

FACT BOOK

FY 2010/3



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おかげさまで
近鉄**100**年

Kintetsu
100th Anniversary
In 2010



近畿日本鉄道株式会社
KINTETSU CORPORATION

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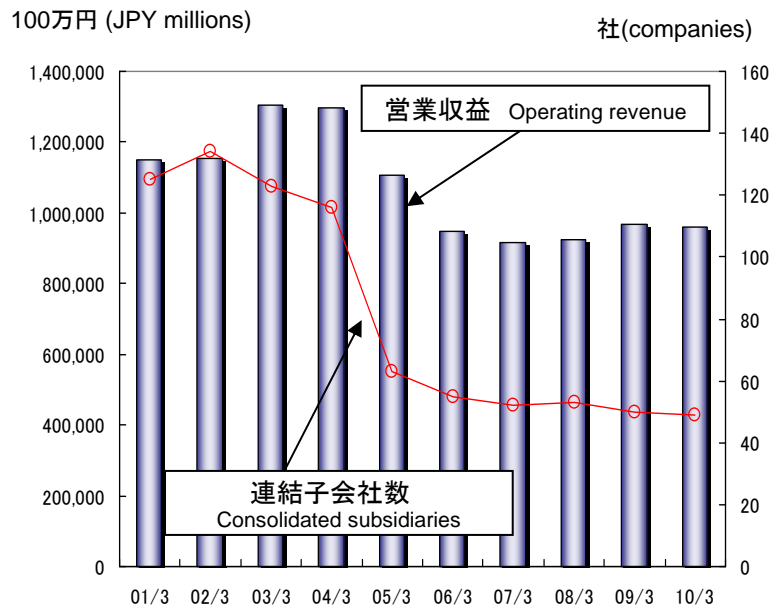
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経営指標(連結) Financial highlights (Consolidated)

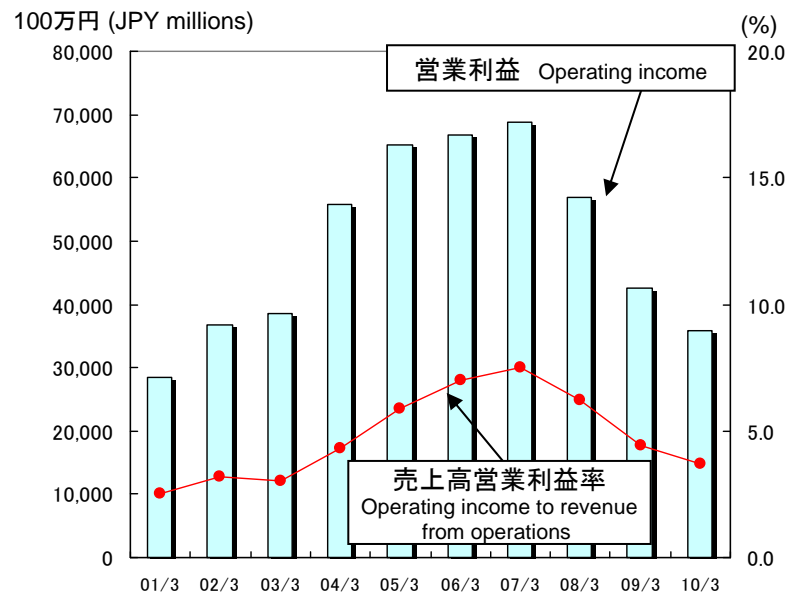
営業収益と連結子会社数

Operating revenue and consolidated subsidiaries



営業利益と売上高営業利益率

Operating income and operating income to revenue from operations



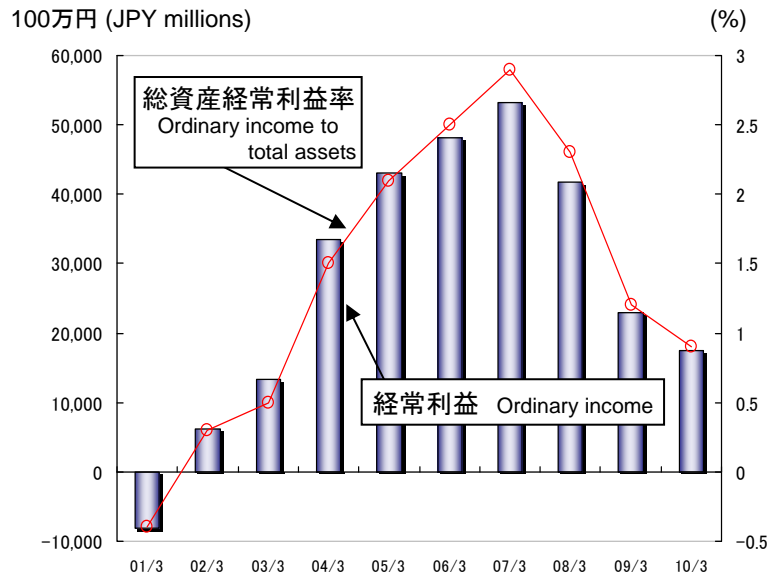
2001/3 2002/3 2003/3 2004/3 2005/3 2006/3 2007/3 2008/3 2009/3 2010/3

営業収益	■	1,151,745	1,154,565	1,303,584	1,297,848	1,105,372	947,828	917,863	924,308	966,459	960,716
連結子会社数	—○—	125	134	123	116	63	55	52	53	50	49
営業利益	■	28,500	36,815	38,506	55,794	65,253	66,810	68,827	56,990	42,660	35,758
売上高営業利益率	—●—	2.5	3.2	3.0	4.3	5.9	7.0	7.5	6.2	4.4	3.7

経営指標(連結) Financial highlights (Consolidated)

