

# FACT BOOK

FY 2013/3



近畿日本鉄道株式会社  
KINTETSU CORPORATION

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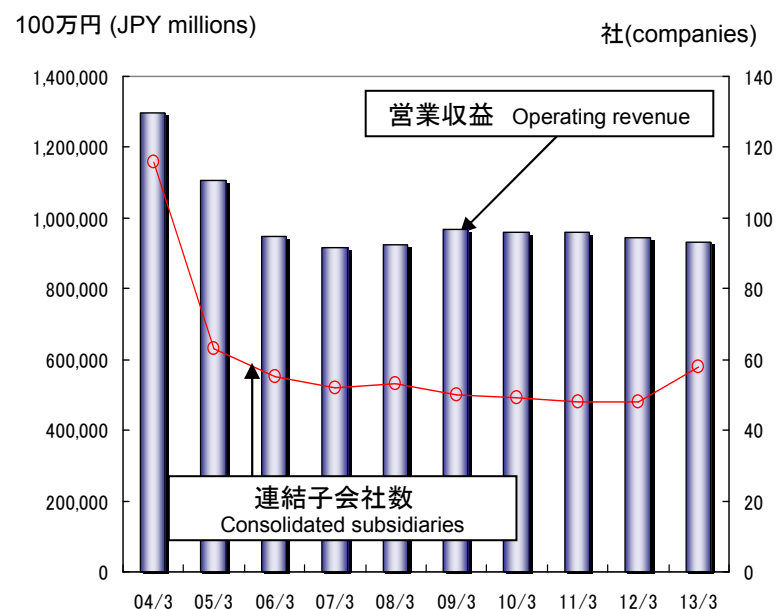
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経営指標(連結) Financial highlights (Consolidated)

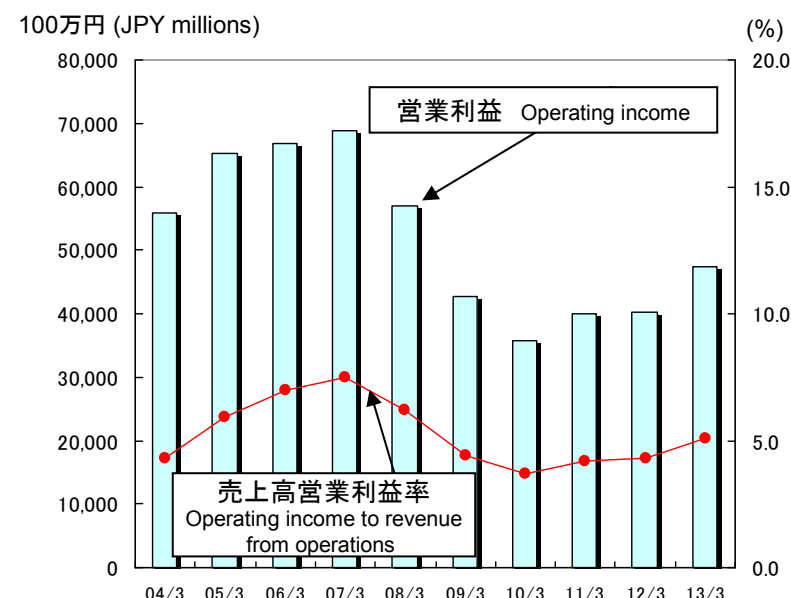
営業収益と連結子会社数

Operating revenue and consolidated subsidiaries



営業利益と売上高営業利益率

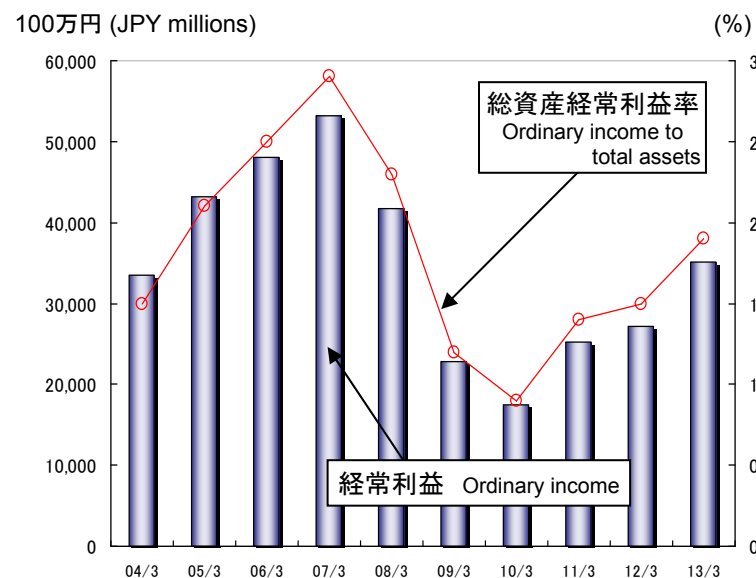
Operating income and operating income to revenue from operations



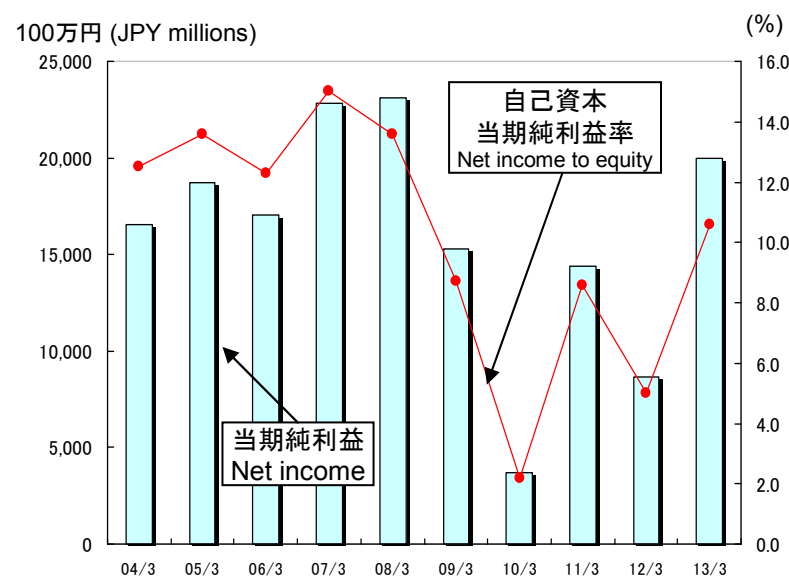
	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益	1,297,848	1,105,372	947,828	917,863	924,308	966,459	960,716	960,006	942,790	932,156
連結子会社数	116	63	55	52	53	50	49	48	48	58
営業利益	55,794	65,253	66,810	68,827	56,990	42,660	35,758	39,919	40,209	47,452
売上高営業利益率	4.3	5.9	7.0	7.5	6.2	4.4	3.7	4.2	4.3	5.1

