



あなたと あたらしい あしたへ — 京王グループ



Keio Corporation

FACT BOOK 2020

Fiscal Year ended March 31, 2020

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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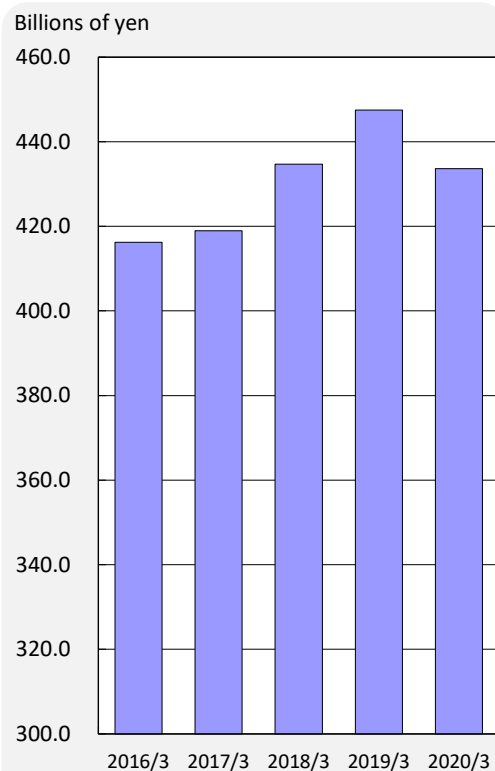
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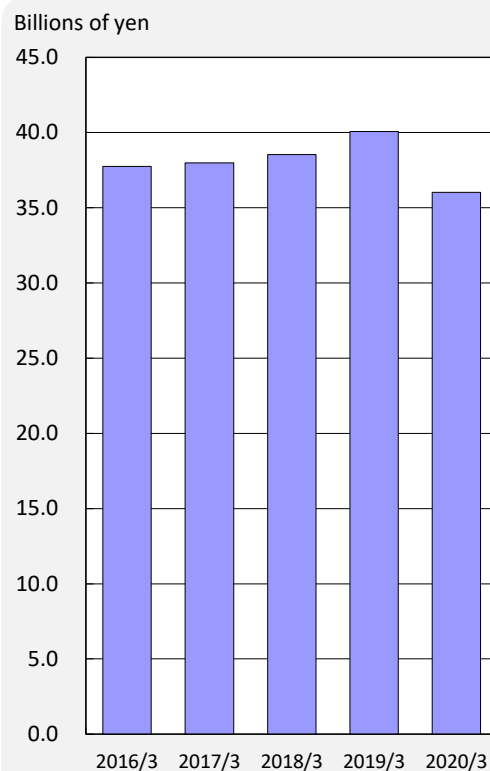
データ・ハイライト〔連結〕

Data highlights〔Consolidated〕

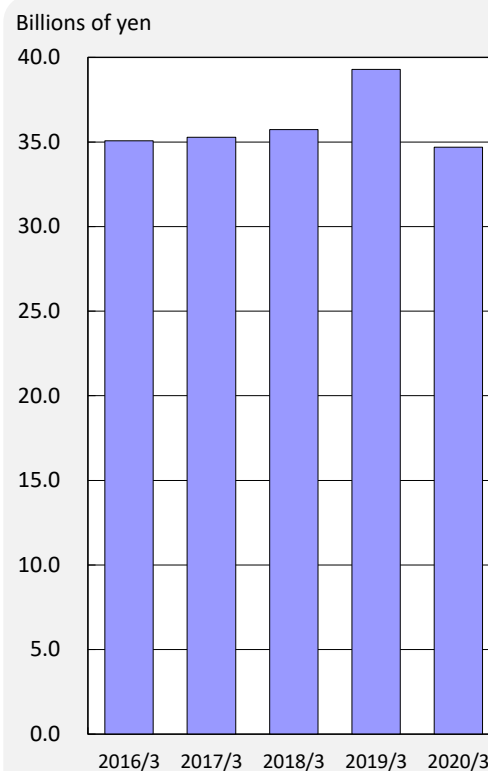
営業収益 Operating revenues



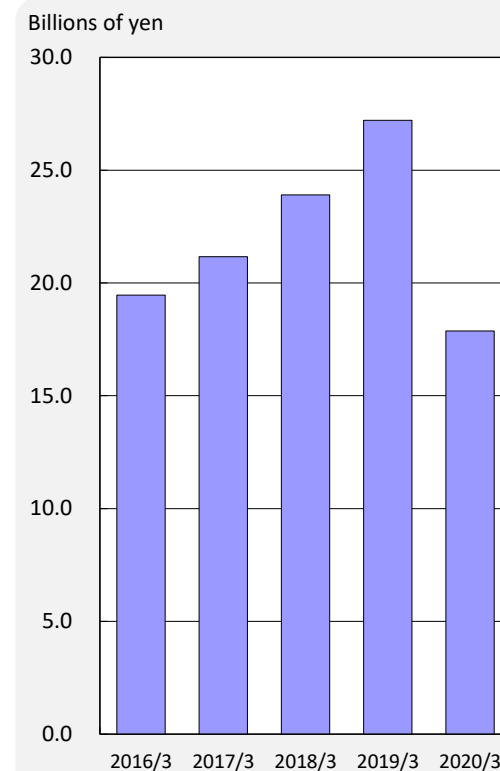
営業利益 Operating profit



経常利益 Ordinary profit



親会社株主に帰属する当期純利益 Profit attributable to owners of parent



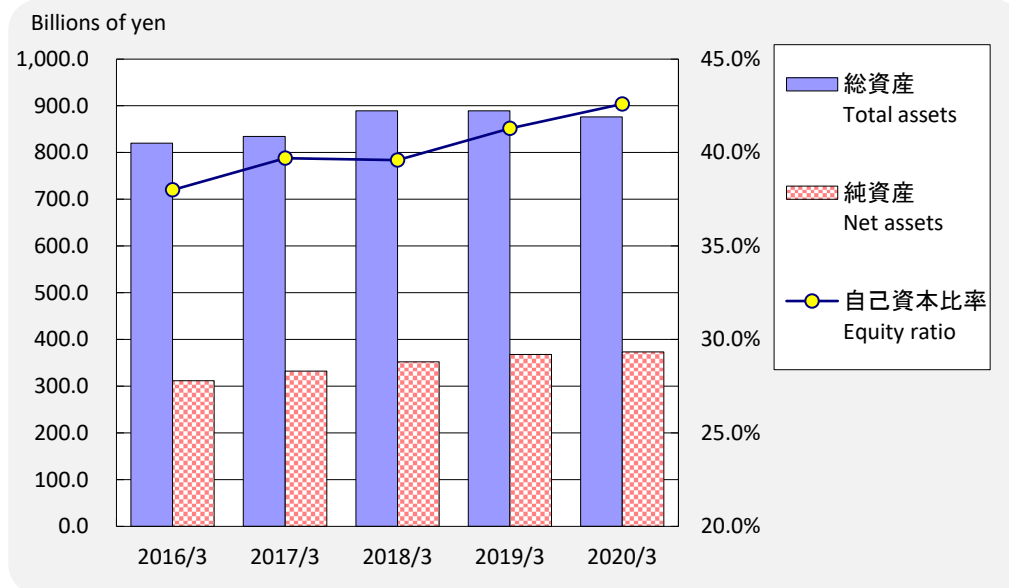
(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3
営業収益 Operating revenues	416,254	418,996	434,697	447,508	433,669
営業利益 Operating profit	37,758	37,976	38,537	40,078	36,024
経常利益 Ordinary profit	35,066	35,285	35,728	39,281	34,684
親会社株主に帰属する当期純利益 Profit attributable to owners of parent	19,468	21,168	23,897	27,213	17,875

