に係る資産 Retirement benefit asset	5,296	6,994	7,270	6,906	12,508	5,602
繰延税金資産 Deferred tax assets	8,442	10,630	12,412	15,744	12,122	-3,622
その他 Other	8,218	6,989	6,980	7,393	7,396	2
貸倒引当金 Allowance for doubtful accounts	-149	-148	-139	-138	-132	6
<b>資産合計 Total assets</b>	834,682	889,135	889,341	876,691	912,624	35,932

## 《参考》 Reference

## 有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment

取得 Acquired	65,431	75,201	54,916	58,080	35,124
償却 Depreciation	-32,627	-33,270	-33,232	-32,731	-31,948
圧縮 Reduction	-1,463	-1,929	-14,298	-721	-386
除却 Retirement	-901	-660	-877	-921	-388
その他 Other	-6,421	-751	-1,805	-11,262	-5,815
計 Total	24,017	38,588	4,702	12,443	-3,414

## 投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities

投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities	5,802	1,821	-6,670	-7,896	3,868
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## 財務諸表〔連結〕

## Financial statements [Consolidated]

## ■ 連結貸借対照表 Consolidated Balance Sheets

(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	増減 change
<b>負債の部 Liabilities</b>						
流動負債 Current liabilities	207,602	207,482	212,780	182,712	221,791	39,078
支払手形及び買掛金 Notes and accounts payable-trade	18,547	18,061	19,058	16,619	16,043	-575
短期借入金 Short-term borrowings	72,065	73,287	70,998	70,606	66,193	-4,413
1年内償還予定の社債 Current portion of bonds	20,000	10,000	20,000	—	20,000	20,000
コマーシャル・ペーパー Commercial papers	—	—	—	—	30,004	30,004
未払法人税等 Income taxes payable	6,878	6,706	6,625	5,640	2,493	-3,147
前受金 Advances received	21,415	26,126	18,554	20,604	23,425	2,820
賞与引当金 Provision for bonuses	2,256	2,811	2,907	2,827	2,437	-390
その他の引当金 Other provisions	2,029	1,842	1,739	1,716	1,519	-197
その他 Other	64,410	68,646	72,895	64,696	59,673	-5,022
固定負債 Non-current liabilities	295,059	329,411	308,538	320,524	346,438	25,913
社債 Bonds payable	110,000	140,000	120,000	130,000	150,000	20,000
長期借入金 Long-term borrowings	126,518	128,893	127,377	128,894	133,412	4,517
繰延税金負債 Deferred tax liabilities	1,807	1,764	1,762	1,757	2,335	578
退職給付に係る負債 Retirement benefit liability	20,742	20,935	21,266	21,713	22,930	1,217
その他 Other	35,990	37,817	38,132	38,158	37,759	-399
負債合計 Total liabilities	502,661	536,893	521,319	503,236	568,229	64,992
<b>純資産の部 Net assets</b>						
株主資本 Shareholders' equity	316,526	334,897	355,994	367,755	334,422	-33,332
資本金 Share capital	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,010	42,010	42,011	42,012	42,187	175
利益剰余金 Retained earnings	234,989	253,392	274,501	286,271	252,952	-33,319
自己株式 Treasury shares	-19,497	-19,530	-19,542	-19,552	-19,740	-188
その他の包括利益累計額 Accumulated other comprehensive income	15,229	17,056	11,723	5,416	9,923	4,506
その他有価証券評価差額金 Valuation difference on available-for-sale securities	13,892	15,152	10,527	5,052	7,681	2,628
為替換算調整勘定 Foreign currency translation adjustment	9	8	8	3	4	0
退職給付に係る調整累計額 Remeasurements of defined benefit plans	1,328	1,895	1,186	360	2,237	1,876
非支配株主持分 Non-controlling interests	264	288	304	282	48	-233
純資産合計 Total net assets	332,020	352,241	368,022	373,454	344,395	-29,059
負債純資産合計 Total liabilities and net assets	834,682	889,135	889,341	876,691	912,624	35,932