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



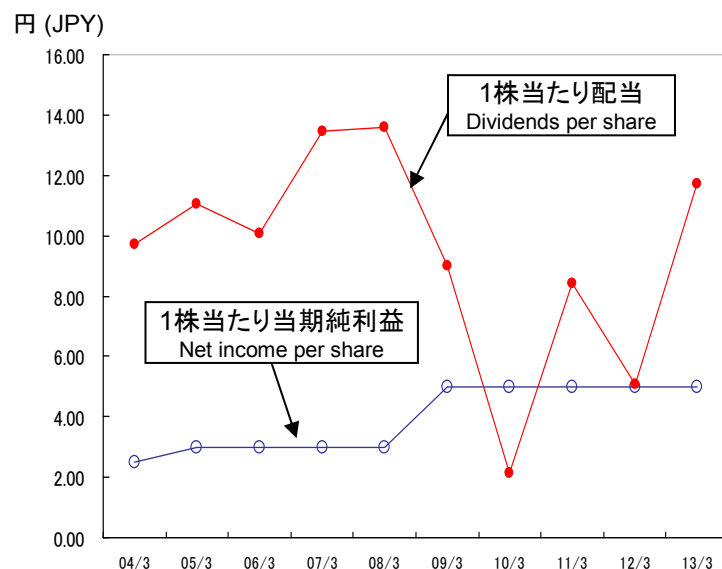
当期純利益と自己資本当期純利益率  
Net income and net income to equity



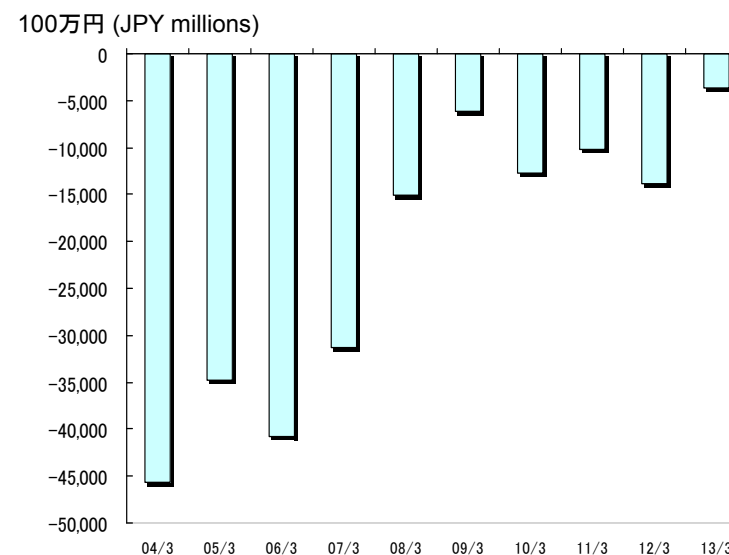
	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
経常利益	33,463	43,129	48,088	53,267	41,664	22,873	17,390	25,249	27,169	35,063
総資産経常利益率	1.5	2.1	2.5	2.9	2.3	1.2	0.9	1.4	1.5	1.9
当期純利益	16,545	18,735	17,045	22,809	23,081	15,325	3,671	14,354	8,666	20,001
自己資本 当期純利益率	12.5	13.6	12.3	15.0	13.6	8.7	2.2	8.6	5.0	10.6

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



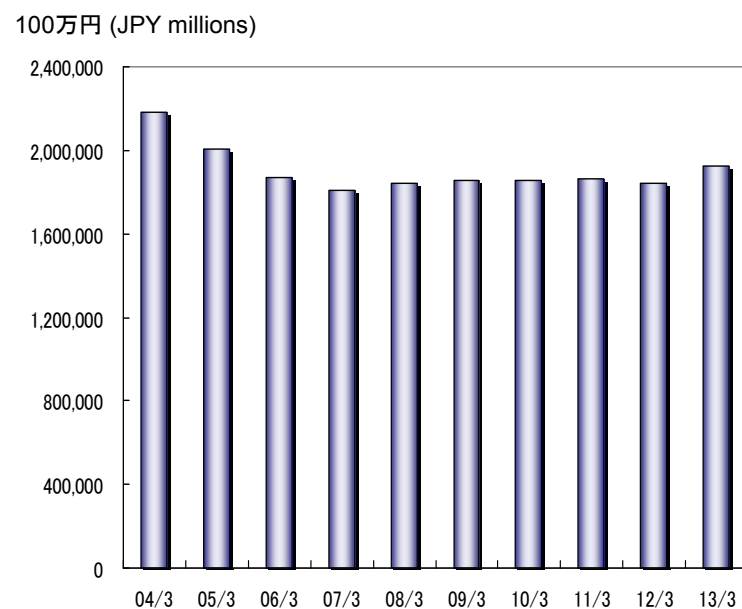
利益剰余金  
Retained earnings



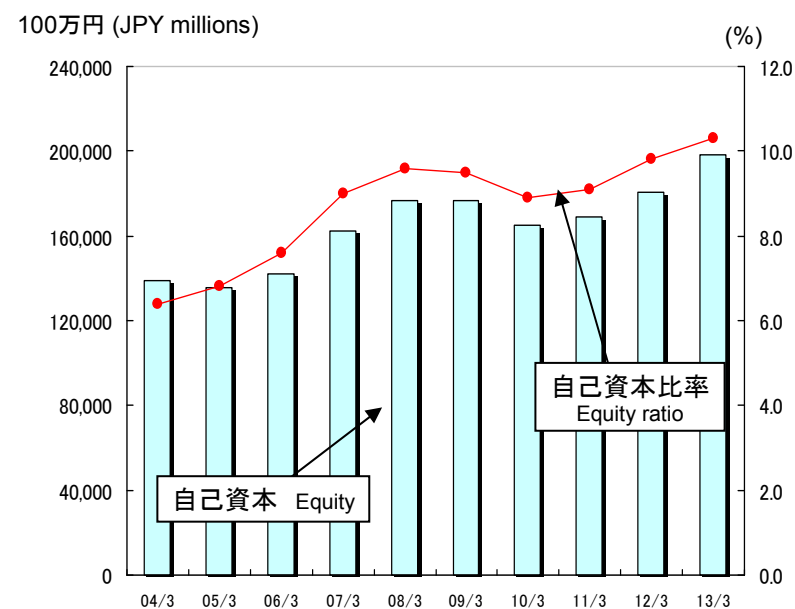
	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
1株当たり 当期純利益	9.73	11.06	10.06	13.44	13.58	9.02	2.16	8.43	5.09	11.74
1株当たり配当	2.50	3.00	3.00	3.00	3.00	5.00	5.00	5.00	5.00	5.00
利益剰余金	△45,641	△34,803	△40,726	△31,327	△15,099	△6,189	△12,655	△10,226	△13,860	△3,669