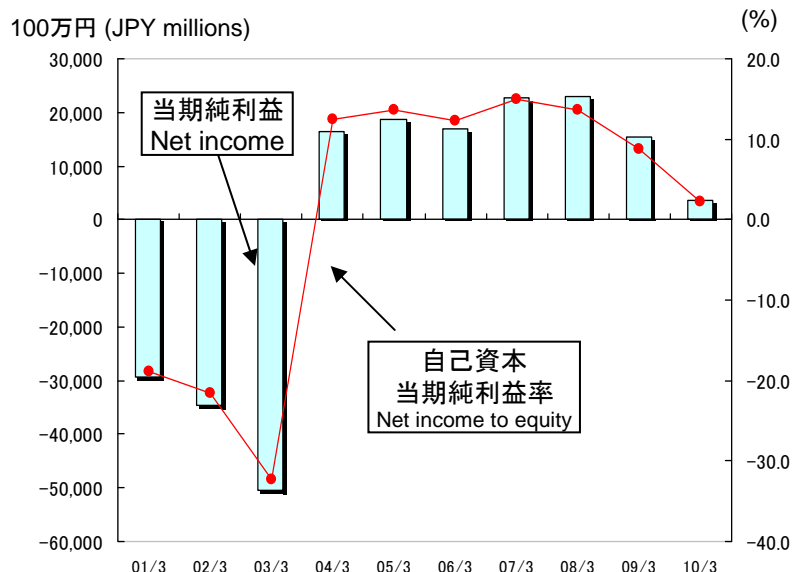
経常利益と総資産経常利益率

Ordinary income and ordinary income to total assets



当期純利益と自己資本当期純利益率

Net income and net income to equity

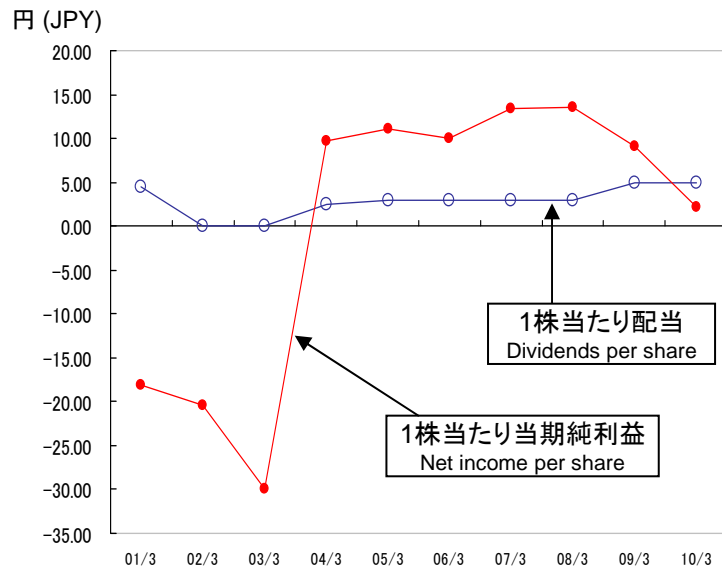


2001/3 2002/3 2003/3 2004/3 2005/3 2006/3 2007/3 2008/3 2009/3 2010/3

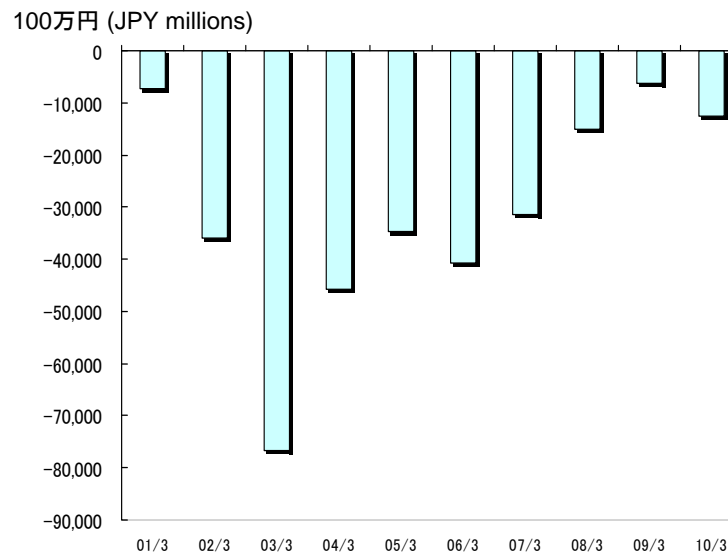
経常利益		△8,160	6,157	13,295	33,463	43,129	48,088	53,267	41,664	22,873	17,390
総資産経常利益率		△0.4	0.3	0.5	1.5	2.1	2.5	2.9	2.3	1.2	0.9
当期純利益		△29,308	△34,504	△50,497	16,545	18,735	17,045	22,809	23,081	15,325	3,671
自己資本 当期純利益率		△18.8	△21.6	△32.3	12.5	13.6	12.3	15.0	13.6	8.7	2.2

経営指標(連結) Financial highlights (Consolidated)

1株当たり当期純利益と1株当たり配当
Net income per share and dividends per share



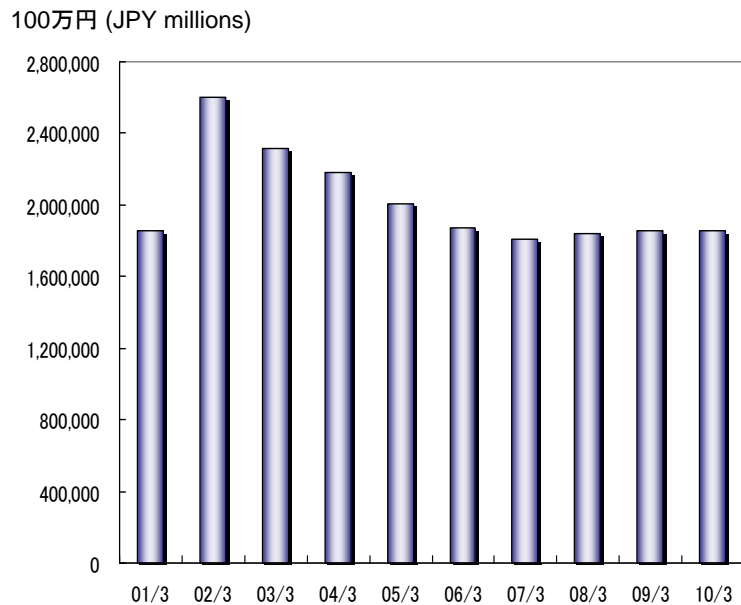
利益剰余金
Retained earnings



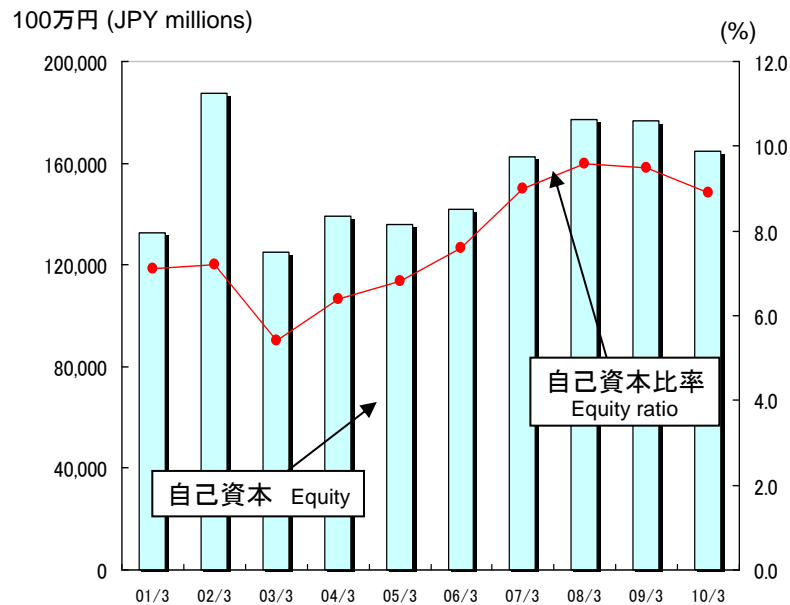
		2001/3	2002/3	2003/3	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3
1株当たり 当期純利益	●	△18.05	△20.42	△29.88	9.73	11.06	10.06	13.44	13.58	9.02	2.16
1株当たり配当	○	4.50	—	—	2.50	3.00	3.00	3.00	3.00	5.00	5.00
利益剰余金	■	△7,198	△36,058	△76,650	△45,641	△34,803	△40,726	△31,327	△15,099	△6,189	△12,655

経営指標(連結) Financial highlights (Consolidated)

総資産
Total assets



自己資本と自己資本比率
Equity and equity ratio

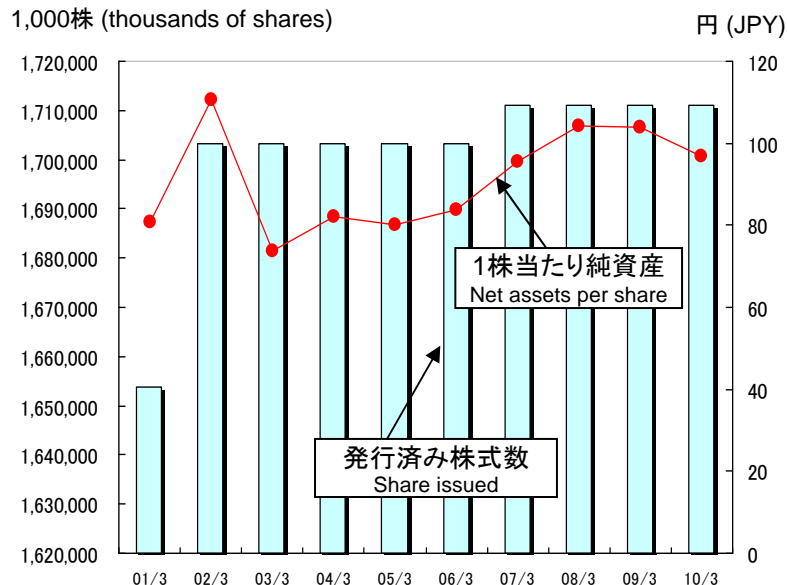


2001/3 2002/3 2003/3 2004/3 2005/3 2006/3 2007/3 2008/3 2009/3 2010/3

総資産	■	1,854,712	2,602,034	2,317,506	2,185,211	2,004,305	1,872,150	1,810,111	1,843,862	1,857,595	1,858,271
自己資本	■	132,546	187,454	124,942	139,217	135,707	142,082	162,425	176,946	176,551	164,844
自己資本比率	●	7.1	7.2	5.4	6.4	6.8	7.6	9.0	9.6	9.5	8.9

経営指標(連結) Financial highlights (Consolidated)

発行済み株式数と1株当たり純資産
Shares issued and net assets per share



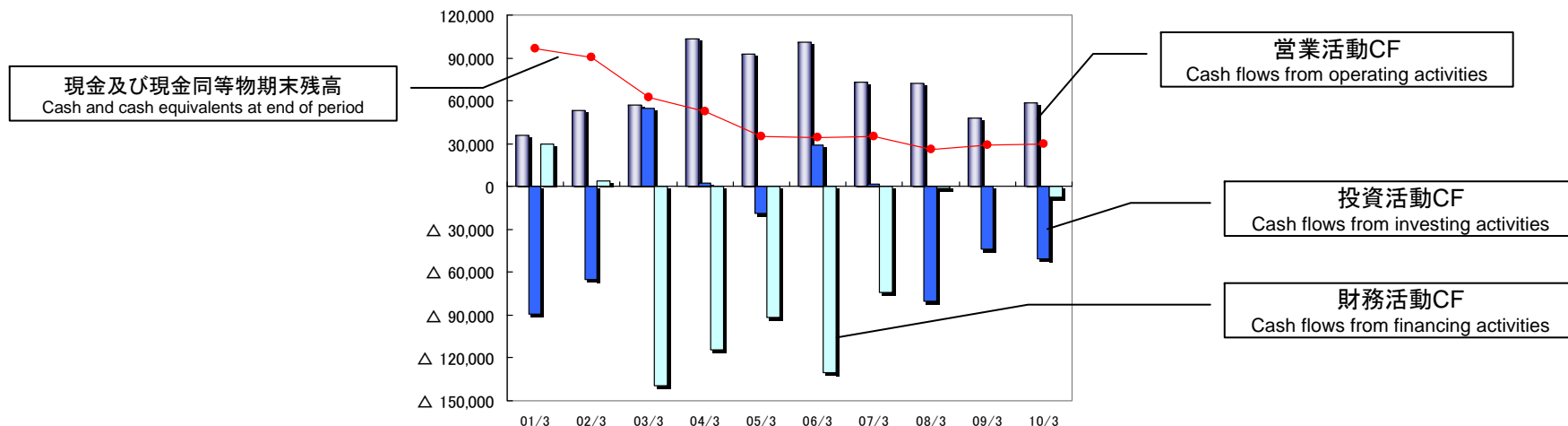
2001/3 2002/3 2003/3 2004/3 2005/3 2006/3 2007/3 2008/3 2009/3 2010/3