## 財務諸表〔連結〕

## Financial statements [Consolidated]

## ■ 連結損益計算書 Consolidated Statements of Income

	2017/3	2018/3	2019/3	2020/3	2021/3	増減	change(%)	2022/3 (Plan)	増減	change(%)
(100万円/¥-mil.)										
<b>連結損益計算書 Consolidated Statements of Income</b>										
営業収益 Operating revenues	418,996	434,697	447,508	433,669	315,439	-118,229	(-27.3)	343,500	28,060	(8.9)
営業費 Operating expenses	381,019	396,160	407,430	397,644	336,306	-61,338	(-15.4)			
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	334,047	347,554	358,066	345,226	288,756	-56,470	(-16.4)			
販売費及び一般管理費 Selling, general and administrative expenses	46,972	48,606	49,363	52,418	47,550	-4,868	(-9.3)			
営業利益又は営業損失 Operating profit (loss)	37,976	38,537	40,078	36,024	-20,866	-56,891	—	15,700	36,566	—
営業外収益 Non-operating income	2,152	2,317	3,125	2,278	6,549	4,270	(187.4)			
受取利息 Interest income	31	176	163	23	20	-2	(-11.3)			
受取配当金 Dividend income	1,099	1,180	1,204	1,436	1,312	-123	(-8.6)			
持分法による投資利益 Share of profit of entities accounted for using equity method	—	—	22	33	88	54	(160.3)			
助成金等収入 Subsidy income etc	—	—	—	—	4,174	4,174	—			
その他 Other	1,021	959	1,734	785	953	168	(21.4)			
営業外費用 Non-operating expenses	4,844	5,126	3,922	3,619	3,664	44	(1.2)			
支払利息 Interest expenses	3,955	3,702	3,431	3,082	3,091	9	(0.3)			
持分法による投資損失 Share of loss of entities accounted for using equity method	565	129	—	—	—	—	—			
その他 Other	323	1,294	491	536	572	35	(6.6)			
経常利益又は経常損失 Ordinary profit (loss)	35,285	35,728	39,281	34,684	-17,980	-52,664	—	14,400	32,380	—
特別利益 Extraordinary income	4,738	3,305	18,230	6,856	8,555	1,699	(24.8)			
特別損失 Extraordinary losses	8,707	3,591	17,369	13,120	11,642	-1,477	(-11.3)			
税金等調整前当期純利益又は税金等調整前当期純損失 Profit (loss) before income taxes	31,316	35,442	40,142	28,420	-21,067	-49,488	—			
法人税、住民税及び事業税 Income taxes-current	11,442	11,569	12,341	11,102	3,930	-7,172	(-64.6)			
法人税等調整額 Income taxes-deferred	-1,318	-48	570	-541	2,688	3,229	—			
当期純利益又は当期純損失 Profit (loss)	21,192	23,921	27,230	17,858	-27,686	-45,545	—			
非支配株主に帰属する当期純利益又は非支配株主に帰属する当期純損失 Profit (loss) attributable to non-controlling interests	23	23	16	-17	-167	-150	—			
親会社株主に帰属する当期純利益又は親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent	21,168	23,897	27,213	17,875	-27,519	-45,395	—	7,100	34,619	—

## 《参考》 Reference

<b>特別利益 Extraordinary income</b>										
投資有価証券売却益 Gain on sales of investment securities	843	0	212	639	4,655	4,015	—			
退職給付制度改定益 Gain on revision of retirement benefit plan	—	—	—	—	1,748	1,748	—			
固定資産売却益 Gain on sales of non-current assets	1,292	2,214	3,554	5,291	1,167	-4,123	(-77.9)			
工事負担金等受入額 Contribution for construction	1,470	1,017	14,434	747	446	-301	(-40.3)			
その他 Other	1,132	73	29	178	537	359	—			
計 Total	4,738	3,305	18,230	6,856	8,555	1,699	(24.8)			
<b>特別損失 Extraordinary losses</b>										
減損損失 Impairment loss	5,735	743	518	9,195	9,224	29	(0.3)			
固定資産除却損 Loss on retirement of non-current assets	803	769	998	1,408	815	-592	(-42.1)			
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	1,469	1,935	14,382	723	388	-335	(-46.3)			
その他 Other	698	143	1,470	1,792	1,213	-579	(-32.3)			
計 Total	8,707	3,591	17,369	13,120	11,642	-1,477	(-11.3)			