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

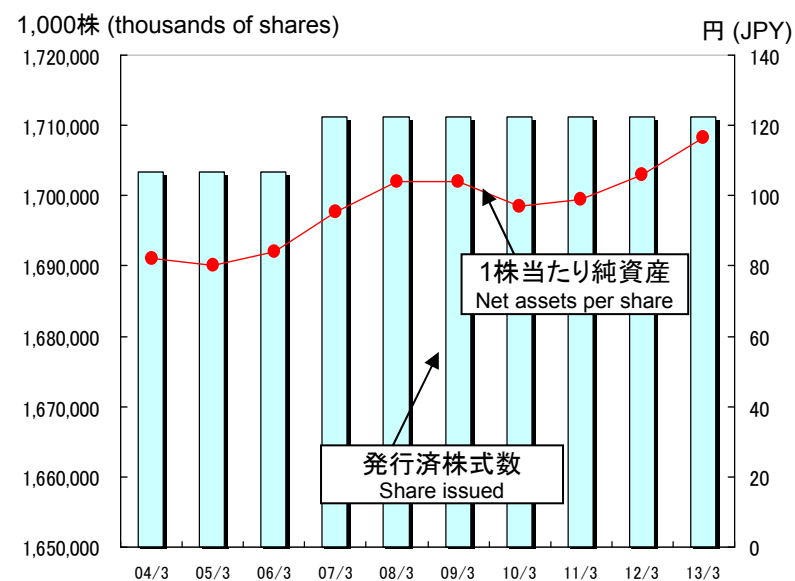


2004/3 2005/3 2006/3 2007/3 2008/3 2009/3 2010/3 2011/3 2012/3 2013/3

総資産	■	2,185,211	2,004,305	1,872,150	1,810,111	1,843,862	1,857,595	1,858,271	1,860,222	1,839,572	1,925,815
自己資本	■	139,217	135,707	142,082	162,425	176,946	176,551	164,844	168,646	180,390	198,357
自己資本比率	●	6.4	6.8	7.6	9.0	9.6	9.5	8.9	9.1	9.8	10.3

経営指標(連結) Financial highlights (Consolidated)

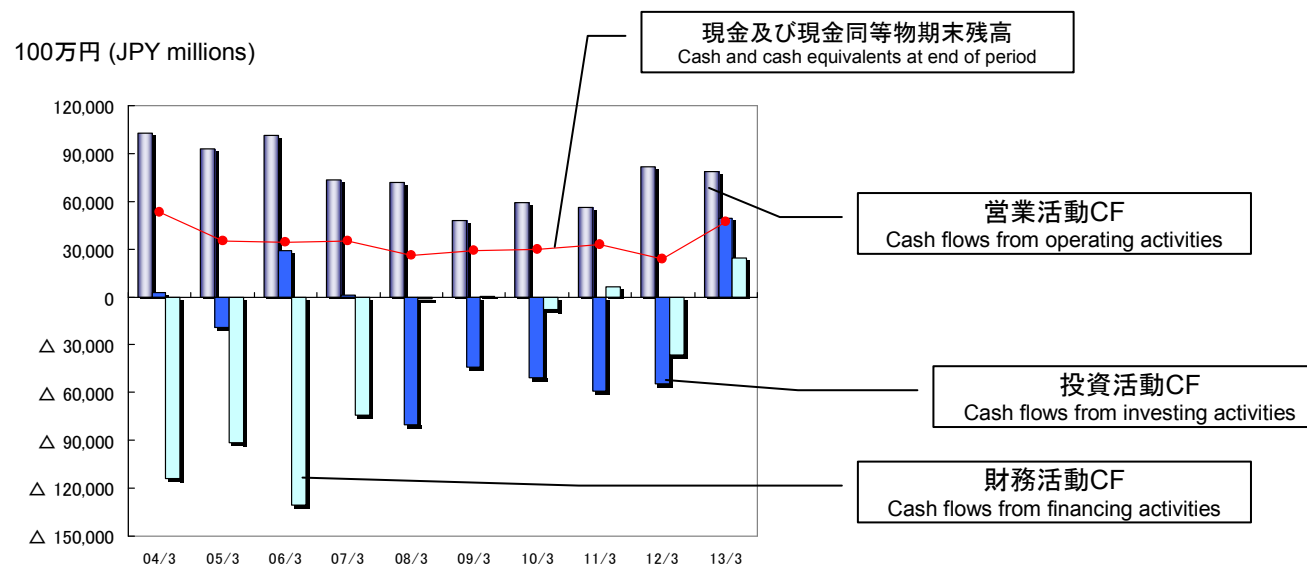
発行済株式数と1株当たり純資産  
Shares issued and net assets per share







	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
発行済株式数	1,703,320	1,703,320	1,703,320	1,711,120	1,711,120	1,711,120	1,711,120	1,711,120	1,711,120	1,711,120
1株当たり純資産	82.17	80.14	83.92	95.46	104.10	103.92	96.85	99.03	105.87	116.42

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



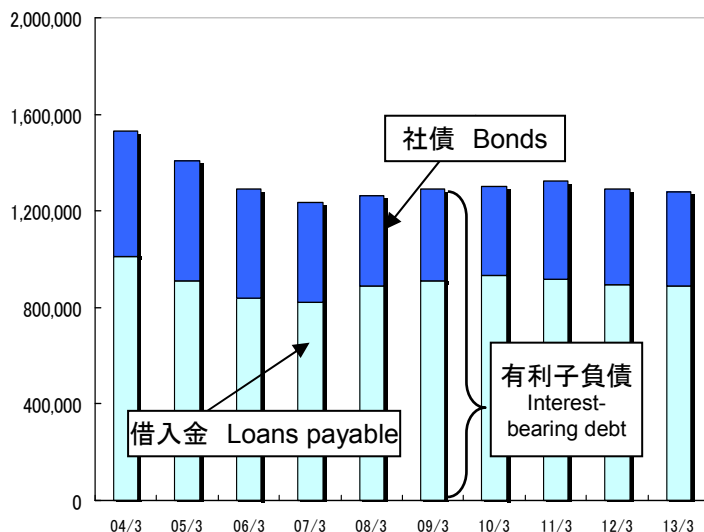
		2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
営業活動CF		103,025	92,763	100,971	73,223	72,185	47,574	58,938	56,100	81,313	78,793
投資活動CF		2,394	△19,032	29,004	1,419	△79,980	△43,796	△50,488	△59,283	△54,317	△49,486
財務活動CF		△114,250	△91,699	△130,508	△74,107	△1,130	129	△7,685	6,546	△36,138	△24,812
現金及び 現金同等物期末残高		52,842	34,828	34,558	35,172	26,033	29,113	29,764	33,020	23,588	46,800



経営指標(連結) Financial highlights (Consolidated)

有利子負債  
Interest-bearing debt

100万円 (JPY millions)