発行済み株式数	■	1,653,709	1,703,320	1,703,320	1,703,320	1,703,320	1,703,320	1,711,120	1,711,120	1,711,120	1,711,120
1株当たり純資産	●	80.89	110.47	73.88	82.17	80.14	83.92	95.46	104.10	103.92	96.85

経営指標(連結) Financial highlights (Consolidated)

キャッシュフローと現金及び現金同等物の期末残高
Cash flows, cash and cash equivalents at end of period

100万円 (JPY millions)

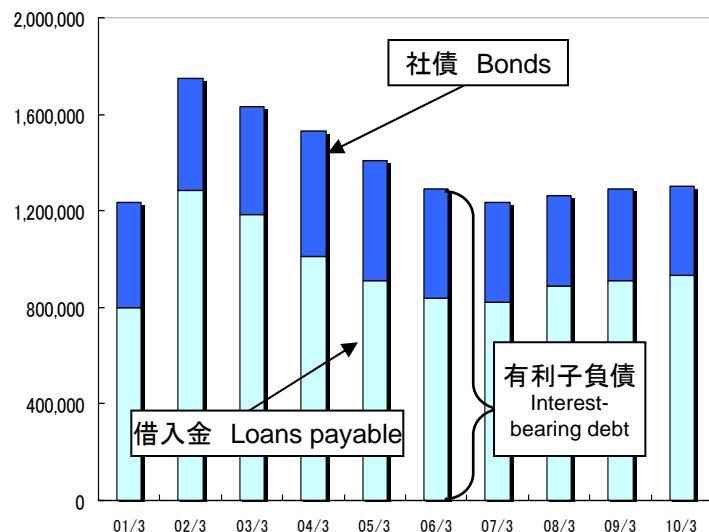


		2001/3	2002/3	2003/3	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3
営業活動CF		35,583	53,455	57,138	103,025	92,763	100,971	73,223	72,185	47,574	58,938
投資活動CF		△89,399	△64,920	54,481	2,394	△19,032	29,004	1,419	△79,980	△43,796	△50,488
財務活動CF		29,857	4,228	△139,380	△114,250	△91,699	△130,508	△74,107	△1,130	129	△7,685
現金及び 現金同等物期末残高		96,464	90,443	62,039	52,842	34,828	34,558	35,172	26,033	29,113	29,764

経営指標(連結) Financial highlights (Consolidated)

有利子負債 Interest-bearing debt

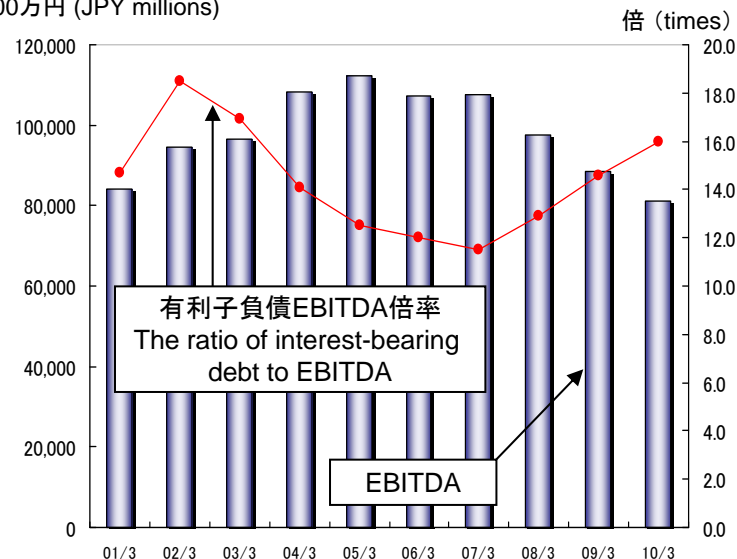
100万円 (JPY millions)



EBITDAと有利子負債EBITDA倍率 EBITDA and the ratio of interest-bearing debt to EBITDA

※EBITDA=営業利益+減価償却費
※有利子負債EBITDA倍率=有利子負債/EBITDA

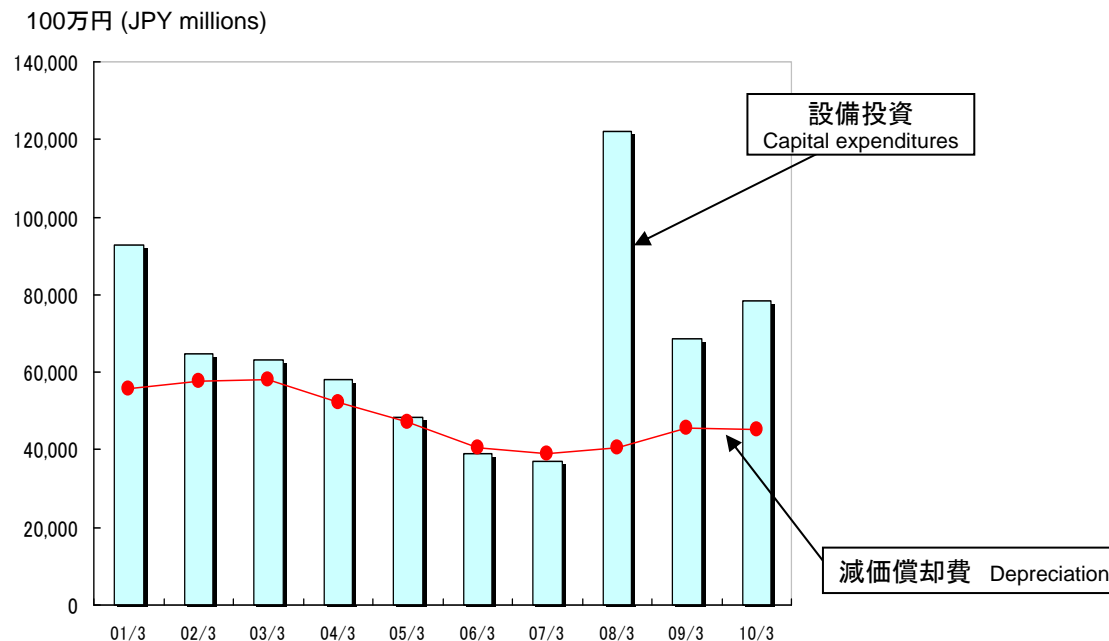
100万円 (JPY millions)



2001/3 2002/3 2003/3 2004/3 2005/3 2006/3 2007/3 2008/3 2009/3 2010/3

有利子負債	1,234,689	1,747,507	1,629,828	1,530,529	1,407,441	1,289,495	1,235,916	1,261,008	1,291,980	1,300,335
借入金	798,022	1,287,102	1,185,093	1,009,727	912,499	836,413	823,694	889,608	911,380	930,535
社債	436,666	460,405	444,734	520,802	494,942	453,082	412,222	371,400	380,600	369,800
EBITDA	84,174	94,471	96,692	108,216	112,372	107,356	107,735	97,684	88,471	81,097
有利子負債 EBITDA倍率	14.7	18.5	16.9	14.1	12.5	12.0	11.5	12.9	14.6	16.0

減価償却費と設備投資
Depreciation and capital expenditures



	2001/3	2002/3	2003/3	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3
減価償却費	55,673	57,655	58,186	52,422	47,118	40,545	38,907	40,694	45,810	45,338
設備投資	92,669	64,577	62,993	57,930	48,204	39,009	36,986	121,871	68,730	78,445

財務諸表(連結) Financial statements (Consolidated)

連結貸借対照表 Consolidated balance sheets

(100万円 (JPY millions))