## 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/¥-mil.)

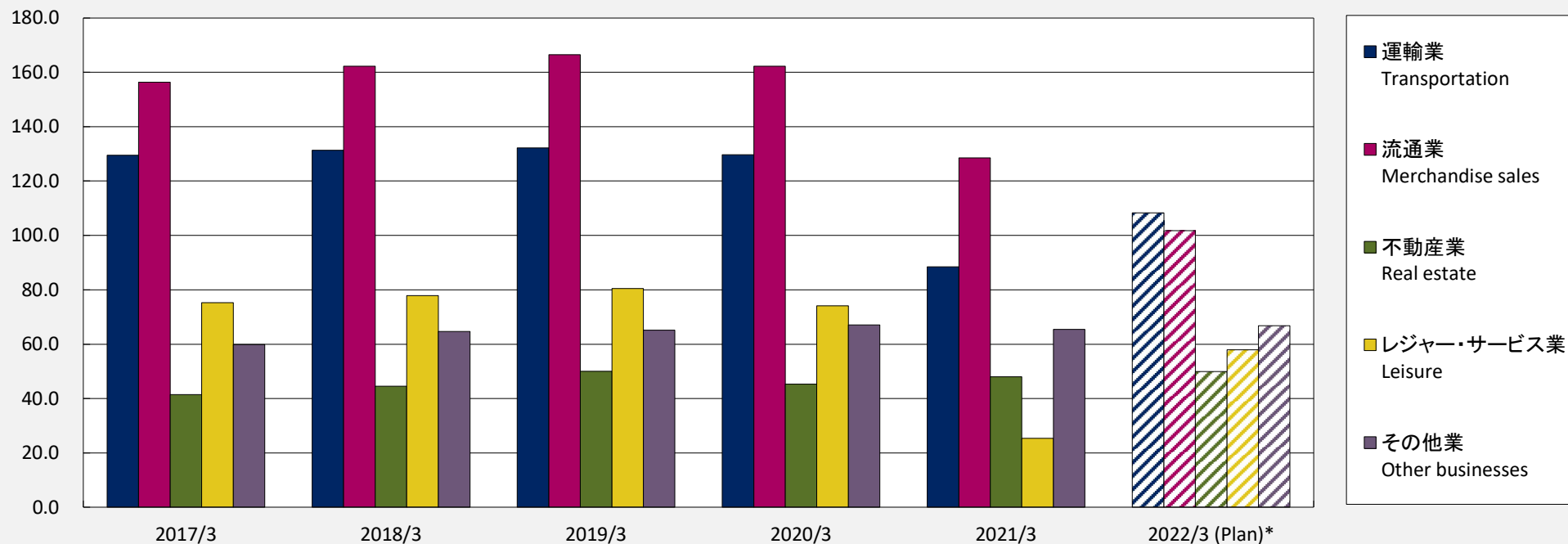
	2017/3	2018/3	2019/3	2020/3	2021/3	増減 change
税金等調整前当期純利益又は税金等調整前当期純損失 Profit(loss) before income taxes	31,316	35,442	40,142	28,420	-21,067	-49,488
減価償却費 Depreciation and amortization	34,681	35,860	36,248	35,862	34,663	-1,199
減損損失 Impairment loss	5,735	743	518	9,195	9,207	11
のれん償却額 Amortization of goodwill	404	404	404	404	472	67
退職給付に係る負債の増減額 Increase (decrease) in retirement benefit liability	-236	-155	19	35	2,405	2,370
退職給付に係る資産の増減額 Increase (decrease) in retirement benefit asset	-245	-528	-985	-420	-4,066	-3,646
販売用土地評価損 Loss on valuation of land for sale	145	62	104	146	30	-116
固定資産除却損 Loss on retirement of non-current assets	908	662	882	1,040	395	-645
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	1,469	1,935	14,382	723	388	-335
受取利息及び受取配当金 Interest and dividend income	-1,130	-1,357	-1,368	-1,459	-1,333	126
助成金等収入 Subsidy income etc	—	—	—	—	-4,174	-4,174
支払利息 Interest expenses	3,955	3,702	3,431	3,082	3,091	9
投資有価証券売却益 Gain on sales of investment securities	—	—	—	—	-4,655	-4,655
工事負担金等受入額 Contribution for construction	-1,470	-1,017	-14,434	-747	-446	301
固定資産売却益 Gain on sales of non-current assets	-1,292	-2,214	-3,554	-5,291	-1,167	4,123
退店補償金 Compensation for tenants closing	239	105	730	489	707	217
営業債権の増減額 Decrease (increase) in trade receivables	-2,590	746	-4,843	7,457	-5,601	-13,059
たな卸資産の増減額 Decrease (increase) in inventories	-5,952	-3,795	958	-1,943	3,248	5,191
営業債務の増減額 Increase (decrease) in trade payables	-347	1,067	237	-5,561	245	5,807
その他 Other, net	455	5,184	2,718	-6,778	-543	6,234
小計 Subtotal	66,047	76,849	75,592	64,656	11,797	-52,859
利息及び配当金の受取額 Interest and dividends received	1,137	1,346	1,409	1,387	1,333	-53
助成金等の受取額 Proceeds from Subsidy income etc	—	—	—	—	4,171	4,171
利息の支払額 Interest expenses paid	-3,973	-3,786	-3,472	-3,136	-3,017	118
退店補償金の支払額 Compensation paid for tenants closing	-239	-105	-730	-165	-559	-393
法人税等の支払額 Income taxes paid	-13,640	-11,591	-12,179	-12,584	-6,828	5,756
その他 Other, net	109	—	—	—	—	—
<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>49,440</b>	<b>62,713</b>	<b>60,620</b>	<b>50,157</b>	<b>6,897</b>	<b>-43,260</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	-66,347	-76,528	-57,866	-61,817	-46,169	15,648
有形及び無形固定資産の売却による収入 Proceeds from sales of property, plant and equipment and intangible assets	2,559	1,586	5,105	9,592	2,955	-6,637
工事負担金等受入による収入 Proceeds from contribution received for construction	4,072	4,943	5,136	5,101	6,398	1,296
投資有価証券の取得による支出 Purchase of investment securities	-7,484	-1,434	-138	-4,269	-173	4,095
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	1,091	196	15	697	6,309	5,612
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 shares of subsidiaries resulting in change in scope of consolidation	—	—	—	—	-189	-189
その他 Other, net	199	-31	139	124	47	-76
<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>-65,908</b>	<b>-71,267</b>	<b>-47,608</b>	<b>-50,570</b>	<b>-30,822</b>	<b>19,748</b>
短期借入金の純増減額 Net increase (decrease) in short-term borrowings	3,327	-2,659	-169	1,441	-2,491	-3,933
長期借入れによる収入 Proceeds from long-term borrowings	15,301	18,469	13,220	13,400	15,790	2,390
長期借入金の返済による支出 Repayment of long-term borrowings	-19,349	-12,212	-16,855	-13,717	-17,911	-4,194
社債の発行による収入 Proceeds from issuance of bonds	—	39,777	—	9,948	39,783	29,834
社債の償還による支出 Redemption of bonds	-10,000	-20,000	-10,000	-20,000	—	20,000
自己株式の取得による支出 Purchase of treasury shares	-14	-34	-12	-10	-364	-353
コマーシャル・ペーパーの純増減額 Net increase (decrease) in commercial papers	—	—	—	—	30,004	30,004
配当金の支払額 Dividends paid	-5,493	-5,492	-6,101	-6,105	-5,803	301
その他 Other, net	-412	-462	-458	-568	-239	328
<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>-16,642</b>	<b>17,384</b>	<b>-20,376</b>	<b>-15,611</b>	<b>58,767</b>	<b>74,378</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	-2	-427	830	1	-0	-2
現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents	-33,113	8,402	-6,534	-16,022	34,841	50,864
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	89,180	56,067	64,469	57,934	41,912	-16,022
<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>56,067</b>	<b>64,469</b>	<b>57,934</b>	<b>41,912</b>	<b>76,753</b>	<b>34,841</b>