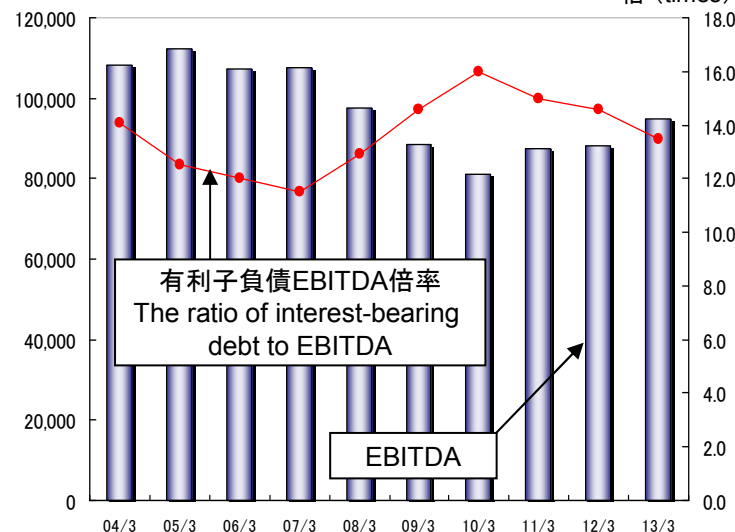


EBITDAと有利子負債EBITDA倍率  
EBITDA and the ratio of interest-bearing debt to EBITDA

※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)

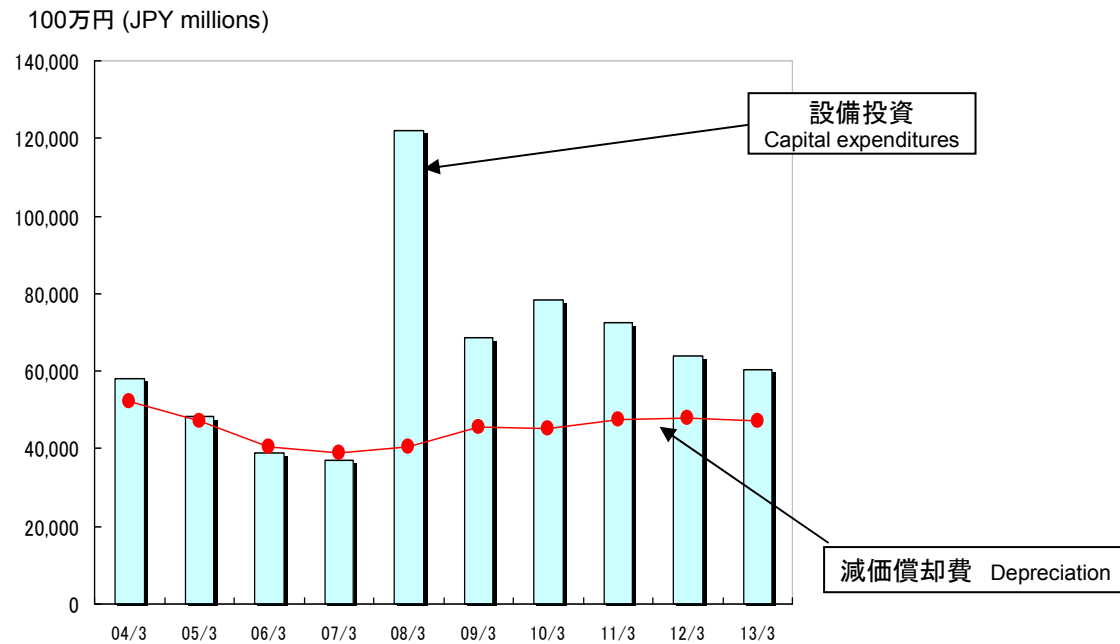
倍 (times)



2004/3      2005/3      2006/3      2007/3      2008/3      2009/3      2010/3      2011/3      2012/3      2013/3

有利子負債	1,530,529	1,407,441	1,289,495	1,235,916	1,261,008	1,291,980	1,300,335	1,324,808	1,290,965	1,276,773
借入金	1,009,727	912,499	836,413	823,694	889,608	911,380	930,535	915,808	892,765	890,093
社債	520,802	494,942	453,082	412,222	371,400	380,600	369,800	409,000	398,200	368,680
EBITDA	108,216	112,372	107,356	107,735	97,684	88,471	81,097	87,353	88,175	94,728
有利子負債 EBITDA倍率	14.1	12.5	12.0	11.5	12.9	14.6	16.0	15.2	14.6	13.5

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



	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
減価償却費	52,422	47,118	40,545	38,907	40,694	45,810	45,338	47,433	47,966	47,276
設備投資	57,930	48,204	39,009	36,986	121,871	68,730	78,445	72,464	64,018	60,260

## 財務諸表(連結) Financial statements (Consolidated)

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

(100万円 (JPY millions))

	2009/3	2010/3	2011/3	2012/3	2013/3
<b>資産の部 Assets</b>					
<b>流動資産 Current assets</b>	356,650	344,929	335,020	308,094	349,158
現金及び預金 Cash and deposits	31,949	30,322	33,526	23,918	47,483
受取手形及び売掛金 Notes and accounts receivable-trade	30,029	29,401	25,533	27,139	45,241
リース債権及びリース投資資産 Lease receivables and investment assets	468	819	1,010	1,152	1,152
有価証券 Short-term investment securities	20	20	—	—	7
商品及び製品 Merchandise and finished goods	21,072	18,836	17,510	15,464	14,216
仕掛品 Work in process	3,196	2,395	1,698	1,021	2,324
原材料及び貯蔵品 Raw materials and supplies	2,649	2,736	2,902	3,027	3,142
販売土地及び建物 Land and buildings for sale	201,591	195,914	198,631	174,756	163,839
繰延税金資産 Deferred tax assets	22,043	14,347	12,430	12,965	14,173
その他 Other	44,243	50,848	43,597	49,227	58,581
貸倒引当金 Allowance for doubtful accounts	△613	△714	△1,822	△579	△1,006
<b>固定資産 Noncurrent assets</b>	1,500,226	1,512,600	1,522,884	1,529,473	1,574,216
<b>有形固定資産 Property and equipment</b>	1,330,612	1,353,858	1,371,684	1,375,890	1,388,943
建物及び構築物 Buildings and structures	595,492	592,679	613,318	597,984	580,619
機械装置及び運搬具 Machinery, equipment and vehicles	42,235	37,234	36,102	35,091	34,933
土地 Land	636,061	644,110	656,824	655,363	656,367
リース資産 Lease assets	6,384	13,679	16,010	16,248	19,899
建設仮勘定 Construction in progress	37,335	54,087	38,756	61,710	87,460
その他 Other	13,102	12,066	10,670	9,491	9,664
<b>無形固定資産 Intangible assets</b>	23,698	19,972	15,806	12,563	18,167
のれん Goodwill	12,664	9,732	6,658	3,608	797
リース資産 Lease assets	950	819	601	374	203
その他 Other	10,083	9,420	8,545	8,579	17,165
<b>投資その他の資産 Investments and other assets</b>	145,915	138,769	135,393	141,019	167,104
投資有価証券 Investment securities	70,665	68,276	70,007	72,585	86,258
長期貸付金 Long-term loans receivable	5,525	5,805	4,871	4,821	6,860
繰延税金資産 Deferred tax assets	14,850	13,827	10,901	10,560	14,746
その他 Other	58,644	55,539	51,748	55,007	63,439
貸倒引当金 Allowance for doubtful accounts	△2,530	△3,512	△1,698	△1,648	△3,212
投資評価引当金 Allowance for investment evaluation	△1,239	△1,166	△437	△305	△987
<b>繰延資産 Deferred assets</b>	718	741	2,317	2,004	2,440
<b>資産合計 Total assets</b>	1,857,595	1,858,271	1,860,222	1,839,572	1,925,815