	2006/3	2007/3	2008/3	2009/3	2010/3
資産の部 Assets					
流動資産 Current assets	370,100	385,743	366,147	356,650	344,929
現金及び預金 Cash and deposits	35,317	35,913	26,498	31,949	30,322
受取手形及び売掛金 Notes and accounts receivable-trade	28,611	30,453	28,972	30,029	29,401
リース債権及びリース投資資産 Lease receivables and investment assets	—	—	—	468	819
有価証券 Short-term investment securities	24	82	59	20	20
たな卸資産 Inventories	247,070	256,322	231,449	—	—
商品及び製品 Merchandise and finished goods	—	—	—	21,072	18,836
仕掛品 Work in process	—	—	—	3,196	2,395
原材料及び貯蔵品 Raw materials and supplies	—	—	—	2,649	2,736
販売土地及び建物 Land and buildings for sale	—	—	—	201,591	195,914
繰延税金資産 Deferred tax assets	20,466	26,648	27,990	22,043	14,347
その他 Other	39,634	37,668	52,076	44,243	50,848
貸倒引当金 Allowance for doubtful accounts	△1,025	△1,344	△898	△613	△714
固定資産 Noncurrent assets	1,501,659	1,423,937	1,477,159	1,500,226	1,512,600
有形固定資産 Property and equipment	1,303,362	1,242,286	1,313,305	1,330,612	1,353,858
建物及び構築物 Buildings and structures	590,242	577,556	591,273	595,492	592,679
機械装置及び運搬具 Machinery, equipment and vehicles	54,450	49,744	46,059	42,235	37,234
土地 Land	628,404	582,416	635,148	636,061	644,110
リース資産 Lease assets	—	—	—	6,384	13,679
建設仮勘定 Construction in progress	17,250	21,165	28,556	37,335	54,087
その他 Other	13,013	11,403	12,268	13,102	12,066
無形固定資産 Intangible assets	5,858	5,946	10,737	23,698	19,972
のれん Goodwill	—	—	—	12,664	9,732
リース資産 Lease assets	—	—	—	950	819
その他 Other	5,858	5,946	10,737	10,083	9,420
投資その他の資産 Investments and other assets	192,438	175,704	153,116	145,915	138,769
投資有価証券 Investment securities	79,570	83,294	78,569	70,665	68,276
長期貸付金 Long-term loans receivable	4,934	3,944	5,484	5,525	5,805
繰延税金資産 Deferred tax assets	42,596	23,960	16,979	14,850	13,827
その他 Other	67,628	68,698	55,474	58,644	55,539
貸倒引当金 Allowance for doubtful accounts	△1,834	△3,039	△2,131	△2,530	△3,512
投資評価引当金 Allowance for investment evaluation	△456	△1,154	△1,259	△1,239	△1,166
繰延資産 Deferred assets	390	429	554	718	741
資産合計 Total assets	1,872,150	1,810,111	1,843,862	1,857,595	1,858,271

財務諸表(連結) Financial statements (Consolidated)

連結貸借対照表 Consolidated balance sheets

(100万円 (JPY millions))

	2006/3	2007/3	2008/3	2009/3	2010/3
負債の部 Liabilities					
流動負債 Current liabilities	668,512	630,339	634,994	629,343	667,344
支払手形及び買掛金 Notes and accounts payable-trade	43,403	42,517	44,683	46,730	41,264
短期借入金 Short-term loans payable	357,616	326,727	358,165	328,210	326,537
1年以内償還社債 Current portion of bonds	100,860	100,762	50,800	80,800	120,800
リース債務 Lease obligations	—	—	—	1,182	2,264
未払金 Accounts payable-other	51,071	55,023	73,775	56,050	63,014
未払法人税等 Income taxes payable	4,327	2,243	3,261	2,034	4,779
賞与引当金 Provision for bonuses	8,154	8,493	8,581	8,030	8,204
商品券等引換損失引当金 Provision for loss on exchanging gift certificates	—	—	2,604	3,148	3,422
店舗建替損失引当金 Provision for loss on rebuilding stores	—	—	—	3,889	—
繰延税金負債 Deferred tax liabilities	—	19	—	—	13
その他 Other	103,077	94,552	93,121	99,267	97,043
固定負債 Noncurrent liabilities	1,052,483	1,007,075	1,022,299	1,042,624	1,020,485
社債 Bonds payable	352,222	311,460	320,600	299,800	249,000
長期借入金 Long-term loans payable	478,797	496,966	531,443	583,169	603,997
リース債務 Lease obligations	—	—	—	6,542	12,969
繰延税金負債 Deferred tax liabilities	5,135	7,507	5,547	3,806	3,330
再評価に係る繰延税金負債 Deferred tax liabilities for revaluation	82,562	81,561	82,648	83,259	91,534
退職給付引当金 Provision for retirement benefits	27,572	25,079	21,219	15,582	14,491
役員退職慰労引当金 Provision for directors' retirement benefits	137	134	168	168	107
債務保証損失引当金 Provision for loss on guarantees	150	150	—	—	—
事業損失引当金 Provision for loss on business	1,064	329	198	147	58
店舗建替損失引当金 Provision for loss on rebuilding stores	—	—	5,300	—	—
負ののれん Negative goodwill	672	—	—	772	460
その他 Other	104,170	83,886	55,173	49,375	44,537
負債合計 Total liabilities	1,720,995	1,637,414	1,657,293	1,671,967	1,687,830

財務諸表(連結) Financial statements (Consolidated)

連結貸借対照表 Consolidated balance sheets

(100万円 (JPY millions))

	2006/3	2007/3	2008/3	2009/3	2010/3
少数株主持分 Minority interests					
少数株主持分 Minority interests	9,072	—	—	—	—
資本の部 Shareholders' equity					
資本金 Capital stock	92,741	—	—	—	—
資本剰余金 Capital surplus	23,854	—	—	—	—
利益剰余金 Retained earnings	△40,726	—	—	—	—
土地再評価差額金 Revaluation reserve for land	59,571	—	—	—	—
その他有価証券評価差額金 Valuation difference on available-for-sale securities	10,906	—	—	—	—
為替換算調整勘定 Foreign currency translation adjustment	△1,676	—	—	—	—
自己株式 Treasury stock	△2,588	—	—	—	—
資本合計 Total net assets	142,082	—	—	—	—
負債、少数株主持分及び資本合計 Total liabilities and net assets	1,872,150	—	—	—	—

	2006/3	2007/3	2008/3	2009/3	2010/3
純資産の部 Net assets					
株主資本 Shareholders' equity	—	86,108	101,850	110,349	105,275
資本金 Capital stock	—	92,741	92,741	92,741	92,741
資本剰余金 Capital surplus	—	27,164	27,164	27,458	27,595
利益剰余金 Retained earnings	—	△31,327	△15,099	△6,189	△12,655
自己株式 Treasury stock	—	△2,469	△2,955	△3,660	△2,406
評価・換算差額等 Valuation and translation adjustments	—	76,316	75,095	66,201	59,569
その他有価証券評価差額金 Valuation difference on available-for-sale securities	—	9,815	7,033	1,696	1,195
繰延ヘッジ損益 Deferred gains or losses on hedges	—	111	159	△118	△26
土地再評価差額金 Revaluation reserve for land	—	67,791	69,542	70,081	63,346
為替換算調整勘定 Foreign currency translation adjustment	—	△1,401	△1,639	△5,458	△4,945
少数株主持分 Minority interests	—	10,270	9,621	9,075	5,596
純資産合計 Total net assets	—	172,696	186,568	185,627	170,441
負債純資産合計 Total liabilities and net assets	—	1,810,111	1,843,862	1,857,595	1,858,271

財務諸表(連結) Financial statements (Consolidated)

連結損益計算書(要約) Consolidated statements of income (abbr.)

(100万円 (JPY millions))

	2006/3	2007/3	2008/3	2009/3	2010/3
営業損益の部 Operating income and expenses					
営業収益 Operating revenue	947,828	917,863	924,308	966,459	960,716
営業費 Operating expenses	881,017	849,036	867,317	923,799	924,957
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	791,298	761,123	774,770	814,880	817,037
販売費及び一般管理費 Selling, general and administrative expenses	89,719	87,912	92,547	108,918	107,919
営業利益 Operating income	66,810	68,827	56,990	42,660	35,758
営業外損益の部 Non-operating income and expenses					
営業外収益 Non-operating income	7,904	9,536	11,904	7,785	8,266
受取利息及び配当金 Interest and dividends income	3,526	4,913	5,019	2,242	1,826
持分法による投資利益 Equity in earnings of affiliates	397	1,020	1,723	—	1,311
その他 Other	3,980	3,602	5,161	5,542	5,128
営業外費用 Non-operating expenses	26,626	25,096	27,230	27,573	26,635
支払利息 Interest expenses	21,724	21,678	22,517	23,278	22,833
持分法による投資損失 Equity in losses of affiliates	—	—	—	9	—
その他 Other	4,901	3,418	4,712	4,285	3,801
経常利益 Ordinary income	48,088	53,267	41,664	22,873	17,390

財務諸表(連結) Financial statements (Consolidated)

連結損益計算書(要約) Consolidated statements of income (abbr.)