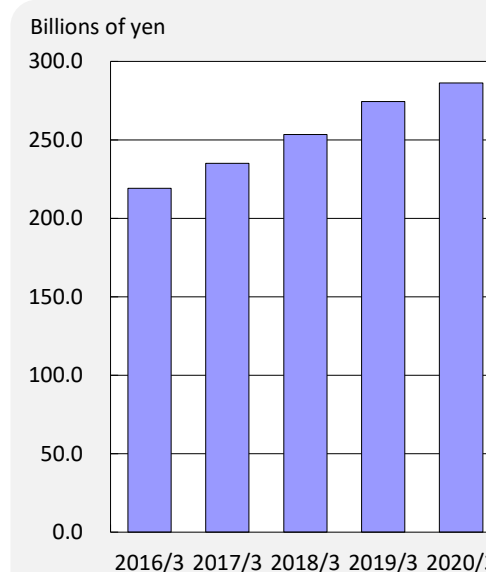
データ・ハイライト〔連結〕

Data highlights〔Consolidated〕

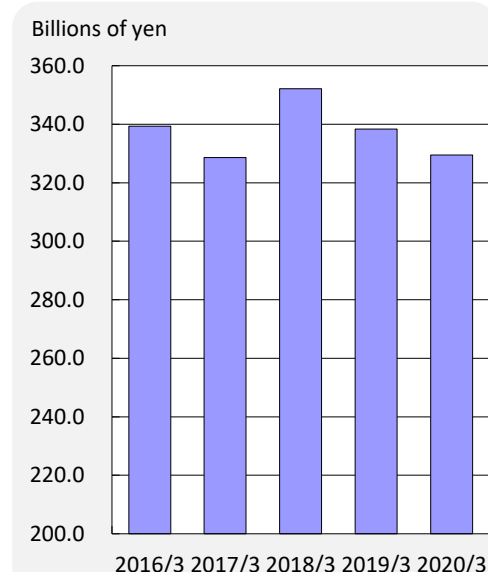
■ 総資産と純資産 Total assets & Net assets



■ 利益剰余金 Retained earnings



■ 有利子負債 Interest-bearing debt



	2016/3	2017/3	2018/3	2019/3	2020/3	増減 change (100万円/¥-mil.)
総資産 Total assets	820,177	834,682	889,135	889,341	876,691	△ 12,650
純資産 Net assets	311,818	332,020	352,241	368,022	373,454	5,432
自己資本 Shareholders' equity	311,578	331,755	351,953	367,717	373,172	5,454
自己資本比率 Equity ratio	38.0%	39.7%	39.6%	41.3%	42.6%	1.3%
利益剰余金 Retained earnings	219,231	234,989	253,392	274,501	286,271	11,770
有利子負債* Interest-bearing debt	339,306	328,584	352,181	338,376	329,501	△ 8,875
借入金 Loans payable	199,306	198,584	202,181	198,376	199,501	1,124
社債 Bonds payable	140,000	130,000	150,000	140,000	130,000	△ 10,000

* 有利子負債 = 借入金 + 社債

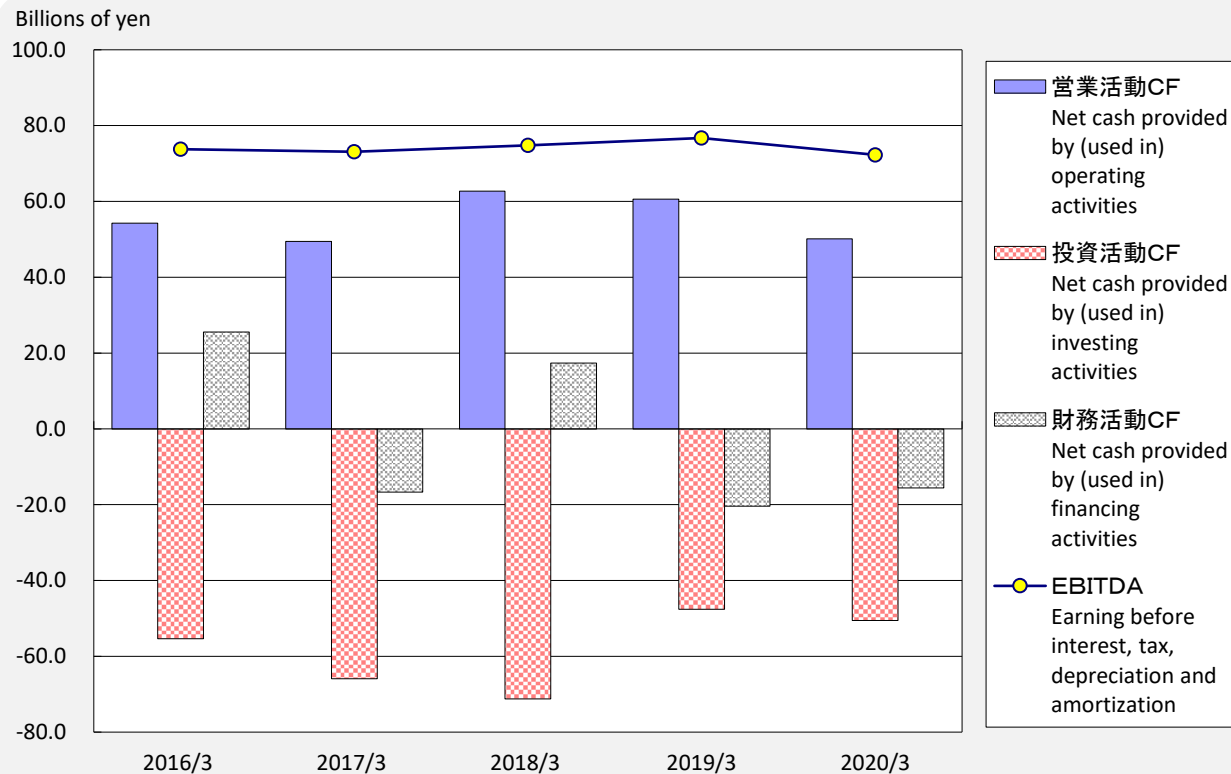
Interest-bearing debt = Loans payable + Bonds payable

データ・ハイライト〔連結〕

Data highlights [Consolidated]

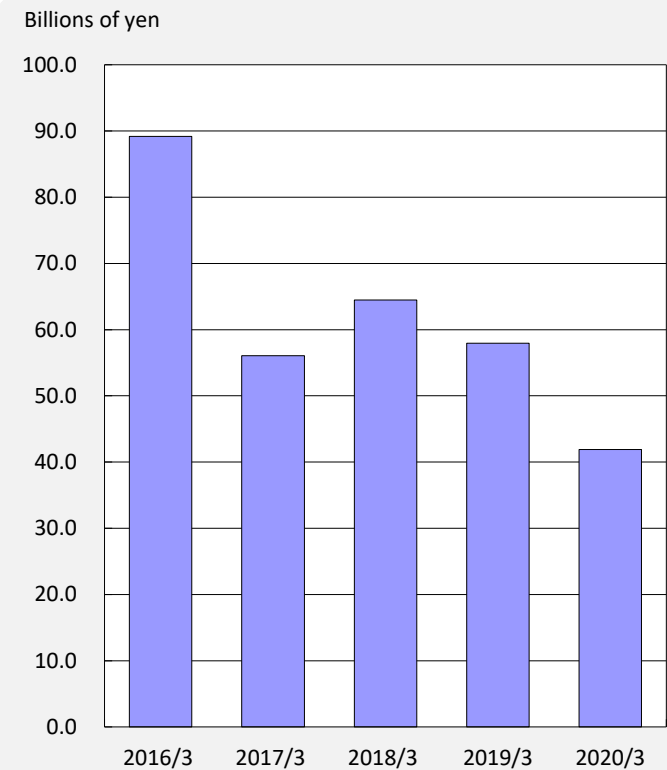
■ キャッシュ・フロー

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.)