## 財務諸表(連結) Financial statements (Consolidated)

連結貸借対照表 Consolidated balance sheets	(100万円 (JPY millions))				
	2009/3	2010/3	2011/3	2012/3	2013/3
<b>負債の部 Liabilities</b>					
<b>流動負債 Current liabilities</b>	629,343	667,344	567,126	587,023	651,611
支払手形及び買掛金 Notes and accounts payable-trade	46,730	41,264	35,367	37,818	45,917
短期借入金 Short-term loans payable	328,210	326,537	302,929	290,098	297,311
1年以内償還社債 Current portion of bonds	80,800	120,800	65,800	90,800	78,840
リース債務 Lease obligations	1,182	2,264	3,007	3,656	4,086
未払金 Accounts payable-other	56,050	63,014	58,352	49,888	49,570
未払法人税等 Income taxes payable	2,034	4,779	2,620	6,956	5,423
繰延税金負債 Deferred tax liabilities	—	13	11	17	192
賞与引当金 Provision for bonuses	8,030	8,204	7,883	7,913	8,011
商品券等引換損失引当金 Provision for loss on exchanging gift certificates	3,148	3,422	3,759	4,048	4,347
店舗建替損失引当金 Provision for loss on rebuilding stores	3,889	—	—	—	—
建物等除却損失引当金 Reserve for disposal losses of retirement of building	—	—	—	—	1,275
その他 Other	99,267	97,043	87,395	95,824	156,635
<b>固定負債 Noncurrent liabilities</b>	1,042,624	1,020,485	1,118,729	1,060,211	1,057,716
社債 Bonds payable	299,800	249,000	343,200	307,400	307,840
長期借入金 Long-term loans payable	583,169	603,997	612,879	602,667	592,782
リース債務 Lease obligations	6,542	12,969	14,417	13,766	16,990
繰延税金負債 Deferred tax liabilities	3,806	3,330	3,036	2,239	2,534
再評価に係る繰延税金負債 Deferred tax liabilities for revaluation	83,259	91,534	91,776	79,945	79,969
退職給付引当金 Provision for retirement benefits	15,582	14,491	10,932	8,978	12,703
役員退職慰労引当金 Provision for directors' retirement benefits	168	107	122	134	20
債務保証損失引当金 Provision for loss on guarantees	—	—	64	—	—
事業損失引当金 Provision for loss on business	147	58	—	—	—
負ののれん Negative goodwill	772	460	152	—	—
旅行券等損失引当金 Provision for loss on uncollected gift coupon for future use	—	—	—	—	1,015
関係会社整理損失引当金 Provision for loss on liquidation of subsidiaries and affiliates	—	—	—	804	—
建物等除却損失引当金 Reserve for disposal losses of retirement of building	—	—	—	1,181	—
その他 Other	49,375	44,537	42,146	43,093	43,861
<b>負債合計 Total liabilities</b>	1,671,967	1,687,830	1,685,856	1,647,234	1,709,328

## 財務諸表(連結) Financial statements (Consolidated)

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

(100万円 (JPY millions))

	2009/3	2010/3	2011/3	2012/3	2013/3
純資産の部 Net assets					
株主資本 Shareholders' equity	110,349	105,275	107,948	104,416	114,587
資本金 Capital stock	92,741	92,741	92,741	92,741	92,741
資本剰余金 Capital surplus	27,458	27,595	27,489	27,317	27,313
利益剰余金 Retained earnings	△6,189	△12,655	△10,226	△13,860	△3,669
自己株式 Treasury stock	△3,660	△2,406	△2,055	△1,781	△1,797
その他の包括利益累計額 Accumulated other comprehensive income	66,201	59,569	60,697	75,974	83,769
その他有価証券評価差額金 Valuation difference on available-for-sale securities	1,696	1,195	1,032	1,041	2,750
繰延ヘッジ損益 Deferred gains or losses on hedges	△118	△26	60	172	642
土地再評価差額金 Revaluation reserve for land	70,081	63,346	66,345	82,371	85,283
為替換算調整勘定 Foreign currency translation adjustment	△5,458	△4,945	△6,740	△7,611	△4,907
少数株主持分 Minority interests	9,075	5,596	5,720	11,947	18,129
純資産合計 Total net assets	185,627	170,441	174,366	192,338	216,486
負債純資産合計 Total liabilities and net assets	1,857,595	1,858,271	1,860,222	1,839,572	1,925,815

## 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))

	2009/3	2010/3	2011/3	2012/3	2013/3
<b>営業損益の部</b> Operating income and expenses					
営業収益 Operating revenue	966,459	960,716	960,006	942,790	932,156
営業費 Operating expenses	923,799	924,957	920,087	902,581	884,704
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	814,880	817,037	820,400	807,499	791,692
販売費及び一般管理費 Selling, general and administrative expenses	108,918	107,919	99,686	95,082	93,011
営業利益 Operating income	42,660	35,758	39,919	40,209	47,452
<b>営業外損益の部</b> Non-operating income and expenses					
営業外収益 Non-operating income	7,785	8,266	9,651	9,746	8,885
受取利息及び配当金 Interest and dividends income	2,242	1,826	1,268	841	679
持分法による投資利益 Equity in earnings of affiliates	—	1,311	4,165	5,371	4,881
その他 Other	5,542	5,128	4,217	3,534	3,324
営業外費用 Non-operating expenses	27,573	26,635	24,322	22,786	21,274
支払利息 Interest expenses	23,278	22,833	20,562	18,867	17,248
持分法による投資損失 Equity in losses of affiliates	9	—	—	—	—
その他 Other	4,285	3,801	3,759	3,918	4,026
経常利益 Ordinary income	22,873	17,390	25,249	27,169	35,063