(100万円 (JPY millions))

	2006/3	2007/3	2008/3	2009/3	2010/3
特別損益の部 Extraordinary income and loss					
特別利益 Extraordinary income	26,381	19,944	32,258	10,735	15,424
工事負担金等受入額 Contribution for construction	6,902	6,719	8,041	7,660	10,831
固定資産売却益 Gains on sales of noncurrent assets	8,339	11,652	1,959	805	334
有価証券売却益 Gains on sales of securities	7,094	763	1,453	1,125	36
退職給付信託設定益 Gains on contribution of securities to retirement benefit trust	1,845	—	—	—	—
貸倒引当金戻入額 Reversal of allowance for doubtful accounts	—	—	1,500	16	15
負ののれん過年度償却額 Amortization of negative goodwill for prior periods	—	—	—	458	—
特別目的会社資産売却に伴う特別配当金 Special dividends income of gain on special purpose company assets sales	—	—	18,340	—	3,414
その他 Other	2,199	808	964	668	791
特別損失 Extraordinary loss	45,781	32,572	40,545	6,592	18,367
たな卸資産評価損 Loss on valuation of inventories	—	—	26,250	—	—
販売土地建物評価損 Loss on valuation of land and buildings for sale	7,867	15,998	—	—	—
固定資産売却損 Loss on sales of noncurrent assets	6,247	5,828	620	157	2,171
固定資産除却損 Loss on retirement of noncurrent assets	1,786	1,270	2,673	1,908	2,828
減損損失 Impairment loss	22,225	2,496	1,089	488	1,555
有価証券評価損 Loss on valuation of securities	148	196	42	100	542
貸倒引当金繰入額 Provision of allowance for doubtful accounts	—	—	868	467	1,074
投資評価引当金繰入額 Provision of allowance for investment evaluation	50	363	374	83	167
事業損失引当金繰入額 Provision for loss on business	1,064	22	—	—	—
商品券等損失引当金繰入額 Provision of allowance for loss on exchanging gift certificates	—	—	1,965	—	—
店舗建替損失引当金繰入額 Provision of allowance for loss on rebuilding stores	—	—	5,300	423	—
事業再編損 Restructuring loss	—	—	—	1,253	—
特別退職金 Special retirement expenses	1,950	1,576	—	1,118	5,113
退職給付制度一部終了損失 Loss on a part of abolishment of retirement benefit plan	—	—	—	—	2,858
環境対策費 Environmental expenses	—	—	—	—	1,592
その他 Other	4,440	4,821	1,360	591	464
税金等調整前当期純利益 Income before income taxes	28,688	40,639	33,377	27,016	14,447
法人税、住民税及び事業税 Income taxes-current	4,674	3,474	3,943	2,268	5,919
法人税等調整額 Income taxes-deferred	5,744	12,934	6,369	10,393	8,105
少数株主損益 Minority interest in income (loss)	1,223	1,421	△15	△971	△3,248
当期純利益 Net income	17,045	22,809	23,081	15,325	3,671

財務諸表(連結) Financial statements (Consolidated)

(100万円 (JPY millions))

連結キャッシュ・フロー計算書 (要約) Consolidated statements of cash flows (abbr.)	2006/3	2007/3	2008/3	2009/3	2010/3
税金等調整前当期純利益 Income before income taxes and minority interests	28,688	40,639	33,377	27,016	14,447
減価償却費 Depreciation and amortization	40,545	38,907	40,694	45,810	45,338
のれん償却額 Amortization of goodwill	—	—	392	1,830	2,989
負ののれん償却額 Amortization of negative goodwill	△841	△691	—	△764	△338
固定資産除却損 Loss on retirement of noncurrent assets	3,460	2,810	3,612	2,256	6,345
減損損失 Impairment loss	22,225	2,496	1,089	488	1,555
工事負担金等受入額 Proceeds from contribution for construction	△6,902	△6,719	△8,041	△7,660	△10,831
固定資産売却損益 Loss (gain) on sales of property and equipment	△2,091	△5,824	△1,338	△648	1,836
有価証券売却損益 Loss (gain) on sales of investments	△6,636	△ 50	△1,451	△1,100	△11
退職給付引当金の増減額 Increase (decrease) in provision for retirement benefits	373	△ 2,855	△7,633	△10,621	352
その他の引当金の増減額 Increase (decrease) in other provision	2,894	2,704	7,658	568	△2,559
退職給付信託設定損益 Loss (gain) on securities contribution to retirement benefit trust	△1,845	—	—	—	—
退職給付信託設定額 Contribution of securities to retirement benefit trust	2,224	—	—	—	—
受取利息及び配当金 Interest and dividends income	△3,526	△ 4,913	△23,359	△2,242	△5,240
支払利息 Interest expenses	21,724	21,678	22,517	23,278	22,833
持分法による投資損益 Equity in (earnings) losses of affiliates	△397	△ 1,020	△1,723	9	△1,311
売上債権の増減額 Decrease (increase) in notes and accounts receivables	△1,391	△ 1,940	1,095	5,053	798
たな卸資産の増減額 Decrease (increase) in inventories	26,534	16,650	24,186	2,566	8,276
仕入債務の増減額 Increase (decrease) in notes and accounts payable-trade	2,453	346	△1,802	△12,826	1,816
その他 Other	△2,156	△3,395	3,017	△5,463	△3,847
小計 Subtotal	125,334	98,823	92,291	67,550	82,450
利息及び配当金の受取額 Interest and dividends income received	1,474	1,871	4,572	1,685	1,763
利息の支払額 Interest expenses paid	△21,669	△ 21,401	△22,164	△23,078	△22,901
法人税等の支払額 Income taxes (paid) refund	△4,167	△ 6,069	△2,514	1,416	△2,372
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	100,971	73,223	72,185	47,574	58,938

財務諸表(連結) Financial statements (Consolidated)

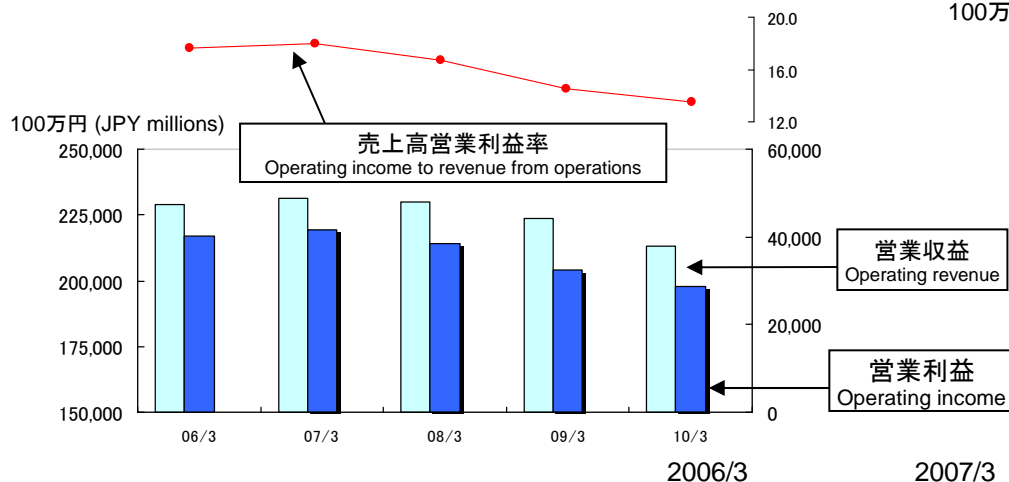
連結キャッシュ・フロー計算書(要約) Consolidated statements of cash flows (abbr.)	(100万円 (JPY millions))				
	2006/3	2007/3	2008/3	2009/3	2010/3
有価証券及び投資有価証券の取得による支出 Purchase of short-term and long term investment securities	△5,383	△1,209	△454	△7,932	△970
有価証券及び投資有価証券の売却及び償還による収入 ※1	9,462	1,117	1,836	4,662	1,096
連結の範囲の変更を伴う子会社株式の売却による収入 ※2	787	1,732	—	—	—
連結の範囲の変更を伴う子会社株式の取得による支出 ※3	—	80	△3,624	2,515	—
有形及び無形固定資産の取得による支出 Purchase of noncurrent assets	△38,675	△40,343	△118,819	△58,415	△67,380
有形及び無形固定資産の売却による収入 Proceeds from sales of noncurrent assets	57,863	33,134	10,413	1,229	1,795
工事負担金等受入による収入 Proceeds from contribution received for construction	6,087	7,389	7,851	6,068	8,240
匿名組合出資配当金の受取 Proceeds from withdrawal of dividend investments in silent partnership	—	—	20,648	—	4,068
貸付けによる支出 Payments for loans receivable	△3,743	△3,427	△5,346	△4,022	△7,175
貸付金の回収による収入 Proceeds from collection of loans receivable	3,917	3,946	2,980	3,576	4,501
その他 Other	△1,311	△1,001	4,533	8,521	5,336
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities	29,004	1,419	△79,980	△43,796	△50,488
短期借入金の純増減額 Net increase (decrease) in short-term loans payable	△45,636	△13,931	31,371	△38,729	△1,296
長期借入れによる収入 Proceeds from long-term loans payable	178,106	170,922	175,846	196,324	163,258
長期借入金の返済による支出 Repayment of long-term loans payable	△200,161	△170,611	△143,390	△138,972	△142,806
社債の発行による収入 Proceeds from issuance of bonds	39,589	59,648	59,609	59,606	69,657
社債の償還による支出 Redemption of bonds	△81,860	△100,860	△100,732	△50,800	△80,800
リース債務の返済による支出 Repayments of lease obligations	—	—	—	△502	△1,565
その他の負債の返済による支出 Repayments for other liabilities payable	△15,037	△13,664	△17,770	△21,239	△6,589
配当金の支払額 Cash dividends paid	△5,100	△5,098	△5,129	△5,125	△8,529
少数株主への配当金の支払額 Cash dividends paid to minority shareholders	△267	△302	△457	△93	△96
自己株式の売却による収入 Proceeds from sales of treasury stock	131	81	56	823	1,226
自己株式の取得による支出 Purchase of treasury stock	△271	△291	△535	△1,160	△143
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities	△130,508	△74,107	△1,130	129	△7,685
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	156	△2	△135	△827	△114
現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents	△376	533	△9,061	3,079	651
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	34,828	34,558	35,172	26,033	29,113
連結の範囲の変更に伴う現金及び現金同等物の増加額 ※4	2	—	△77	—	—
連結子会社合併に伴う現金及び現金同等物の増加額 ※5	103	80	—	—	—
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	34,558	35,172	26,033	29,113	29,764