	2016/3	2017/3	2018/3	2019/3	2020/3
営業活動CF Net cash provided by (used in) operating activities	54,247	49,440	62,713	60,620	50,157
投資活動CF Net cash provided by (used in) investing activities	△ 55,323	△ 65,908	△ 71,267	△ 47,608	△ 50,570
財務活動CF Net cash provided by (used in) financing activities	25,530	△ 16,642	17,384	△ 20,376	△ 15,611
EBITDA* Earning before interest, tax, depreciation and amortization	73,740	73,063	74,802	76,731	72,292
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	89,180	56,067	64,469	57,934	41,912

* EBITDA = 営業利益 + 減価償却費 + のれん償却額

EBITDA = Operating profit + 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.)

	2016/3	2017/3	2018/3	2019/3	2020/3	増減 change
資産の部 Assets						
流動資産 Current assets	165,456	140,817	150,027	148,109	125,142	△ 22,966
現金及び預金 Cash and deposits	35,059	34,577	50,988	38,963	39,979	1,016
受取手形及び売掛金 Notes and accounts receivable-trade	34,485	39,142	39,033	45,144	35,249	△ 9,895
有価証券 Short-term investment securities	54,850	21,510	13,500	19,200	2,000	△ 17,200
商品及び製品 Merchandise and finished goods	12,245	13,850	16,089	12,977	11,086	△ 1,890
仕掛品 Work in process	16,658	20,540	21,976	23,031	25,640	2,609
原材料及び貯蔵品 Raw materials and supplies	2,013	2,176	2,158	2,159	2,246	86
繰延税金資産 Deferred tax assets	3,206	2,996	—	—	—	—
その他 Other	6,995	6,072	6,332	6,677	8,949	2,271
貸倒引当金 Allowance for doubtful accounts	△ 57	△ 48	△ 51	△ 45	△ 9	36
固定資産 Noncurrent assets	654,720	693,864	739,108	741,231	751,548	10,316
有形固定資産 Property, plant and equipment	580,379	604,397	642,985	647,687	660,131	12,443
建物及び構築物(純額) Buildings and structures, net	323,371	310,491	328,778	342,882	344,392	1,510
機械装置及び運搬具(純額) Machinery, equipment and vehicles, net	33,068	31,858	38,727	36,613	36,492	△ 121
土地 Land	198,373	214,961	227,366	228,209	231,165	2,955
建設仮勘定 Construction in progress	16,413	36,902	36,872	28,413	36,304	7,890
その他(純額) Other, net	9,153	10,184	11,240	11,568	11,777	208
無形固定資産 Intangible assets	9,997	10,633	11,525	14,049	13,340	△ 709
投資その他の資産 Investments and other assets	64,343	78,833	84,596	79,494	78,076	△ 1,418
投資有価証券 Investment securities	43,811	57,025	60,131	52,968	48,169	△ 4,798
退職給付に係る資産 Net defined benefit asset	4,047	5,296	6,994	7,270	6,906	△ 364
繰延税金資産 Deferred tax assets	8,804	8,442	10,630	12,412	15,744	3,331
その他 Other	7,866	8,218	6,989	6,980	7,393	412
貸倒引当金 Allowance for doubtful accounts	△ 185	△ 149	△ 148	△ 139	△ 138	1
資産合計 Total assets	820,177	834,682	889,135	889,341	876,691	△ 12,650

《参考》 Reference

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

取得 Acquired	46,850	65,431	75,201	54,916	58,080	
償却 Depreciation	△ 33,410	△ 32,627	△ 33,270	△ 33,232	△ 32,731	
除却 Retirement	△ 665	△ 901	△ 660	△ 877	△ 921	
その他 Other	1,915	△ 7,885	△ 2,681	△ 16,104	△ 11,983	
計 Total	14,689	24,017	38,588	4,702	12,443	

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	△ 11,316	5,802	1,821	△ 6,670	△ 7,896	
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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.)

	2016/3	2017/3	2018/3	2019/3	2020/3	増減 change
負債の部 Liabilities						
流動負債 Current liabilities	195,703	207,602	207,482	212,780	182,712	△ 30,068
支払手形及び買掛金 Notes and accounts payable-trade	19,424	18,547	18,061	19,058	16,619	△ 2,439
短期借入金 Short-term loans payable	76,399	72,065	73,287	70,998	70,606	△ 392
1年内償還予定の社債 Current portion of bonds	10,000	20,000	10,000	20,000	—	△ 20,000
未払法人税等 Income taxes payable	8,411	6,878	6,706	6,625	5,640	△ 985
前受金 Advances received	16,598	21,415	26,126	18,554	20,604	2,050
賞与引当金 Provision for bonuses	2,208	2,256	2,811	2,907	2,827	△ 79
その他の引当金 Other provision	2,064	2,029	1,842	1,739	1,716	△ 22
その他 Other	60,597	64,410	68,646	72,895	64,696	△ 8,199
固定負債 Noncurrent liabilities	312,655	295,059	329,411	308,538	320,524	11,985
社債 Bonds payable	130,000	110,000	140,000	120,000	130,000	10,000
長期借入金 Long-term loans payable	122,906	126,518	128,893	127,377	128,894	1,516
繰延税金負債 Deferred tax liabilities	1,824	1,807	1,764	1,762	1,757	△ 5
退職給付に係る負債 Net defined benefit liability	20,565	20,742	20,935	21,266	21,713	447
その他 Other	37,359	35,990	37,817	38,132	38,158	26
負債合計 Total liabilities	508,358	502,661	536,893	521,319	503,236	△ 18,082
純資産の部 Net assets						
株主資本 Shareholders' equity	300,782	316,526	334,897	355,994	367,755	11,761
資本金 Capital stock	59,023	59,023	59,023	59,023	59,023	—
資本剰余金 Capital surplus	42,010	42,010	42,010	42,011	42,012	0
利益剰余金 Retained earnings	219,231	234,989	253,392	274,501	286,271	11,770
自己株式 Treasury stock	△ 19,483	△ 19,497	△ 19,530	△ 19,542	△ 19,552	△ 10
その他の包括利益累計額 Accumulated other comprehensive income	10,796	15,229	17,056	11,723	5,416	△ 6,306
その他有価証券評価差額金 Valuation difference on available-for-sale securities	9,866	13,892	15,152	10,527	5,052	△ 5,475
為替換算調整勘定 Foreign currency translation adjustment	10	9	8	8	3	△ 4
退職給付に係る調整累計額 Remeasurements of defined benefit plans	919	1,328	1,895	1,186	360	△ 825
非支配株主持分 Non-controlling interests	240	264	288	304	282	△ 22
純資産合計 Total net assets	311,818	332,020	352,241	368,022	373,454	5,432
負債純資産合計 Total liabilities and net assets	820,177	834,682	889,135	889,341	876,691	△ 12,650