## セグメント情報

## Segment information

## ■ 営業収益 Operating revenues

Billions of yen



(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)*	
						収益認識適用後 After revenue recognition	収益認識適用前 Before revenue recognition
運輸業 Transportation	129,487	131,378	132,224	129,659	88,451	108.3	108.5
流通業 Merchandise sales	156,373	162,235	166,423	162,180	128,485	101.7	149.3
不動産業 Real estate	41,389	44,565	50,004	45,333	48,007	49.9	50.0
レジャー・サービス業 Leisure	75,258	77,914	80,477	74,088	25,331	57.9	61.0
その他業 Other businesses	59,796	64,616	65,191	67,035	65,409	66.8	66.9
合計 Total	462,305	480,711	494,320	478,296	355,684	384.8	436.0
連結修正 Elimination	-43,309	-46,013	-46,812	-44,627	-40,244	-41.3	-42.9
連結 Consolidated	418,996	434,697	447,508	433,669	315,439	343.5	393.1

\* 2022年3月期の期首より、「収益認識に関する会計基準」等を適用している。Accounting Standard for Revenue Recognition and other standards applied as of beginning of fiscal year ending March 31, 2022.

## セグメント情報

## Segment information

## 営業収益の明細 Operating revenues transaction

(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3
<b>運輸業 Transportation</b>					
鉄道事業 Railways	84,558	86,057	86,179	84,848	58,184
バス事業 Bus services	35,035	35,667	36,542	36,222	24,073
タクシー業 Taxi services	13,185	12,926	13,022	12,133	8,543
その他 Other	2,641	2,599	2,646	2,557	2,272
消去 Elimination	-5,933	-5,873	-6,166	-6,101	-4,621
合計 Total	129,487	131,378	132,224	129,659	88,451
<b>流通業 Merchandise sales</b>					
百貨店業 Department stores	84,854	88,356	89,535	84,768	54,819
ストア業 Retail stores	46,389	48,462	50,327	51,166	50,281
書籍販売業 Retail stores for books	7,224	6,609	6,447	6,089	6,045
ショッピングセンター事業 Shopping centers	12,553	13,478	14,384	14,612	13,340
その他 Other	11,603	11,618	12,130	11,883	9,684
消去 Elimination	-6,251	-6,290	-6,402	-6,340	-5,686
合計 Total	156,373	162,235	166,423	162,180	128,485
<b>不動産業 Real estate</b>					
不動産賃貸業 Land and building leasing	33,951	34,743	35,497	36,973	36,773
不動産販売業 Development for selling by lots	13,973	16,451	20,966	17,246	20,210
その他 Other	1,823	2,113	2,463	2,799	2,263
消去 Elimination	-8,359	-8,742	-8,922	-11,686	-11,240
合計 Total	41,389	44,565	50,004	45,333	48,007
<b>レジャー・サービス業 Leisure</b>					
ホテル業 Hotels	48,955	51,428	54,633	52,814	21,525
旅行業 Travel services	17,244	17,865	17,686	13,186	2,295
広告代理業 Advertising services	12,283	12,500	12,556	13,162	8,545
その他 Other	6,533	6,634	6,831	6,377	4,135
消去 Elimination	-9,758	-10,513	-11,231	-11,451	-11,171
合計 Total	75,258	77,914	80,477	74,088	25,331
<b>その他業 Other businesses</b>					
ビル総合管理業 Building maintenance	23,758	25,367	25,845	27,070	25,598
車両整備業 Railway car maintenance	10,264	10,499	10,100	10,691	8,953
建築・土木業 Construction	21,479	23,335	23,730	22,670	25,627
その他 Other	7,526	7,838	7,870	8,924	8,335
消去 Elimination	-3,231	-2,422	-2,356	-2,322	-3,106
合計 Total	59,796	64,616	65,191	67,035	65,409