※1 Proceeds from sales and redemption of short-term and long-term investment securities ※2 Proceeds from (payments for) sales of investments in subsidiaries resulting in change in scope of consolidation
 ※3 Payments for (proceeds from) purchase of investments in subsidiaries resulting in change in scope of consolidation ※4 Increase (decrease) in cash and cash equivalents from change of scope of consolidation
 ※5 Increase (decrease) in cash and cash equivalents from merger of subsidiaries

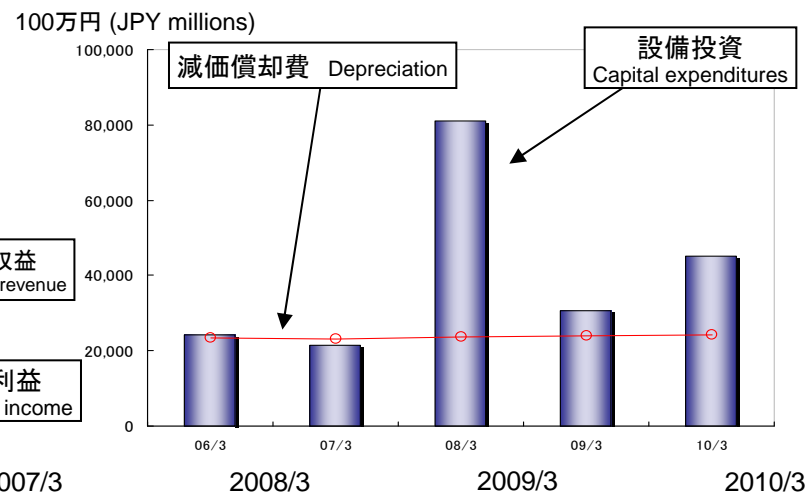
セグメント情報(連結) Segment information (Consolidated)

運輸業 Transportation

営業収益・営業利益・売上高営業利益率
Operating revenue, operating income and operating income to revenue from operations (%)



減価償却費と設備投資
Depreciation and capital expenditures



営業収益 Operating revenue		228,715	231,312	229,757	223,609	212,964
営業利益 Operating income		40,143	41,664	38,484	32,379	28,733
売上高営業利益率 O.I. to O.Rev.		17.6	18.0	16.7	14.5	13.5

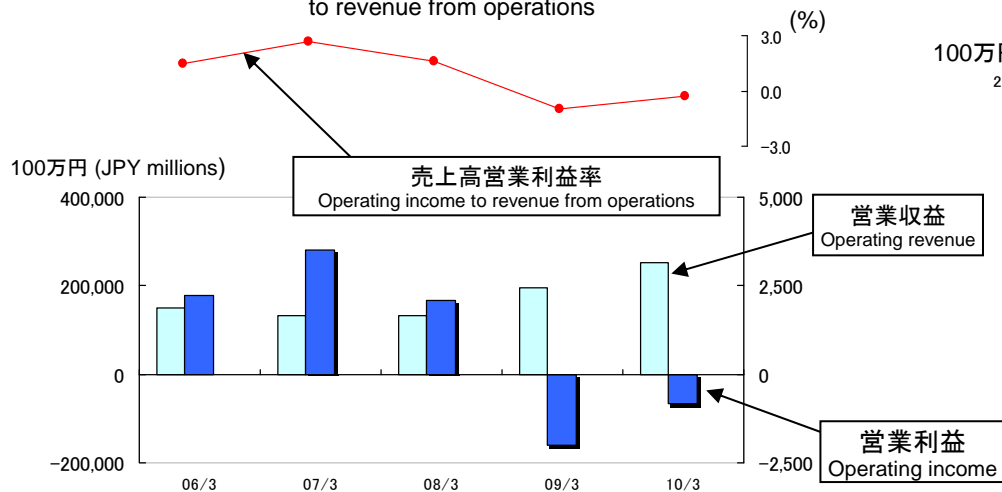
営業収益の明細 Detail of operating revenue

鉄軌道事業 Railways Construction service and consultant	167,328	166,963	168,725	165,885	158,876	
バス事業 Bus services	37,062	37,047	35,454	32,896	31,454	
タクシー業 Taxi services	11,276	14,023	13,880	13,314	11,805	
その他 Others	13,169	13,502	11,909	11,722	11,031	
減価償却費 Depreciation		23,411	22,997	23,587	24,058	24,095
設備投資 Capital expenditures		24,254	21,453	81,157	30,752	45,003

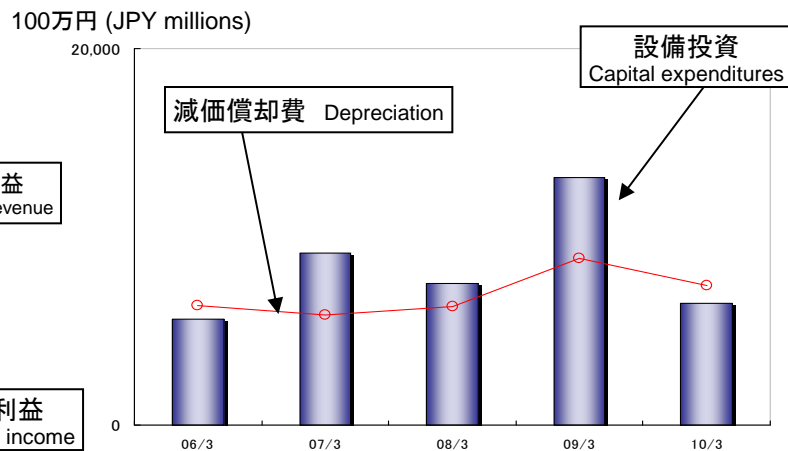
セグメント情報(連結) Segment information (Consolidated)

レジャー・サービス業 Leisure and service

営業収益・営業利益・売上高営業利益率
Operating revenue, operating income and operating income to revenue from operations



減価償却費と設備投資
Depreciation and capital expenditures

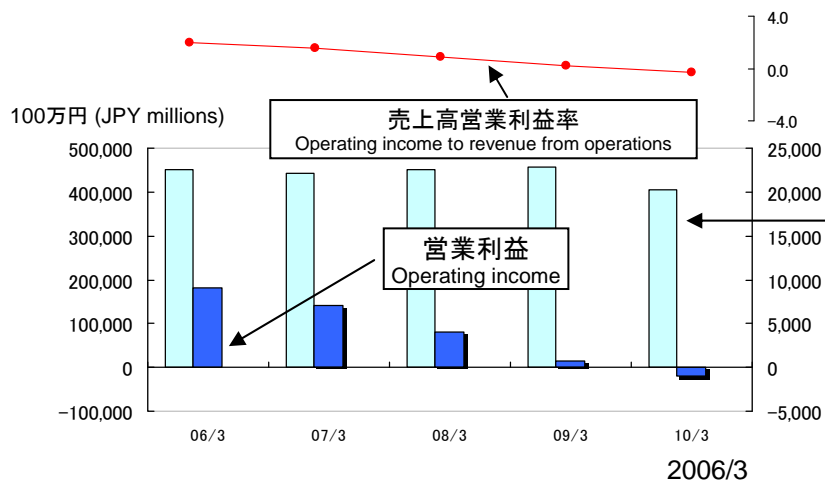


	2006/3	2007/3	2008/3	2009/3	2010/3
営業収益 Operating revenue	148,695	132,135	131,852	195,225	252,918
営業利益 Operating income	2,222	3,522	2,099	△2,001	△837
売上高営業利益率 O.I. to O.Rev.	1.5	2.7	1.6	△1.0	△0.3
営業収益の明細 Detail of operating revenue					
ホテル業 Hotels	46,284	46,187	48,087	47,586	43,039
飲食店業 Restaurants	14,091	17,410	15,998	15,401	13,415
旅行業 Travel Agents	—	—	—	64,171	131,372
遊園地・テーマパーク業 Amusement parks	4,856	6,456	6,733	6,846	6,414
ビルメンテナンス業 Building Maintenance	37,423	40,305	40,863	40,933	38,905
駅運営管理業務の受託 Contractor of station service	28,824	—	—	—	—
その他 Others	21,837	23,953	23,379	23,006	21,968
減価償却費 Depreciation	6,355	5,827	6,305	8,867	7,426
設備投資 Capital expenditures	5,650	9,120	7,495	13,144	6,456