## 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))

	2009/3	2010/3	2011/3	2012/3	2013/3
<b>特別損益の部</b> Extraordinary income and loss					
特別利益 Extraordinary income	10,735	15,424	14,395	9,861	11,682
工事負担金等受入額 Contribution for construction	7,660	10,831	4,965	6,952	7,307
固定資産売却益 Gains on sales of noncurrent assets	805	334	2,243	262	468
有価証券売却益 Gains on sales of securities	1,125	36	392	100	321
持分変動利益 Gains on change in equity	—	—	—	2,005	2,277
段階取得に係る差益 Gains on step acquisitions	—	—	—	—	1,018
貸倒引当金戻入額 Reversal of allowance for doubtful accounts	16	15	625	—	—
負ののれん過年度償却額 Amortization of negative goodwill for prior periods	458	—	—	—	—
負ののれん発生益 Gains on negative goodwill	—	—	289	32	—
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	—	3,414	3,567	—	—
受取補償金 Compensation income	—	—	1,583	—	—
その他 Other	668	791	728	508	288
特別損失 Extraordinary loss	6,592	18,367	17,547	25,911	16,340
工事負担金等圧縮額 Reduction entry of land contribution for construction	—	—	4,935	6,934	7,305
固定資産売却損 Loss on sales of noncurrent assets	157	2,171	759	368	132
固定資産除却損 Loss on retirement of noncurrent assets	1,908	2,828	493	545	714
減損損失 Impairment loss	488	1,555	5,092	95	5,254
有価証券評価損 Loss on valuation of securities	100	542	230	873	18
貸倒引当金繰入額 Provision of allowance for doubtful accounts	467	1,074	1,094	—	—
投資評価引当金繰入額 Provision of allowance for investment evaluation	83	167	59	—	—
店舗建替損失引当金繰入額 Provision of allowance for loss on rebuilding stores	423	—	—	—	—
経営構造改革費用 Management structure improvement expenses	—	—	—	15,346	—
建物等除却損失引当繰入額 Provision for loss on retirement of building	—	—	—	1,181	95
事業再編損 Restructuring loss	1,253	—	1,947	—	—
事業整理損 Loss on liquidation of business	—	—	—	—	1,024
特別退職金 Special retirement expenses	1,118	5,113	433	—	—
退職給付制度一部終了損失 Loss on a part of abolishment of retirement benefit plan	—	2,858	24	—	—
資産除去債務会計基準の適用に伴う影響額 ※	—	—	859	—	—
環境対策費 Environmental expenses	—	1,592	113	—	—
その他 Other	591	464	1,502	566	1,795
税金等調整前当期純利益 Income before income taxes	27,016	14,447	22,097	11,119	30,405
法人税、住民税及び事業税 Income taxes-current	2,268	5,919	2,514	6,864	9,149
法人税等調整額 Income taxes-deferred	10,393	8,105	4,499	△346	235
少数株主損益調整前当期純利益 Income before minority interests	—	422	15,083	4,602	21,020
少数株主損益 Minority interest in income (loss)	△971	△3,248	729	△4,064	1,018
当期純利益 Net income	15,325	3,671	14,354	8,666	20,001

※ Loss on adjustment for changes of accounting standard for asset retirement obligations

## 財務諸表(連結) Financial statements (Consolidated)

### 連結包括利益計算書 Consolidated statements of comprehensive income (100万円 (JPY millions))

	2009/3	2010/3	2011/3	2012/3	2013/3
少数株主損益調整前当期純利益 Income before minority interests	—	422	15,083	4,602	21,020
その他の包括利益 Other comprehensive income	—	△8,403	△2,202	11,856	5,470
その他有価証券評価差額金 Valuation difference on available-for-sale securities	—	△926	△8	△4	1,025
繰延ヘッジ損益 Deferred gains or losses on hedges	—	△18	134	111	845
土地再評価差額金 Revaluation reserve for land	—	△8,343	△458	11,986	44
為替換算調整勘定 Foreign currency translation adjustment	—	51	△531	△167	425
持分法適用会社に対する持分相当額 ※	—	832	△1,338	△68	3,129
包括利益 Comprehensive income	—	△7,981	12,881	16,459	26,491
(内訳)					
親会社株主に係る包括利益 Comprehensive income attributable to owners of the parent	—	△4,568	12,084	20,180	24,959
少数株主に係る包括利益 Comprehensive income attributable to minority interests	—	△3,413	796	△3,721	1,531

※ Share of other comprehensive income of associates accounted for using equity method



## 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))

	2009/3	2010/3	2011/3	2012/3	2013/3
税金等調整前当期純利益 Income before income taxes and minority interests	27,016	14,447	22,097	11,119	30,405
減価償却費 Depreciation and amortization	45,810	45,338	47,433	47,966	47,276
のれん償却額 Amortization of goodwill	1,830	2,989	2,969	2,926	2,307
負ののれん償却額 Amortization of negative goodwill	△764	△338	△307	△152	—
負ののれん発生益 Gain on negative goodwill	—	—	△289	△32	—
工事負担金等圧縮額 Reduction entry of land contribution for construction	—	—	4,935	6,934	7,305
固定資産除却損 Loss on retirement of noncurrent assets	2,256	6,345	1,977	1,617	1,327
減損損失 Impairment loss	488	1,555	5,092	95	5,254
工事負担金等受入額 Proceeds from contribution for construction	△7,660	△10,831	△4,965	△6,952	△7,307
固定資産売却損益 Loss (gain) on sales of property and equipment	△648	1,836	△1,483	106	△336
有価証券売却損益 Loss (gain) on sales of investments	△1,100	△11	△357	△64	△265
経営構造改革費用 Management structure improvement expenses	—	—	—	15,346	—
事業整理損 Loss on liquidation of business	—	—	—	—	1,024
退職給付引当金の増減額 Increase (decrease) in provision for retirement benefits	△10,621	352	△7,455	△4,639	△2,916
建物除却損失引当金の増減額 Increase (decrease) in provision for loss on retirement of building	—	—	—	1,181	94
その他の引当金の増減額 Increase (decrease) in other provision	568	△2,559	342	315	271
受取利息及び配当金 Interest and dividends income	△2,242	△5,240	△4,836	△841	△679
支払利息 Interest expenses	23,278	22,833	20,562	18,867	17,248
持分法による投資損益 Equity in (earnings) losses of affiliates	9	△1,311	△4,165	△5,371	△4,881
売上債権の増減額 Decrease (increase) in notes and accounts receivables	5,053	798	3,262	△479	△330
たな卸資産の増減額 Decrease (increase) in inventories	2,566	8,276	△3,353	22,602	10,406
仕入債務の増減額 Increase (decrease) in notes and accounts payable-trade	△12,826	1,816	△401	△12,161	△443
その他 Other	△5,463	△3,847	△2,500	3,161	△210
<b>小計 Subtotal</b>	<b>67,550</b>	<b>82,450</b>	<b>78,557</b>	<b>101,545</b>	<b>105,548</b>
利息及び配当金の受取額 Interest and dividends income received	1,685	1,763	1,826	1,610	1,689
利息の支払額 Interest expenses paid	△23,078	△22,901	△21,039	△19,322	△17,624
法人税等の支払額 Income taxes (paid) refund	1,416	△2,372	△3,244	△2,519	△10,819
<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>47,574</b>	<b>58,938</b>	<b>56,100</b>	<b>81,313</b>	<b>78,793</b>