## セグメント情報

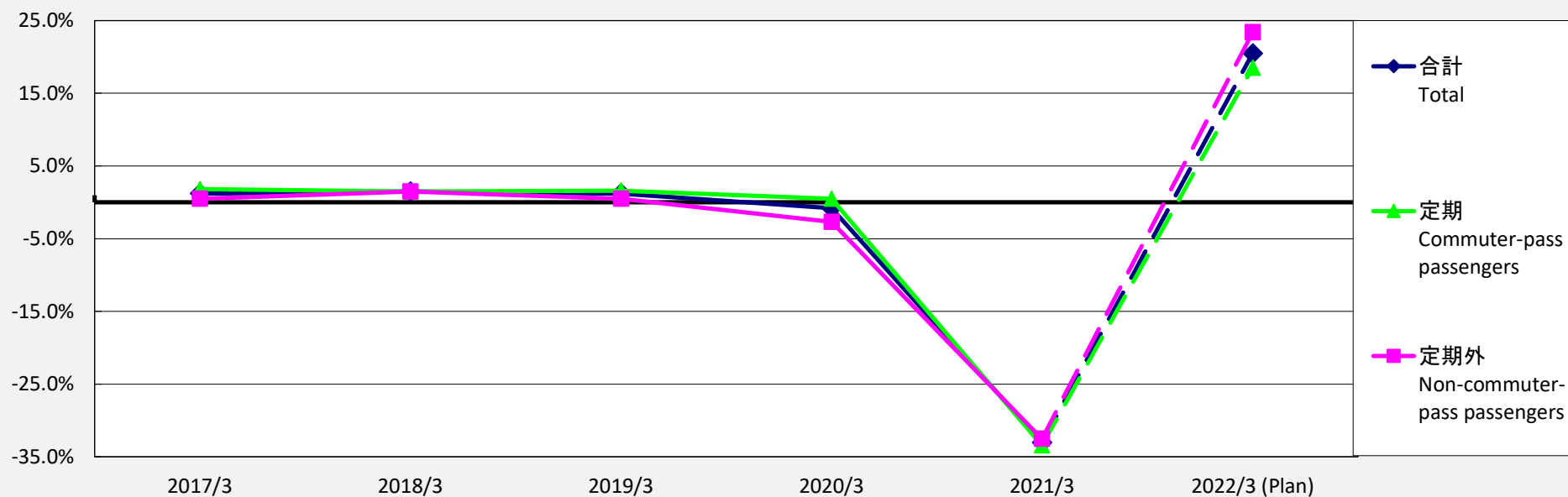
## Segment information

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

(千人/Thousands of people)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)
定期 Commuter-pass passengers	390,503 ( 6,775 )	396,434 ( 5,931 )	402,729 ( 6,295 )	404,751 ( 2,022 )	269,745 ( -135,006 )	319,717 ( 49,972 )
通勤 Commuter-pass passengers (Business)	296,359 ( 6,629 )	302,563 ( 6,204 )	309,170 ( 6,607 )	312,585 ( 3,415 )	231,373 ( -81,212 )	251,737 ( 20,364 )
通学 Commuter-pass passengers (Students)	94,144 ( 146 )	93,871 ( -273 )	93,559 ( -312 )	92,166 ( -1,393 )	38,372 ( -53,794 )	67,980 ( 29,608 )
定期外 Non-commuter-pass passengers	269,824 ( 1,212 )	273,808 ( 3,984 )	275,259 ( 1,451 )	267,814 ( -7,445 )	180,899 ( -86,915 )	223,192 ( 42,293 )
合計 Total	660,327 ( 7,987 )	670,242 ( 9,915 )	677,988 ( 7,746 )	672,565 ( -5,423 )	450,644 ( -221,921 )	542,909 ( 92,265 )

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



	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)
定期 Commuter-pass passengers	1.8	1.5	1.6	0.5	-33.4	18.5
通勤 Commuter-pass passengers (Business)	2.3	2.1	2.2	1.1	-26.0	8.8
通学 Commuter-pass passengers (Students)	0.2	-0.3	-0.3	-1.5	-58.4	77.2
定期外 Non-commuter-pass passengers	0.5	1.5	0.5	-2.7	-32.5	23.4
合計 Total	1.2	1.5	1.2	-0.8	-33.0	20.5

## セグメント情報

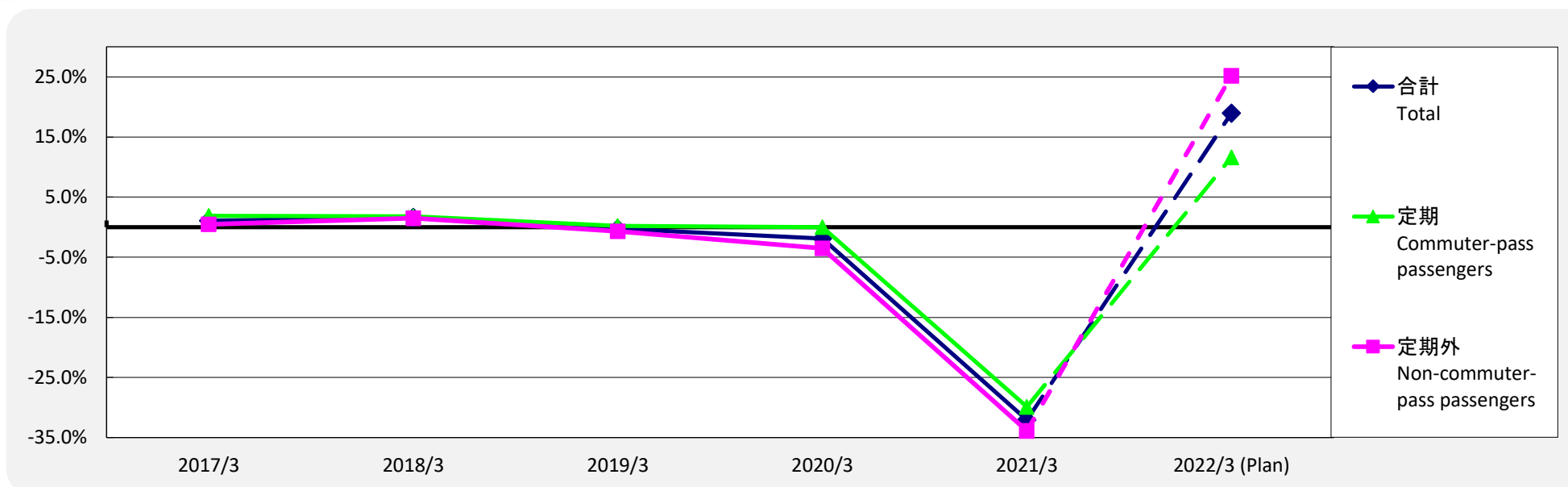
## Segment information

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

	2017/3		2018/3		2019/3		2020/3		2021/3		2022/3 (Plan)	
定期 Commuter-pass passengers	35,146	( 665 )	35,782	( 636 )	35,852	( 69 )	35,866	( 14 )	25,155	( -10,710 )	28,082	( 2,926 )
通勤 Commuter-pass passengers (Business)	31,449	( 657 )	32,099	( 649 )	32,264	( 165 )	32,356	( 92 )	23,739	( -8,617 )	25,563	( 1,824 )
通学 Commuter-pass passengers (Students)	3,696	( 8 )	3,683	( -12 )	3,587	( -96 )	3,510	( -77 )	1,416	( -2,093 )	2,519	( 1,102 )
定期外 Non-commuter-pass passengers	46,071	( 238 )	46,751	( 680 )	46,407	( -344 )	44,801	( -1,605 )	29,614	( -15,186 )	37,081	( 7,467 )
合計 Total	81,217	( 903 )	82,534	( 1,317 )	82,259	( -275 )	80,668	( -1,590 )	54,770	( -25,897 )	65,164	( 10,393 )

(100万円/¥-mil.)