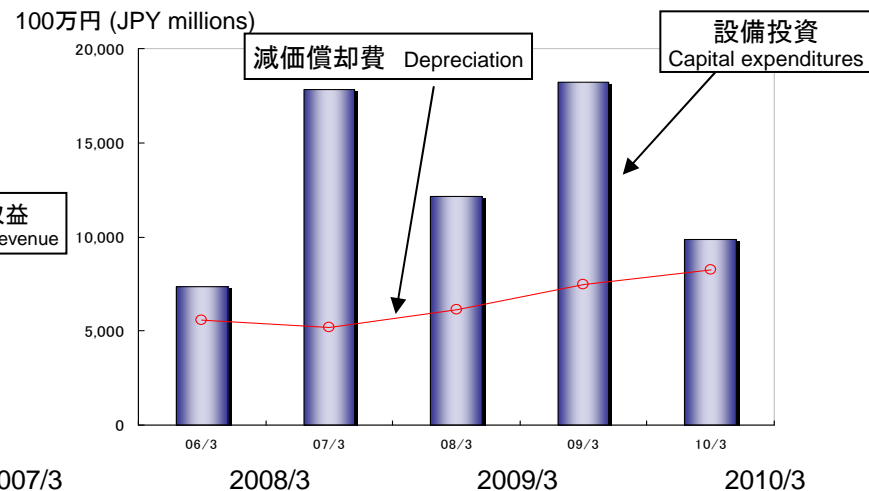
セグメント情報(連結) Segment information (Consolidated)

流通業 Merchandise sales

営業収益・営業利益・売上高営業利益率
Operating revenue, operating income and operating income to revenue from operations (%)



減価償却費と設備投資
Depreciation and capital expenditures



営業収益 Operating revenue		451,760	442,807	450,140	456,373	404,822
営業利益 Operating income		9,124	7,060	4,055	692	△1,045
売上高営業利益率 O.I. to O.Rev.		2.0	1.6	0.9	0.2	△0.3

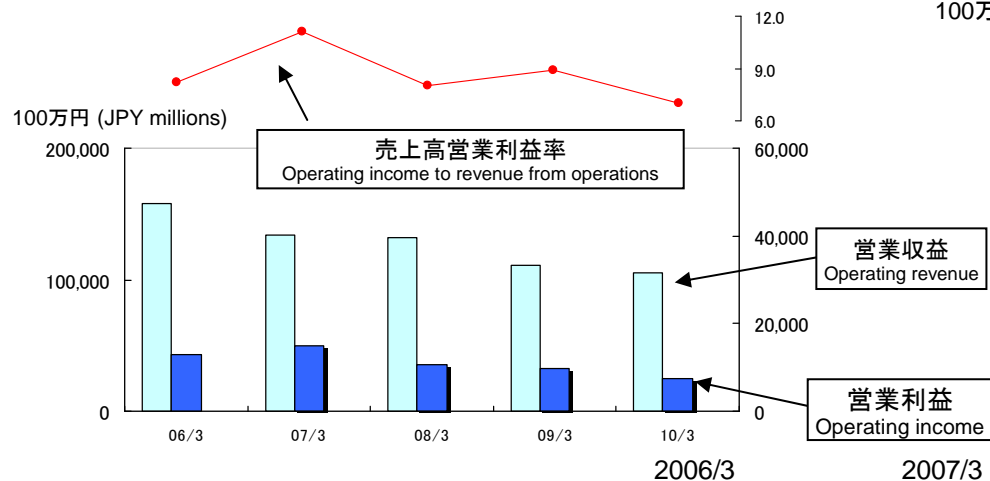
営業収益の明細 Detail of operating revenue

百貨店業 Department stores	395,823	391,599	367,227	343,214	294,085	
小売業 Retail sales	58,577	52,355	84,724	116,250	114,427	
自動車販売修理業 Automobile sales and repair	4,014	5,726	5,519	4,431	3,447	
減価償却費 Depreciation		5,561	5,162	6,120	7,489	8,245
設備投資 Capital expenditures		7,327	17,848	12,134	18,210	9,849

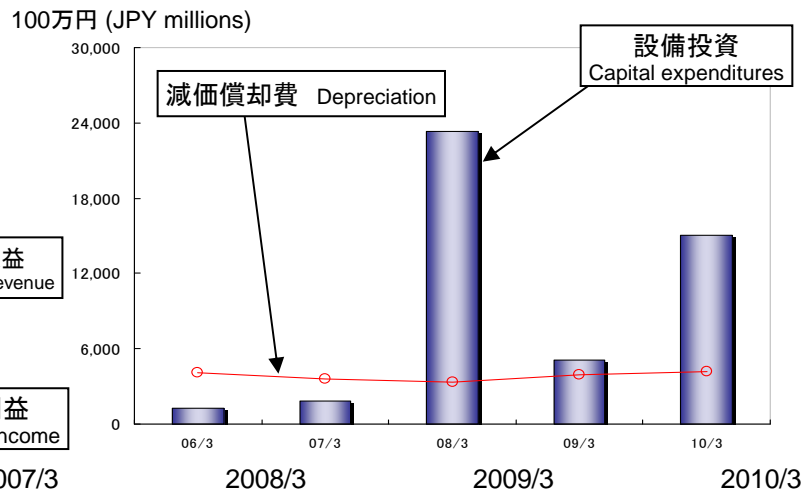
セグメント情報(連結) Segment information (Consolidated)

不動産業 Real estate

営業収益・営業利益・売上高営業利益率
Operating revenue, operating income and operating income to revenue from operations (%)



減価償却費と設備投資
Depreciation and capital expenditures



営業収益 Operating revenue		158,028	134,143	132,243	111,180	105,252
営業利益 Operating income		13,012	14,824	10,617	9,893	7,392
売上高営業利益率 O.I. to O.Rev.		8.2	11.1	8.0	8.9	7.0

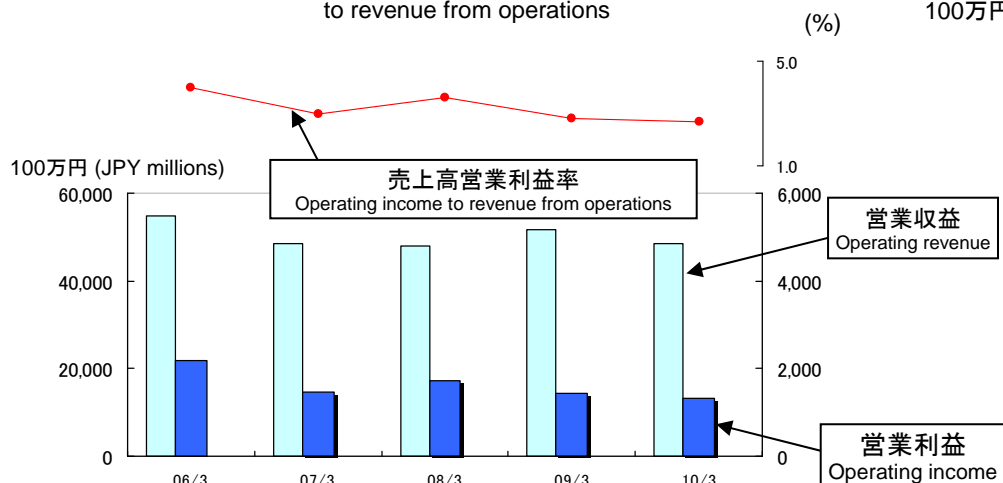
営業収益の明細 Detail of operating revenue

不動産販売業 Real estate sales		134,077	110,516	109,008	90,128	87,026
不動産賃貸業 Building Business		24,306	24,019	23,624	21,449	18,643
減価償却費 Depreciation		4,108	3,574	3,309	3,903	4,141
設備投資 Capital expenditures		1,245	1,872	23,329	5,089	15,605

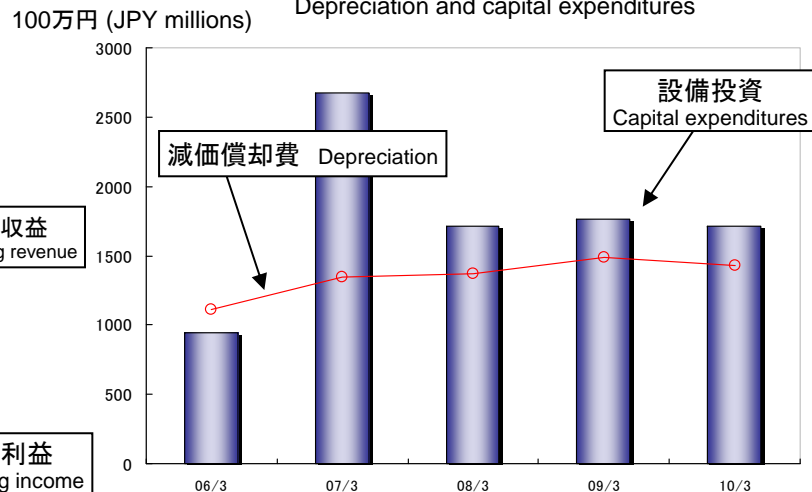
セグメント情報(連結) Segment information (Consolidated)