財務諸表〔連結〕

Financial statements〔Consolidated〕

■ 連結損益計算書 Consolidated Statements of Income

(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3	増減	change(%)
連結損益計算書 Consolidated Statements of Income							
営業収益 Operating revenues	416,254	418,996	434,697	447,508	433,669	△ 13,839	(△ 3.1)
営業費 Operating expenses	378,496	381,019	396,160	407,430	397,644	△ 9,785	(△ 2.4)
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	331,915	334,047	347,554	358,066	345,226	△ 12,840	(△ 3.6)
販売費及び一般管理費 Selling, general and administrative expenses	46,580	46,972	48,606	49,363	52,418	3,055	(6.2)
営業利益 Operating profit	37,758	37,976	38,537	40,078	36,024	△ 4,053	(△ 10.1)
営業外収益 Non-operating income	2,141	2,152	2,317	3,125	2,278	△ 846	(△ 27.1)
受取利息 Interest income	59	31	176	163	23	△ 140	(△ 85.9)
受取配当金 Dividends income	1,053	1,099	1,180	1,204	1,436	232	(19.3)
持分法による投資利益 Equity in earnings of affiliates	25	—	—	22	33	11	(49.3)
その他 Other	1,003	1,021	959	1,734	785	△ 949	(△ 54.7)
営業外費用 Non-operating expenses	4,833	4,844	5,126	3,922	3,619	△ 303	(△ 7.7)
支払利息 Interest expenses	4,297	3,955	3,702	3,431	3,082	△ 349	(△ 10.2)
持分法による投資損失 Equity in losses of affiliates	—	565	129	—	—	—	—
その他 Other	535	323	1,294	491	536	45	(9.4)
経常利益 Ordinary profit	35,066	35,285	35,728	39,281	34,684	△ 4,597	(△ 11.7)
特別利益 Extraordinary income	6,633	4,738	3,305	18,230	6,856	△ 11,374	(△ 62.4)
特別損失 Extraordinary loss	9,219	8,707	3,591	17,369	13,120	△ 4,249	(△ 24.5)
税金等調整前当期純利益 Profit before income taxes	32,481	31,316	35,442	40,142	28,420	△ 11,721	(△ 29.2)
法人税、住民税及び事業税 Income taxes-current	11,696	11,442	11,569	12,341	11,102	△ 1,238	(△ 10.0)
法人税等調整額 Income taxes-deferred	1,296	△ 1,318	△ 48	570	△ 541	△ 1,111	—
当期純利益 Profit	19,488	21,192	23,921	27,230	17,858	△ 9,371	(△ 34.4)
非支配株主に帰属する当期純利益 Profit attributable to non-controlling interests	19	23	23	16	△ 17	△ 33	—
親会社株主に帰属する当期純利益 Profit attributable to owners of parent	19,468	21,168	23,897	27,213	17,875	△ 9,338	(△ 34.3)

《参考》 Reference

特別利益 Extraordinary income							
工事負担金等受入額 Contribution for construction	2,241	1,470	1,017	14,434	747	△ 13,686	(△ 94.8)
その他 Other	4,392	3,268	2,288	3,796	6,108	2,312	(60.9)
計 Total	6,633	4,738	3,305	18,230	6,856	△ 11,374	(△ 62.4)
特別損失 Extraordinary loss							
減損損失 Impairment loss	5,449	5,735	743	518	9,195	8,677	—
固定資産除却損 Loss on retirement of noncurrent assets	980	803	769	998	1,408	409	(41.0)
固定資産圧縮損 Loss on reduction of noncurrent assets	2,206	1,469	1,935	14,382	723	△ 13,658	(△ 95.0)
その他 Other	582	698	143	1,470	1,792	322	(21.9)
計 Total	9,219	8,707	3,591	17,369	13,120	△ 4,249	(△ 24.5)

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.)