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



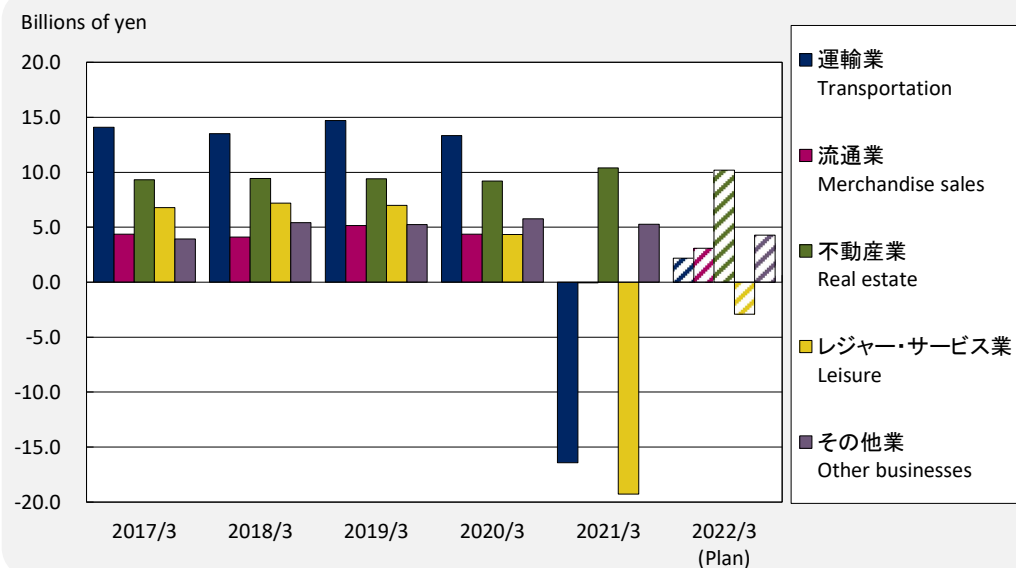
	2017/3		2018/3		2019/3		2020/3		2021/3		2022/3 (Plan)	
定期 Commuter-pass passengers	1.9	1.8	0.2	0.0	-29.9	11.6						
通勤 Commuter-pass passengers (Business)	2.1	2.1	0.5	0.3	-26.6	7.7						
通学 Commuter-pass passengers (Students)	0.2	-0.3	-2.6	-2.2	-59.6	77.8						
定期外 Non-commuter-pass passengers	0.5	1.5	-0.7	-3.5	-33.9	25.2						
合計 Total	1.1	1.6	-0.3	-1.9	-32.1	19.0						

(%/percent)

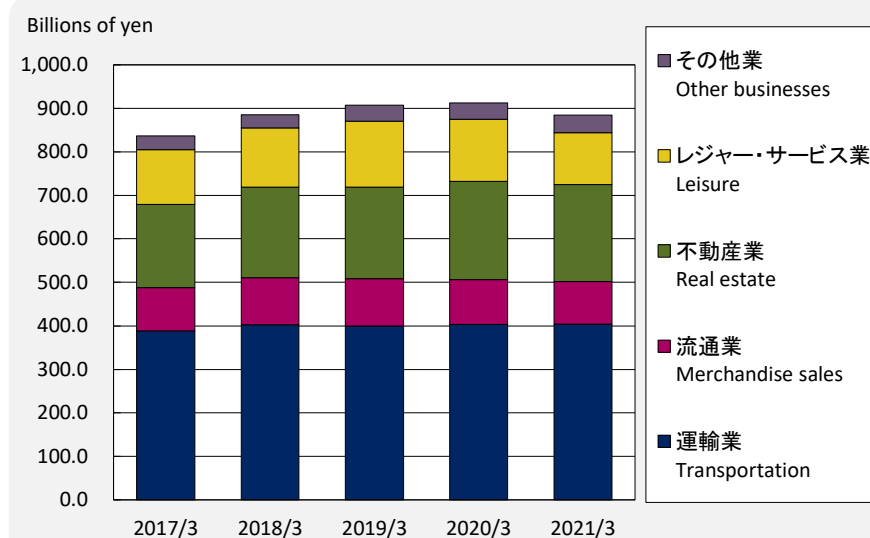
## セグメント情報

## Segment information

## ■ 営業利益又は営業損失 Operating profit(loss)



## ■ 総資産 Total assets



## 営業利益又は営業損失 Operating profit(loss)

(100万円/¥-mil.)