## 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))

	2009/3	2010/3	2011/3	2012/3	2013/3
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	△7,932	△970	△2,487	△130	△129
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	4,662	1,096	2,194	692	856
連結の範囲の変更を伴う子会社株式の取得による支出 ※2	2,515	—	—	—	—
連結の範囲の変更を伴う子会社株式の売却による収入 ※3	—	—	—	83	—
有形及び無形固定資産の取得による支出 Purchase of noncurrent assets	△58,415	△67,380	△86,090	△62,195	△63,645
有形及び無形固定資産の売却による収入 Proceeds from sales of noncurrent assets	1,229	1,795	3,089	1,837	1,581
工事負担金等受入による収入 Proceeds from contribution received for construction	6,068	8,240	13,315	7,142	7,187
匿名組合出資配当金の受取 Proceeds from withdrawal of dividend investments in silent partnership	—	4,068	4,844	—	—
貸付けによる支出 Payments for loans receivable	△4,022	△7,175	△4,180	△3,971	△145
貸付金の回収による収入 Proceeds from collection of loans receivable	3,576	4,501	8,451	1,149	4,169
その他 Other	8,521	5,336	1,580	1,074	638
<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>△43,796</b>	<b>△50,488</b>	<b>△59,283</b>	<b>△54,317</b>	<b>△49,486</b>
短期借入金の純増減額 Net increase (decrease) in short-term loans payable	△38,729	△1,296	△20,379	△33,936	1,166
長期借入れによる収入 Proceeds from long-term loans payable	196,324	163,258	158,598	166,996	170,020
長期借入金の返済による支出 Repayment of long-term loans payable	△138,972	△142,806	△152,944	△155,863	△170,640
社債の発行による収入 Proceeds from issuance of bonds	59,606	69,657	157,940	54,626	78,842
社債の償還による支出 Redemption of bonds	△50,800	△80,800	△120,800	△65,800	△91,520
リース債務の返済による支出 Repayments of lease obligations	△502	△1,565	△2,652	△3,389	△3,944
その他の負債の返済による支出 Repayments for other liabilities payable	△21,239	△6,589	△4,515	△2,331	△69
配当金の支払額 Cash dividends paid	△5,125	△8,529	△8,528	△8,537	△8,536
少数株主への配当金の支払額 Cash dividends paid to minority shareholders	△93	△96	△124	△102	△110
自己株式の売却による収入 Proceeds from sales of treasury stock	823	1,226	17	148	36
自己株式の取得による支出 Purchase of treasury stock	△1,160	△143	△64	△40	△56
連結子会社増資に伴う少数株主からの払込による収入 ※4	—	—	—	12,091	—
<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>129</b>	<b>△7,685</b>	<b>6,546</b>	<b>△36,138</b>	<b>△24,812</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	△827	△114	△21	△58	△70
現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents	3,079	651	3,342	△9,200	4,424
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	26,033	29,113	29,764	33,020	23,588
連結の範囲の変更に伴う現金及び現金同等物の増減額 ※5	—	—	△159	△246	△18,788
合併に伴う現金及び現金同等物の増加額 ※6	—	—	72	15	—
<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>29,113</b>	<b>29,764</b>	<b>33,020</b>	<b>23,588</b>	<b>46,800</b>

※1 Proceeds from sales and redemption of short-term and long-term investment securities ※2 Payments for (proceeds from) purchase of investments in subsidiaries resulting in change in scope of consolidation

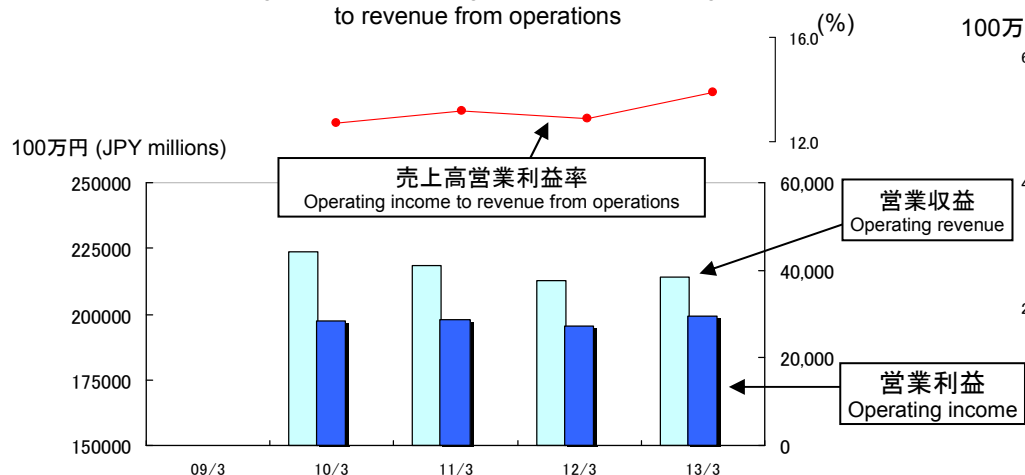
※3 Proceeds from sales of investments in subsidiaries resulting in change in scope of consolidation ※4 Proceeds from minority interests in capital increase of consolidated subsidiaries

※5 Increase (decrease) in cash and cash equivalents from change of scope of consolidation ※6 Increase in cash and cash equivalents resulting from merger

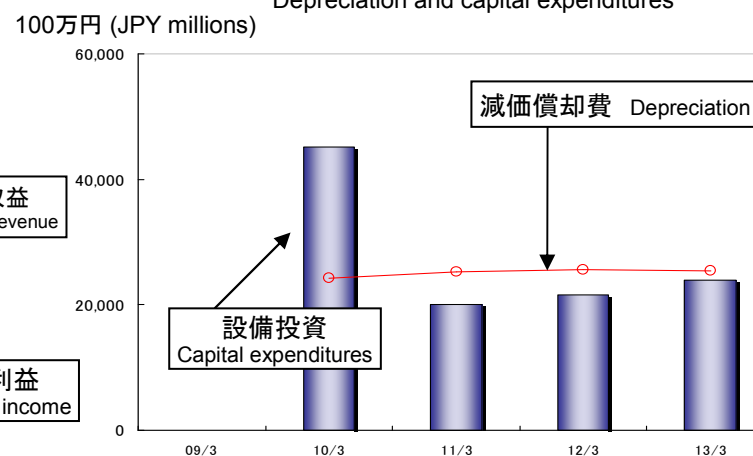
## セグメント情報(連結) Segment information (Consolidated)

運輸 Transportation ※新セグメント区分(マネジメント・アプローチに基づく) New segmentation (based on management approach)