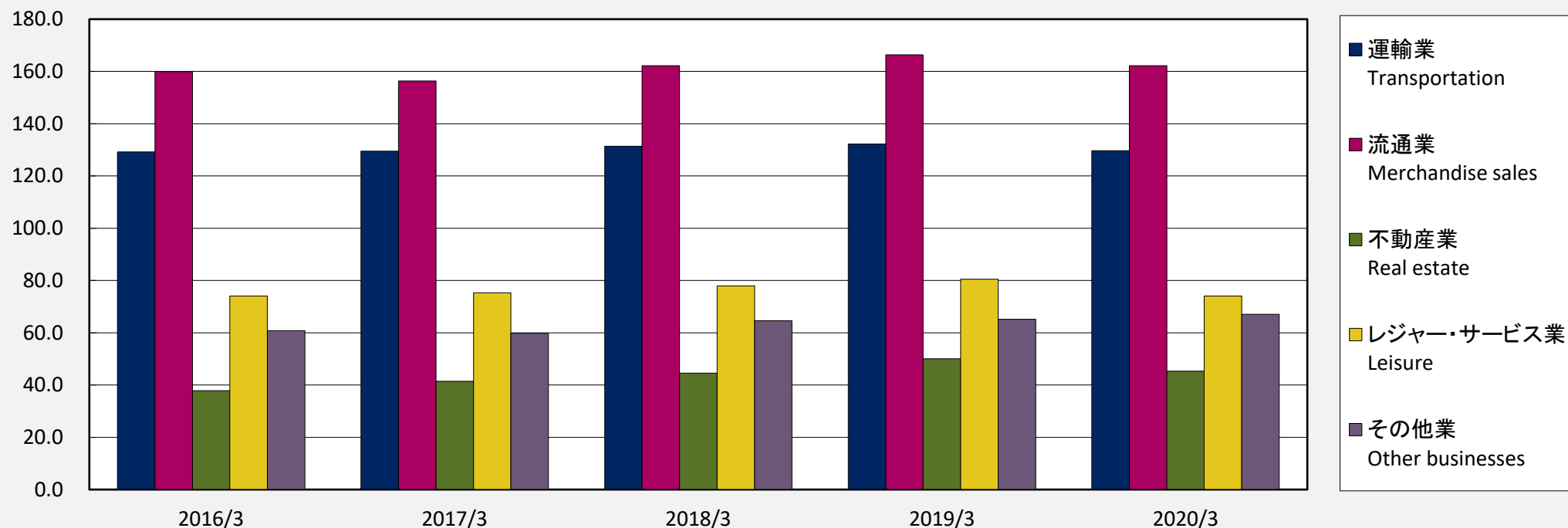
	2016/3	2017/3	2018/3	2019/3	2020/3	増減 change
税金等調整前当期純利益 Profit before income taxes	32,481	31,316	35,442	40,142	28,420	△ 11,721
減価償却費 Depreciation and amortization	35,577	34,681	35,860	36,248	35,862	△ 385
減損損失 Impairment loss	5,449	5,735	743	518	9,195	8,677
のれん償却額 Amortization of goodwill	404	404	404	404	404	—
退職給付に係る負債の増減額(△は減少) Increase (decrease) in net defined benefit liability	△ 428	△ 236	△ 155	19	35	16
退職給付に係る資産の増減額(△は減少) Increase (decrease) in net defined benefit asset	△ 2,459	△ 245	△ 528	△ 985	△ 420	565
固定資産除却損 Loss on retirement of noncurrent assets	669	908	662	882	1,040	157
固定資産圧縮損 Loss on reduction of noncurrent assets	2,206	1,469	1,935	14,382	723	△ 13,658
受取利息及び受取配当金 Interest and dividends income	△ 1,112	△ 1,130	△ 1,357	△ 1,368	△ 1,459	△ 91
支払利息 Interest expenses	4,297	3,955	3,702	3,431	3,082	△ 349
工事負担金等受入額 Contribution for construction	△ 2,241	△ 1,470	△ 1,017	△ 14,434	△ 747	13,686
営業債権の増減額(△は増加) Decrease (increase) in operating receivables	△ 854	△ 2,590	746	△ 4,843	7,457	12,300
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	△ 5,666	△ 5,952	△ 3,795	958	△ 1,943	△ 2,901
営業債務の増減額(△は減少) Increase (decrease) in operating debt	1,879	△ 347	1,067	237	△ 5,561	△ 5,799
その他 Other, net	△ 6,409	△ 451	3,137	△ 0	△ 11,432	△ 11,432
小計 Subtotal	63,793	66,047	76,849	75,592	64,656	△ 10,935
利息及び配当金の受取額 Interest and dividends income received	1,111	1,137	1,346	1,409	1,387	△ 22
利息の支払額 Interest expenses paid	△ 4,102	△ 3,973	△ 3,786	△ 3,472	△ 3,136	335
損害賠償金の受取額 Proceeds from damages	1,909	109	—	—	—	—
退職加算金等の支払額 Payments for extra retirement payments and other	△ 1,433	—	—	—	—	—
退店補償金の支払額 Compensation paid for tenants closing	△ 155	△ 239	△ 105	△ 730	△ 165	564
法人税等の支払額 Income taxes paid	△ 6,875	△ 13,640	△ 11,591	△ 12,179	△ 12,584	△ 405
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	54,247	49,440	62,713	60,620	50,157	△ 10,463
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	△ 50,936	△ 66,347	△ 76,528	△ 57,866	△ 61,817	△ 3,950
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	1,882	2,559	1,586	5,105	9,592	4,487
工事負担金等受入による収入 Proceeds from contribution received for construction	2,664	4,072	4,943	5,136	5,101	△ 34
投資有価証券の取得による支出 Purchase of investment securities	△ 1,816	△ 7,484	△ 1,434	△ 138	△ 4,269	△ 4,131
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	341	1,091	196	15	697	681
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	△ 7,301	—	—	—	—	—
連結の範囲の変更を伴う子会社株式の売却による収入 Proceeds from sales of shares of subsidiaries resulting in change in scope of consolidation	—	—	—	144	—	△ 144
その他 Other, net	△ 157	199	△ 31	△ 4	124	129
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	△ 55,323	△ 65,908	△ 71,267	△ 47,608	△ 50,570	△ 2,962
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	3,245	3,327	△ 2,659	△ 169	1,441	1,610
長期借入れによる収入 Proceeds from long-term loans payable	10,460	15,301	18,469	13,220	13,400	180
長期借入金の返済による支出 Repayment of long-term loans payable	△ 12,749	△ 19,349	△ 12,212	△ 16,855	△ 13,717	3,138
社債の発行による収入 Proceeds from issuance of bonds	29,841	—	39,777	—	9,948	9,948
社債の償還による支出 Redemption of bonds	—	△ 10,000	△ 20,000	△ 10,000	△ 20,000	△ 10,000
自己株式の取得による支出 Purchase of treasury stock	△ 28	△ 14	△ 34	△ 12	△ 10	2
配当金の支払額 Cash dividends paid	△ 4,883	△ 5,493	△ 5,492	△ 6,101	△ 6,105	△ 3
その他 Other, net	△ 354	△ 412	△ 462	△ 458	△ 568	△ 110
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	25,530	△ 16,642	17,384	△ 20,376	△ 15,611	4,765
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	1	△ 2	△ 427	830	1	△ 828
現金及び現金同等物の増減額(△は減少) Net increase (decrease) in cash and cash equivalents	24,455	△ 33,113	8,402	△ 6,534	△ 16,022	△ 9,488
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	64,724	89,180	56,067	64,469	57,934	△ 6,534
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	89,180	56,067	64,469	57,934	41,912	△ 16,022

セグメント情報

Segment information

■ 営業収益 Operating revenues

Billions of yen



(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3
運輸業 Transportation	129,210	129,487	131,378	132,224	129,659
流通業 Merchandise sales	159,946	156,373	162,235	166,423	162,180
不動産業 Real estate	37,888	41,389	44,565	50,004	45,333
レジャー・サービス業 Leisure	74,079	75,258	77,914	80,477	74,088
その他業 Other businesses	60,845	59,796	64,616	65,191	67,035
合計 Total	461,970	462,305	480,711	494,320	478,296
連結修正 Elimination	△ 45,715	△ 43,309	△ 46,013	△ 46,812	△ 44,627
連結 Consolidated	416,254	418,996	434,697	447,508	433,669

セグメント情報

Segment information

営業収益の明細 Operating revenues transaction

	2016/3	2017/3	2018/3	2019/3	(100万円/¥-mil.) 2020/3
運輸業 Transportation					
鉄道事業 Railways	83,776	84,558	86,057	86,179	84,848
バス事業 Bus services	35,327	35,035	35,667	36,542	36,222
タクシー業 Taxi services	12,500	13,185	12,926	13,022	12,133
その他 Others	2,763	2,641	2,599	2,646	2,557
消去 Elimination	△ 5,156	△ 5,933	△ 5,873	△ 6,166	△ 6,101
合計 Total	129,210	129,487	131,378	132,224	129,659
流通業 Merchandise sales					
百貨店業 Department stores	87,456	84,854	88,356	89,535	84,768
ストア業(注) Retail stores (note)	46,282	46,389	48,462	50,327	51,166
書籍販売業 Retail stores for books	8,198	7,224	6,609	6,447	6,089
ショッピングセンター事業 Shopping centers	12,973	12,553	13,478	14,384	14,612
その他 Others	11,730	11,603	11,618	12,130	11,883
消去 Elimination	△ 6,694	△ 6,251	△ 6,290	△ 6,402	△ 6,340
合計 Total	159,946	156,373	162,235	166,423	162,180
不動産業 Real estate					
不動産賃貸業 Land and building leasing	31,966	33,951	34,743	35,497	36,973
不動産販売業 Development for selling by lots	12,116	13,973	16,451	20,966	17,246
その他 Others	1,483	1,823	2,113	2,463	2,799
消去 Elimination	△ 7,678	△ 8,359	△ 8,742	△ 8,922	△ 11,686
合計 Total	37,888	41,389	44,565	50,004	45,333
レジャー・サービス業 Leisure					
ホテル業 Hotels	48,407	48,955	51,428	54,633	52,814
旅行業 Travel services	16,948	17,244	17,865	17,686	13,186
広告代理業 Advertising services	12,091	12,283	12,500	12,556	13,162
その他 Others	6,275	6,533	6,634	6,831	6,377
消去 Elimination	△ 9,643	△ 9,758	△ 10,513	△ 11,231	△ 11,451
合計 Total	74,079	75,258	77,914	80,477	74,088
その他業 Other businesses					
ビル総合管理業 Building maintenance	22,498	23,758	25,367	25,845	27,070
車両整備業 Railway car maintenance	9,468	10,264	10,499	10,100	10,691
建築・土木業 Construction	24,222	21,479	23,335	23,730	22,670
その他 Others	7,140	7,526	7,838	7,870	8,924
消去 Elimination	△ 2,484	△ 3,231	△ 2,422	△ 2,356	△ 2,322
合計 Total	60,845	59,796	64,616	65,191	67,035

(注) 2016年4月にストア業を運営する「株京王ストア」と駅売店業を運営する「京王リテールサービス(株)」が合併したことに伴い、2016年度より駅売店業はストア業に含めて表示している。過年度数値についても同様の組替を行っている。

Note: Beginning in FY2016, Retail Stores - in Stations have been included in Retail Stores in conjunction with the merger of Keio Store, which runs the Retail Stores, and Keio Retail Service,

which runs the Retail Stores - in Stations, in April 2016. Figures for previous years have been converted accordingly.