その他の事業 Others

営業収益・営業利益・売上高営業利益率
Operating revenue, operating income and operating income to revenue from operations



減価償却費と設備投資
Depreciation and capital expenditures



	2006/3	2007/3	2008/3	2009/3	2010/3
営業収益 Operating revenue	54,695	48,513	47,828	51,544	48,563
営業利益 Operating income	2,175	1,465	1,716	1,448	1,329
売上高営業利益率 O.I. to O.Rev.	4.0	3.0	3.6	2.8	2.7

営業収益の明細 Detail of operating revenue

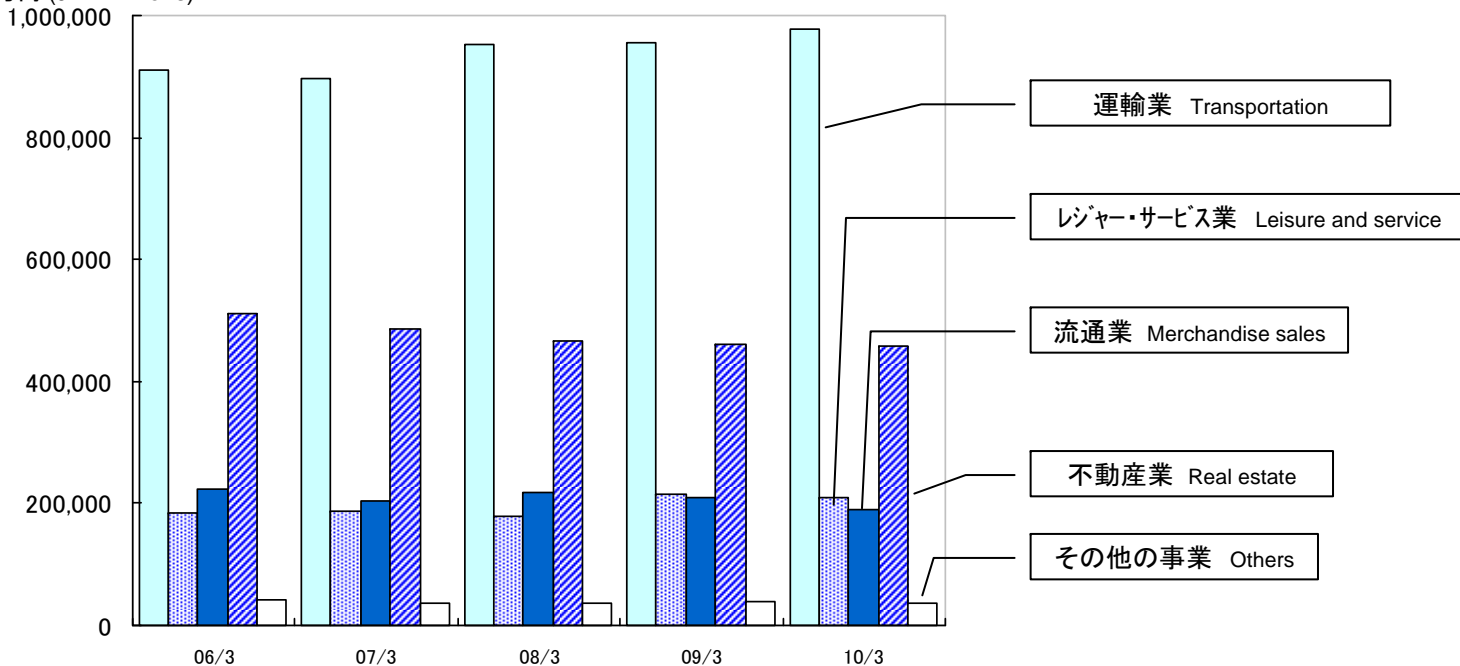
	2006/3	2007/3	2008/3	2009/3	2010/3
建設業・建設コンサルタント業 Construction service and consultant	44,642	35,831	34,881	40,073	37,902
情報通信業 Information system management	6,692	9,478	9,657	10,024	10,614
その他 Others	3,557	3,408	3,516	1,799	495
減価償却費 Depreciation	1,109	1,345	1,371	1,491	1,430
設備投資 Capital expenditures	947	2,676	1,716	1,764	1,709

セグメント情報(連結) Segment information (Consolidated)

総資産

Total assets

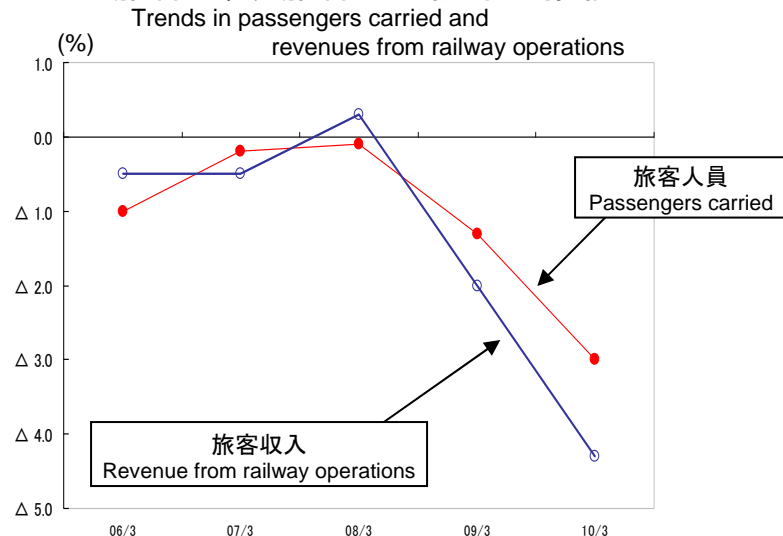
100万円 (JPY millions)



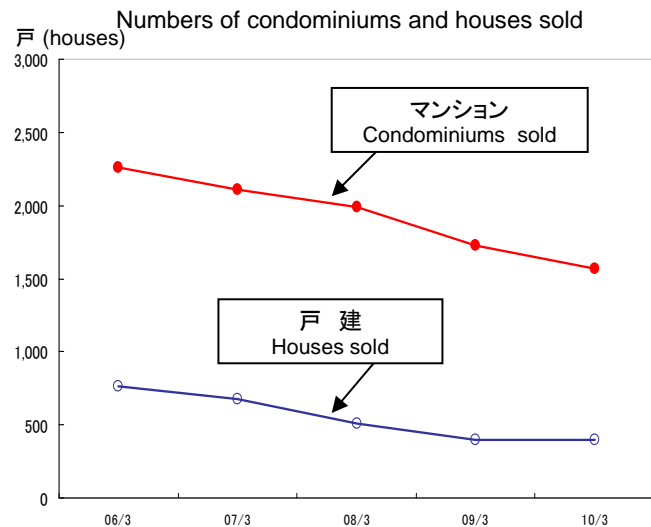
		2006/3	2007/3	2008/3	2009/3	2010/3
運輸業 Transportation		911,445	897,639	952,405	956,125	978,988
レジャー・サービス業 Leisure and service		183,029	187,442	179,819	215,357	210,353
流通業 Merchandise sales		224,155	203,841	218,223	209,985	189,448
不動産業 Real estate		512,182	485,386	466,044	460,369	457,714
その他の事業 Others		40,542	36,166	36,733	38,073	37,041

セグメント情報(連結) Segment information (Consolidated)

旅客人員・旅客収入前年比推移



分譲戸数



旅客人員・旅客収入 Passengers carried and revenues from railway operations

		2006/3	2007/3	2008/3	2009/3	2010/3
旅客人員 (百万人)	定期外 Non-commuter passengers	223 (Δ1.0)	223 (0.0)	226 (1.4)	223 (Δ1.5)	219 (Δ1.5)
	定期 Commuter passengers	389 (Δ1.0)	388 (Δ0.3)	384 (Δ1.0)	379 (Δ1.2)	364 (Δ3.9)
	計 Total	613 (Δ1.0)	611 (Δ0.2)	611 (Δ0.1)	602 (Δ1.3)	584 (Δ3.0)
旅客収入 (百万円)	定期外 Non-commuter passengers	102,168 (Δ0.2)	101,378 (Δ0.8)	102,851 (1.5)	100,356 (Δ2.4)	96,435 (Δ3.9)
	定期 Commuter passengers	56,412 (Δ1.1)	56,376 (Δ0.1)	55,426 (Δ1.7)	54,827 (Δ1.1)	52,136 (Δ4.9)
	計 Total	158,580 (Δ0.5)	157,755 (Δ0.5)	158,277 (0.3)	155,183 (Δ2.0)	148,571 (Δ4.3)

※()内は前年比: A ratio in parentheses means comparison with the previous year.

分譲戸数 Numbers of condominiums and houses sold

		2006/3	2007/3	2008/3	2009/3	2010/3
マンション	Condominiums sold	2,262	2,108	1,990	1,729	1,570
戸建	Houses sold	762	675	512	395	403
計	Total	3,024	2,783	2,502	2,124	1,973