(10億円/¥-bil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)
運輸業 Transportation	14,118	13,516	14,710	13,345	-16,413	2.2
流通業 Merchandise sales	4,389	4,113	5,138	4,400	-62	3.1
不動産業 Real estate	9,318	9,445	9,433	9,199	10,401	10.2
レジャー・サービス業 Leisure	6,784	7,206	6,983	4,343	-19,285	-2.9
その他業 Other businesses	3,936	5,410	5,247	5,759	5,286	4.3
合計 Total	38,548	39,692	41,514	37,048	-20,074	17.0
連結修正 Elimination	-571	-1,155	-1,435	-1,023	-792	-1.2
連結 Consolidated	37,976	38,537	40,078	36,024	-20,866	15.7

## 総資産 Total assets

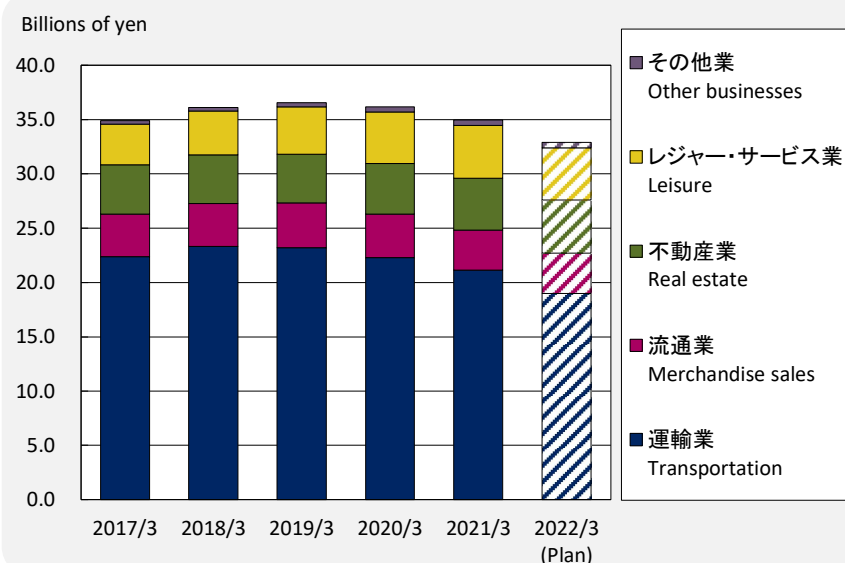
(100万円/¥-mil.)

	2017/3	2018/3	2019/3	2020/3	2021/3
運輸業 Transportation	388,748	402,581	399,461	403,335	403,501
流通業 Merchandise sales	98,960	108,133	108,949	102,918	97,946
不動産業 Real estate	191,385	207,722	211,015	225,870	223,544
レジャー・サービス業 Leisure	125,691	136,503	151,271	142,927	119,288
その他業 Other businesses	31,969	30,577	36,579	37,241	40,013
合計 Total	836,754	885,517	907,277	912,292	884,294
連結修正 Elimination	-2,072	3,617	-17,936	-35,601	28,329
連結 Consolidated	834,682	889,135	889,341	876,691	912,624

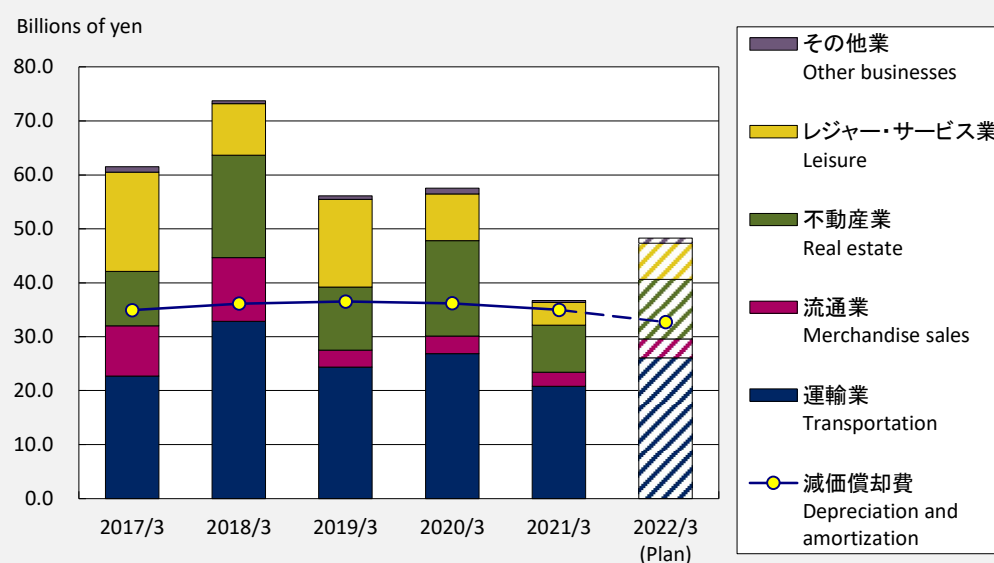
## セグメント情報

## Segment information

## ■ 減価償却費 Depreciation and amortization



## ■ 減価償却費と設備投資 Depreciation and amortization &amp; Capital expenditures



## 減価償却費 Depreciation and amortization

(100万円/¥-mil.)

(10億円/¥-bil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)
運輸業 Transportation	22,372	23,313	23,212	22,268	21,117	19.0
流通業 Merchandise sales	3,918	3,943	4,108	4,039	3,706	3.7
不動産業 Real estate	4,529	4,502	4,488	4,653	4,774	4.9
レジャー・サービス業 Leisure	3,752	4,014	4,363	4,730	4,858	4.8
その他業 Other businesses	330	346	371	491	515	0.5
合計 Total	34,902	36,120	36,543	36,183	34,972	33.0
連結修正 Elimination	-220	-259	-295	-320	-309	-0.3
連結 Consolidated	34,681	35,860	36,248	35,862	34,663	32.7

## 設備投資 Capital expenditures

(100万円/¥-mil.)

(10億円/¥-bil.)