セグメント情報

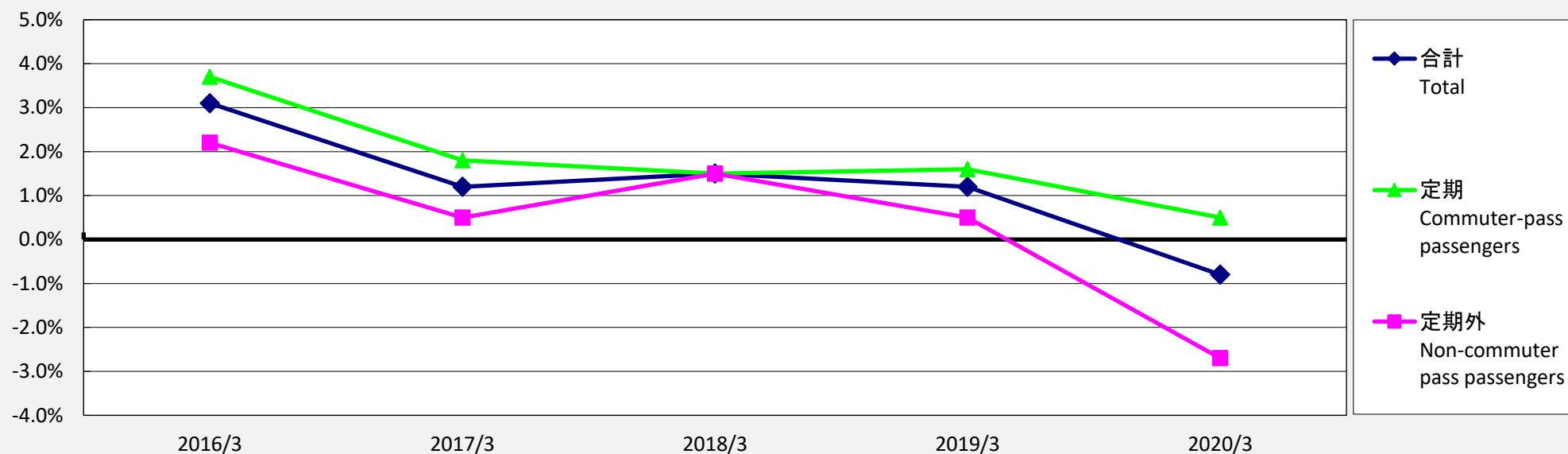
Segment information

■ 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)

	2016/3	2017/3	2018/3	2019/3	2020/3
定期 Commuter-pass passengers	383,728 (13,806)	390,503 (6,775)	396,434 (5,931)	402,729 (6,295)	404,751 (2,022)
通勤 Commuter-pass passengers	289,730 (11,795)	296,359 (6,629)	302,563 (6,204)	309,170 (6,607)	312,585 (3,415)
通学 Commuter-pass passengers (Students)	93,998 (2,011)	94,144 (146)	93,871 (△ 273)	93,559 (△ 312)	92,166 (△ 1,393)
定期外 Non-commuter pass passengers	268,612 (5,806)	269,824 (1,212)	273,808 (3,984)	275,259 (1,451)	267,814 (△ 7,445)
合計 Total	652,340 (19,612)	660,327 (7,987)	670,242 (9,915)	677,988 (7,746)	672,565 (△ 5,423)

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



(%/percent)

	2016/3	2017/3	2018/3	2019/3	2020/3
定期 Commuter-pass passengers	3.7	1.8	1.5	1.6	0.5
通勤 Commuter-pass passengers	4.2	2.3	2.1	2.2	1.1
通学 Commuter-pass passengers (Students)	2.2	0.2	△ 0.3	△ 0.3	△ 1.5
定期外 Non-commuter pass passengers	2.2	0.5	1.5	0.5	△ 2.7
合計 Total	3.1	1.2	1.5	1.2	△ 0.8

セグメント情報

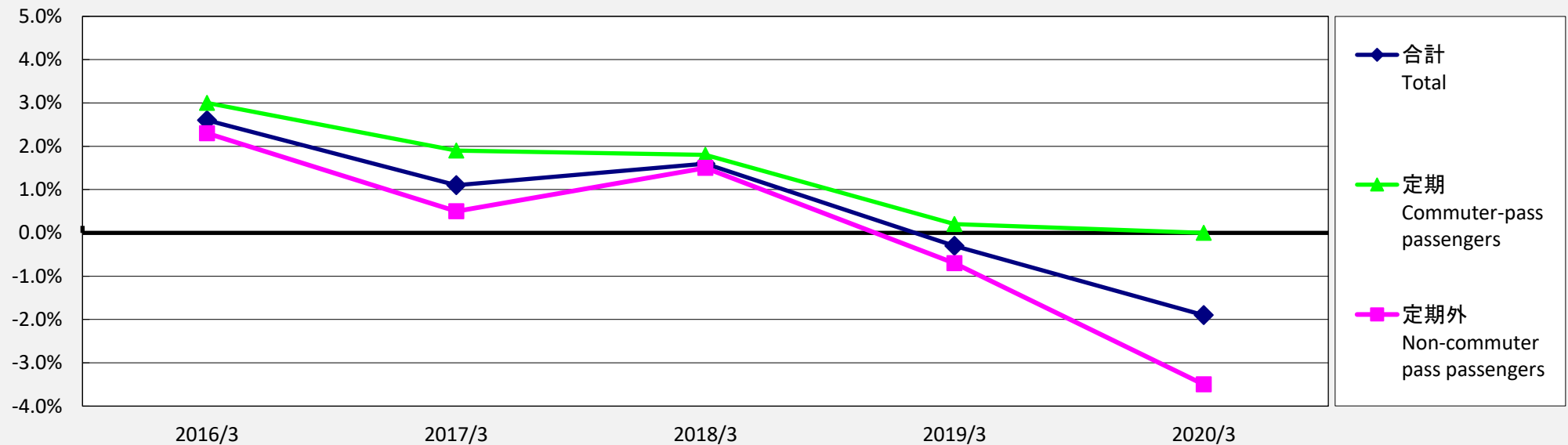
Segment information

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

(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3
定期 Commuter-pass passengers	34,480 (1,000)	35,146 (665)	35,782 (636)	35,852 (69)	35,866 (14)
通勤 Commuter-pass passengers	30,792 (919)	31,449 (657)	32,099 (649)	32,264 (165)	32,356 (92)
通学 Commuter-pass passengers (Students)	3,688 (80)	3,696 (8)	3,683 (△ 12)	3,587 (△ 96)	3,510 (△ 77)
定期外 Non-commuter pass passengers	45,832 (1,030)	46,071 (238)	46,751 (680)	46,407 (△ 344)	44,801 (△ 1,605)
合計 Total	80,313 (2,031)	81,217 (903)	82,534 (1,317)	82,259 (△ 275)	80,668 (△ 1,590)

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



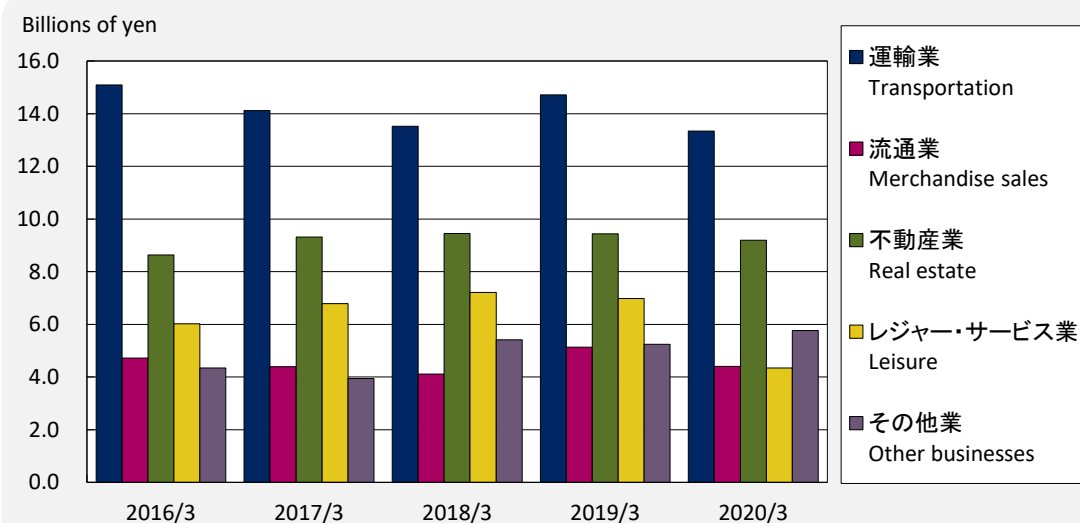
(%/percent)

	2016/3	2017/3	2018/3	2019/3	2020/3
定期 Commuter-pass passengers	3.0	1.9	1.8	0.2	0.0
通勤 Commuter-pass passengers	3.1	2.1	2.1	0.5	0.3
通学 Commuter-pass passengers (Students)	2.2	0.2	△ 0.3	△ 2.6	△ 2.2
定期外 Non-commuter pass passengers	2.3	0.5	1.5	△ 0.7	△ 3.5
合計 Total	2.6	1.1	1.6	△ 0.3	△ 1.9

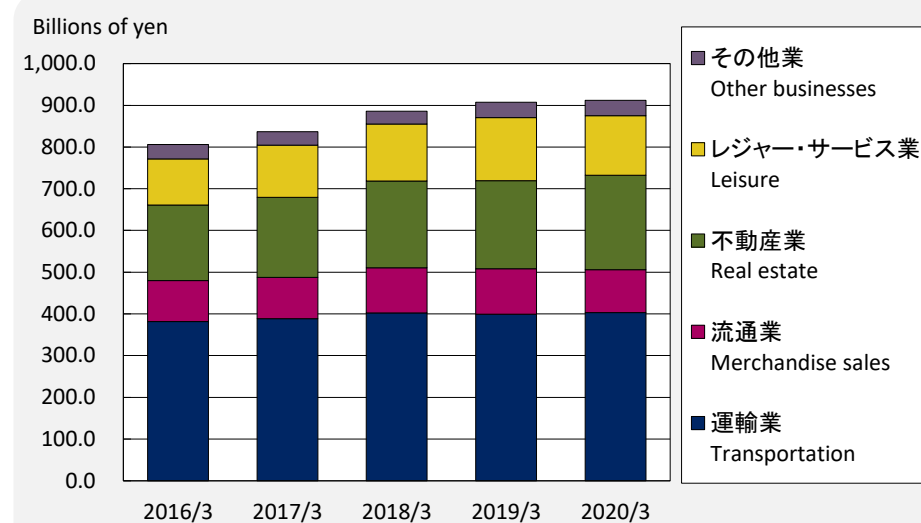
セグメント情報

Segment information

■ 営業利益 Operating profit



■ 総資産 Total assets



営業利益 Operating profit

(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3
運輸業 Transportation	15,089	14,118	13,516	14,710	13,345
流通業 Merchandise sales	4,724	4,389	4,113	5,138	4,400
不動産業 Real estate	8,633	9,318	9,445	9,433	9,199
レジャー・サービス業 Leisure	6,016	6,784	7,206	6,983	4,343
その他業 Other businesses	4,347	3,936	5,410	5,247	5,759
合計 Total	38,811	38,548	39,692	41,514	37,048
連結修正 Elimination	△ 1,052	△ 571	△ 1,155	△ 1,435	△ 1,023
連結 Consolidated	37,758	37,976	38,537	40,078	36,024

総資産 Total assets

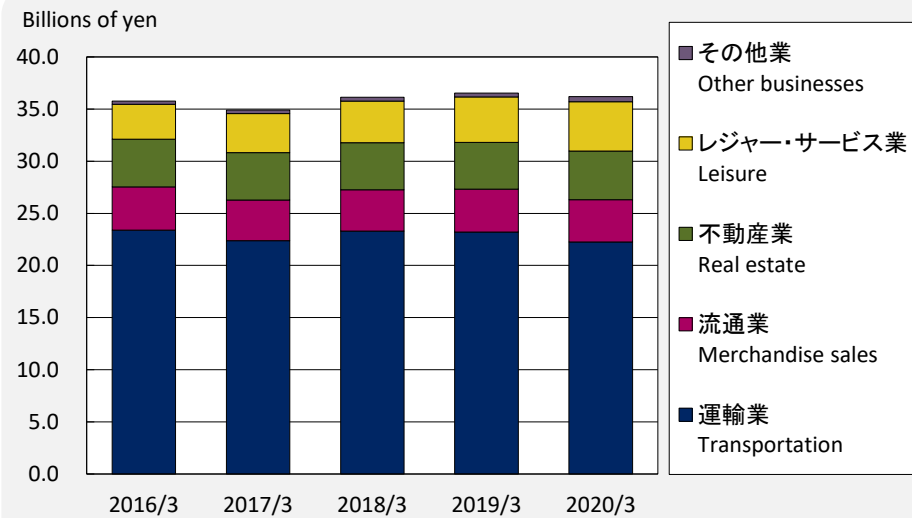
(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3
運輸業 Transportation	381,730	388,748	402,581	399,461	403,335
流通業 Merchandise sales	98,173	98,960	108,133	108,949	102,918
不動産業 Real estate	180,948	191,385	207,722	211,015	225,870
レジャー・サービス業 Leisure	110,654	125,691	136,503	151,271	142,927
その他業 Other businesses	34,737	31,969	30,577	36,579	37,241
合計 Total	806,244	836,754	885,517	907,277	912,292
連結修正 Elimination	13,933	△ 2,072	3,617	△ 17,936	△ 35,601
連結 Consolidated	820,177	834,682	889,135	889,341	876,691