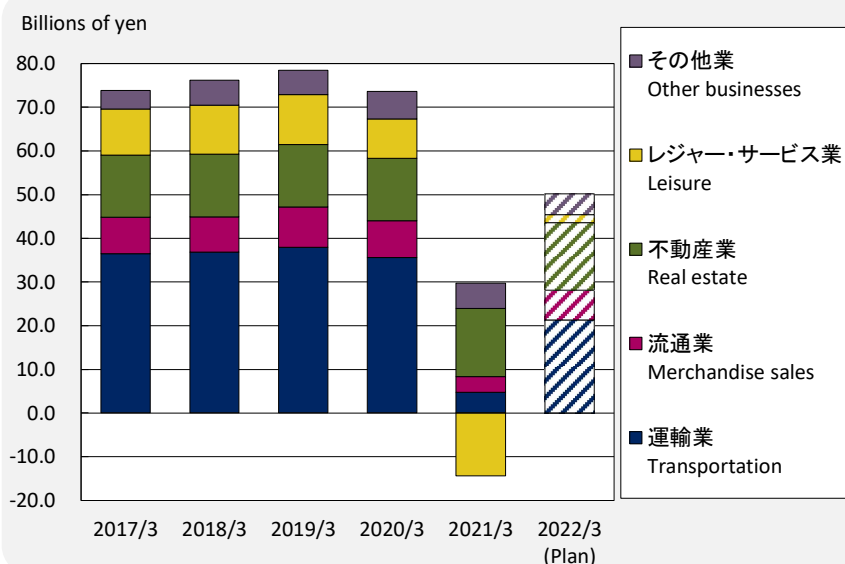
	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)
運輸業 Transportation	22,730	32,829	24,360	26,856	20,817	26.1
流通業 Merchandise sales	9,274	11,795	3,191	3,260	2,564	3.5
不動産業 Real estate	10,064	19,061	11,605	17,664	8,758	11.0
レジャー・サービス業 Leisure	18,416	9,546	16,276	8,689	4,191	6.7
その他業 Other businesses	1,055	500	661	1,093	345	1.0
合計 Total	61,542	73,733	56,096	57,563	36,677	48.5
連結修正 Elimination	251	-1,112	-949	-931	-555	-0.7
連結 Consolidated	61,793	72,621	55,146	56,632	36,121	47.7



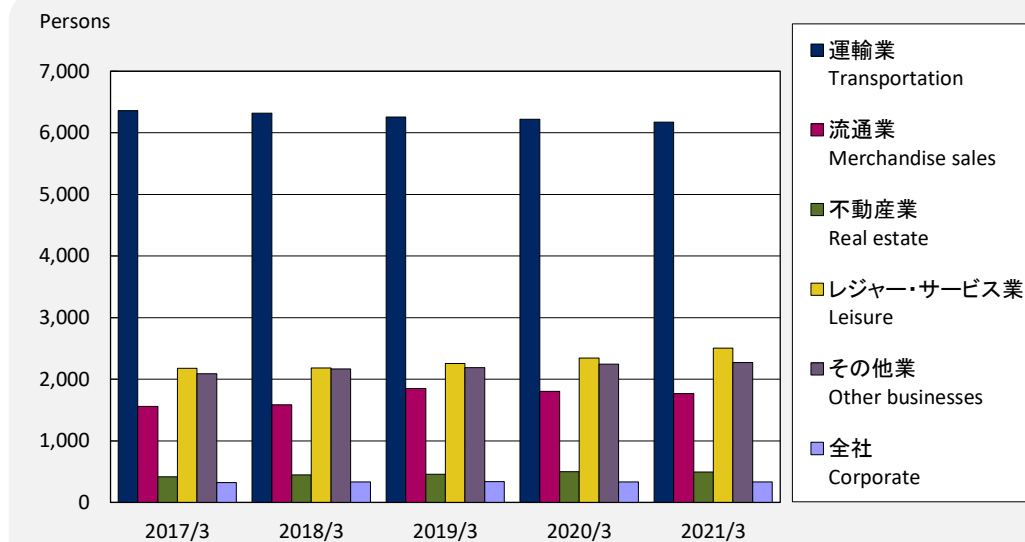
## セグメント情報

## Segment information

## EBITDA Earning before interest, tax, depreciation and amortization



## 従業員数 Numbers of employee



## EBITDA Earning before interest, tax, depreciation and amortization

(100万円/¥-mil.)

(10億円/¥-bil.)

	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 (Plan)
運輸業 Transportation	36,491	36,829	37,923	35,613	4,703	21.3
流通業 Merchandise sales	8,308	8,057	9,246	8,439	3,643	6.8
不動産業 Real estate	14,253	14,352	14,326	14,258	15,580	15.5
レジャー・サービス業 Leisure	10,536	11,221	11,346	9,073	-14,359	1.8
その他業 Other businesses	4,266	5,756	5,619	6,251	5,801	4.8
合計 Total	73,856	76,217	78,462	73,636	15,371	50.3
連結修正 Elimination	-792	-1,414	-1,731	-1,344	-1,101	-1.5
連結 Consolidated	73,063	74,802	76,731	72,292	14,269	48.7

## 従業員数 Numbers of employee

(人/Persons)

	2017/3	2018/3	2019/3	2020/3	2021/3
運輸業 Transportation	6,358	6,320	6,255	6,219	6,171
流通業 Merchandise sales	1,559	1,586	1,849	1,802	1,768
不動産業 Real estate	415	447	457	504	496
レジャー・サービス業 Leisure	2,176	2,183	2,255	2,343	2,507
その他業 Other businesses	2,093	2,169	2,190	2,245	2,269
全社 Corporate	324	335	336	331	331
連結 Consolidated	12,925	13,040	13,342	13,444	13,542