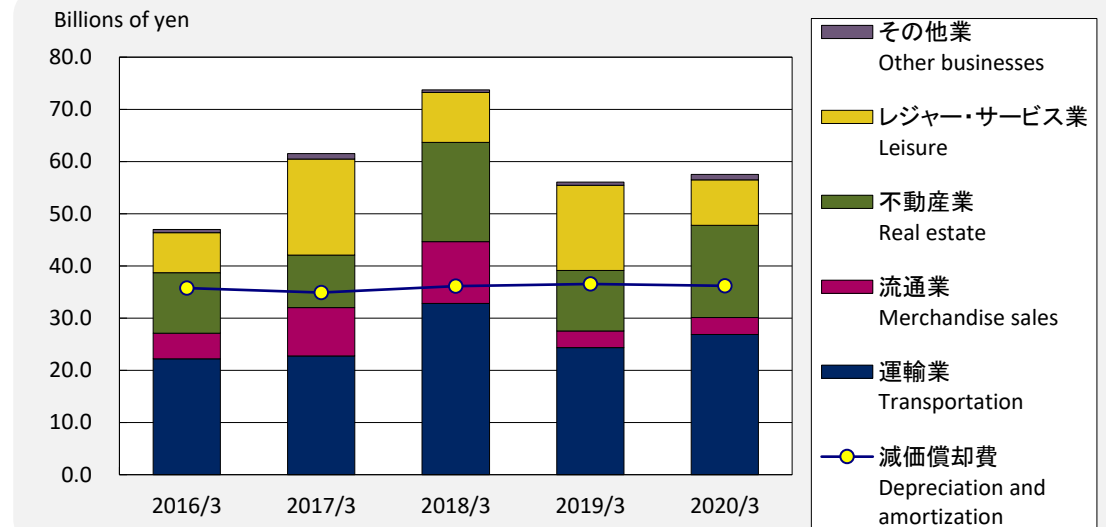
セグメント情報

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



減価償却費 Depreciation and amortization

(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3
運輸業 Transportation	23,392	22,372	23,313	23,212	22,268
流通業 Merchandise sales	4,131	3,918	3,943	4,108	4,039
不動産業 Real estate	4,592	4,529	4,502	4,488	4,653
レジャー・サービス業 Leisure	3,342	3,752	4,014	4,363	4,730
その他業 Other businesses	309	330	346	371	491
合計 Total	35,768	34,902	36,120	36,543	36,183
連結修正 Elimination	△ 190	△ 220	△ 259	△ 295	△ 320
連結 Consolidated	35,577	34,681	35,860	36,248	35,862

設備投資 Capital expenditures

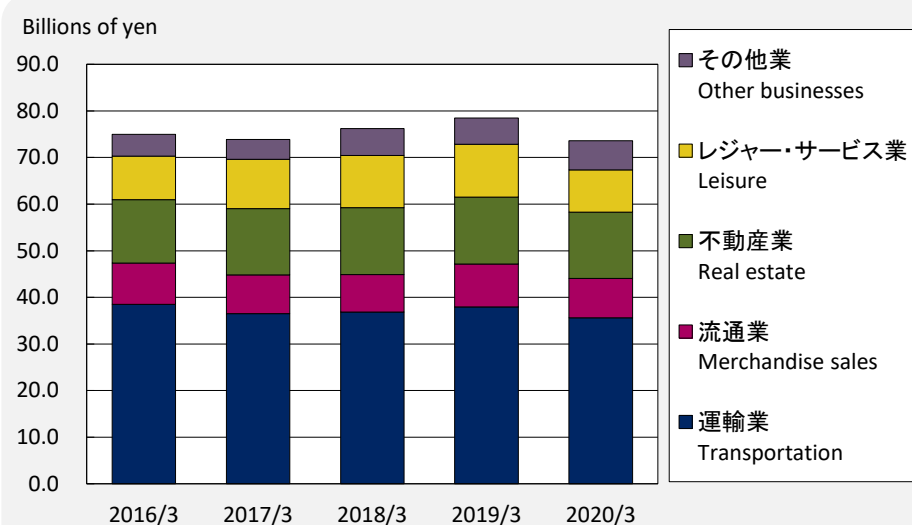
(100万円/¥-mil.)

	2016/3	2017/3	2018/3	2019/3	2020/3
運輸業 Transportation	22,181	22,730	32,829	24,360	26,856
流通業 Merchandise sales	4,931	9,274	11,795	3,191	3,260
不動産業 Real estate	11,604	10,064	19,061	11,605	17,664
レジャー・サービス業 Leisure	7,683	18,416	9,546	16,276	8,689
その他業 Other businesses	605	1,055	500	661	1,093
合計 Total	47,006	61,542	73,733	56,096	57,563
連結修正 Elimination	△ 608	251	△ 1,112	△ 949	△ 931
連結 Consolidated	46,397	61,793	72,621	55,146	56,632

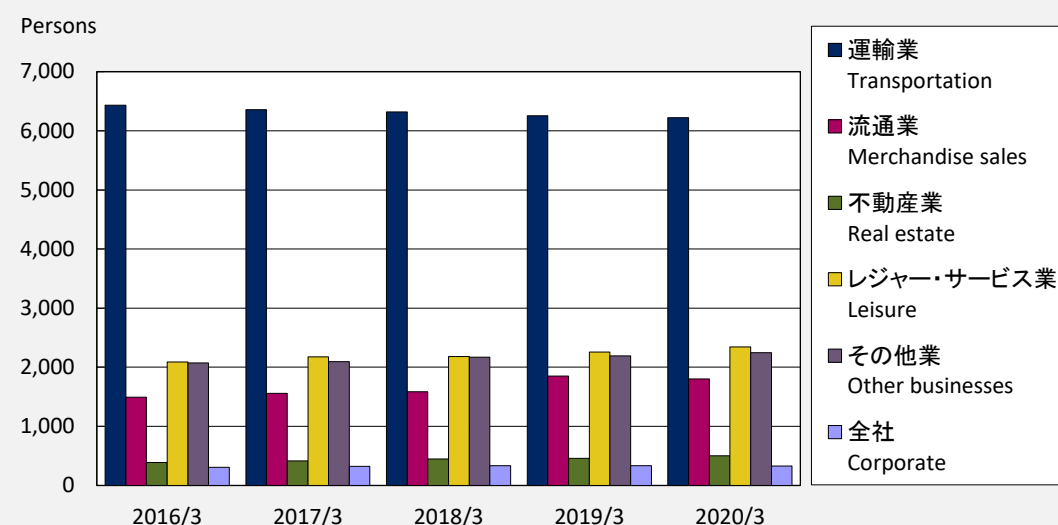
セグメント情報

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.)

	2016/3	2017/3	2018/3	2019/3	2020/3
運輸業 Transportation	38,482	36,491	36,829	37,923	35,613
流通業 Merchandise sales	8,855	8,308	8,057	9,246	8,439
不動産業 Real estate	13,630	14,253	14,352	14,326	14,258
レジャー・サービス業 Leisure	9,359	10,536	11,221	11,346	9,073
その他業 Other businesses	4,656	4,266	5,756	5,619	6,251
合計 Total	74,984	73,856	76,217	78,462	73,636
連結修正 Elimination	△ 1,243	△ 792	△ 1,414	△ 1,731	△ 1,344
連結 Consolidated	73,740	73,063	74,802	76,731	72,292

従業員数 Numbers of employee

(人/Persons)

	2016/3	2017/3	2018/3	2019/3	2020/3
運輸業 Transportation	6,433	6,358	6,320	6,255	6,219
流通業 Merchandise sales	1,492	1,559	1,586	1,849	1,802
不動産業 Real estate	391	415	447	457	504
レジャー・サービス業 Leisure	2,091	2,176	2,183	2,255	2,343
その他業 Other businesses	2,075	2,093	2,169	2,190	2,245
全社 Corporate	309	324	335	336	331
連結 Consolidated	12,791	12,925	13,040	13,342	13,444