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



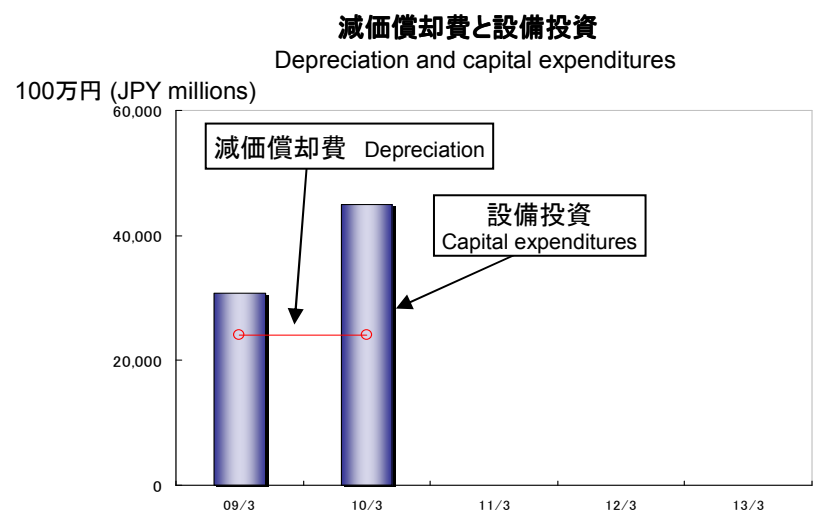
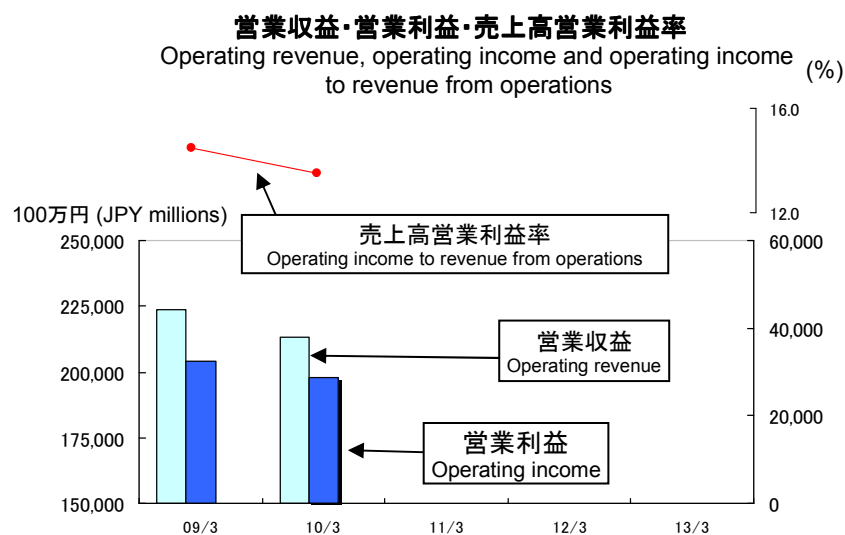
減価償却費と設備投資  
Depreciation and capital expenditures



	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	—	223,624	218,570	212,558	213,886
営業利益 Operating income	—	28,310	28,845	27,387	29,668
売上高営業利益率 O.I. to O.Rev.	—	12.7	13.2	12.9	13.9
<b>営業収益の明細 Detail of operating revenue</b>					
鉄軌道事業 Railways	—	158,955	156,931	153,351	154,040
バス事業 Bus services	—	34,879	35,679	34,172	33,928
タクシー業 Taxi services	—	11,805	11,718	11,192	11,075
交通広告業 Traffic advertising	—	12,193	8,750	8,292	8,453
鉄道施設整備業 Maintenance of Railways facilities	—	26,428	24,714	21,584	23,278
海運業 Ship services	—	1,807	1,871	1,926	1,967
レンタカー業 Rental car services	—	3,078	3,061	3,039	3,071
減価償却費 Depreciation	—	24,248	25,246	25,500	25,375
設備投資 Capital expenditures	—	45,090	20,012	21,606	23,950

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

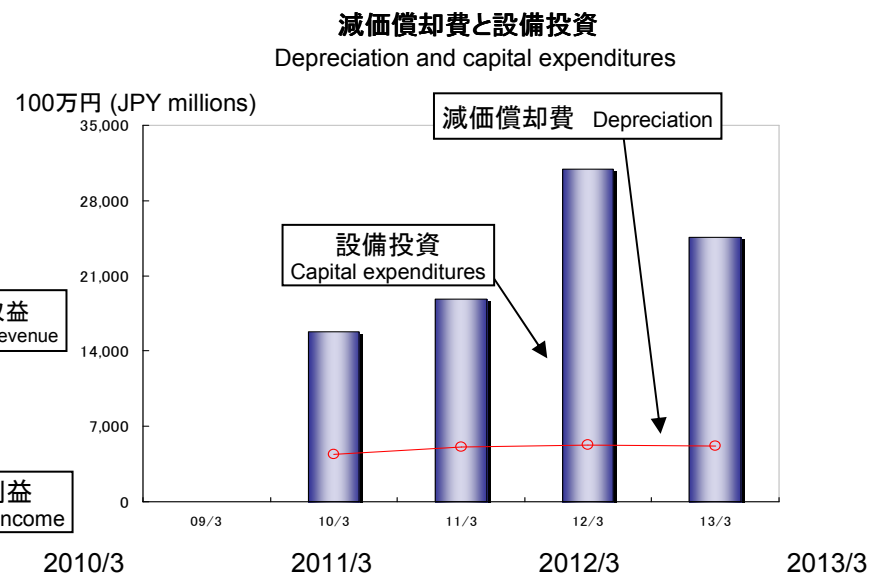
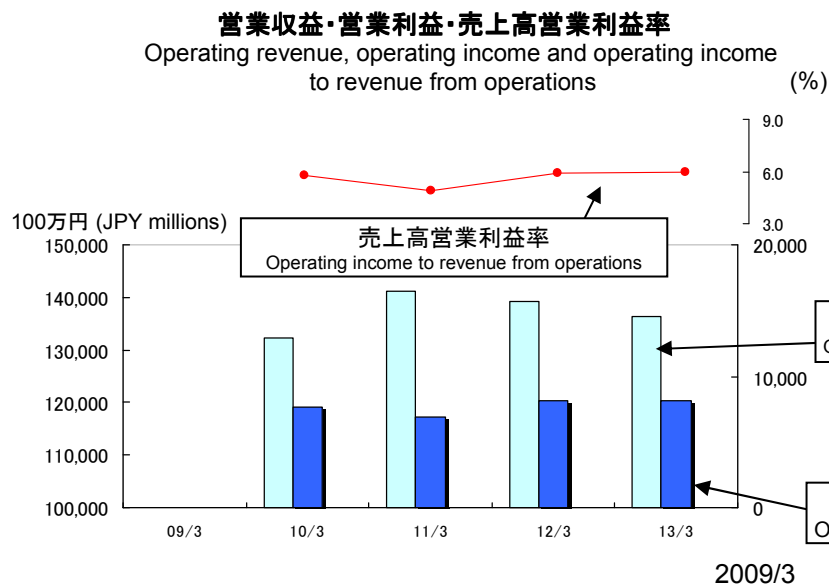
運輸業 Transportation ※旧セグメント区分 Former segmentation



	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	223,609	212,964	—	—	—
営業利益 Operating income	32,379	28,733	—	—	—
売上高営業利益率 O.I. to O.Rev.	14.5	13.5	—	—	—
<b>営業収益の明細 Detail of operating revenue</b>					
鉄軌道事業 Railways	165,885	158,876	—	—	—
バス事業 Bus services	32,896	31,454	—	—	—
タクシー業 Taxi services	13,314	11,805	—	—	—
その他 Others	11,722	11,031	—	—	—
減価償却費 Depreciation	24,058	24,095	—	—	—
設備投資 Capital expenditures	30,752	45,003	—	—	—

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

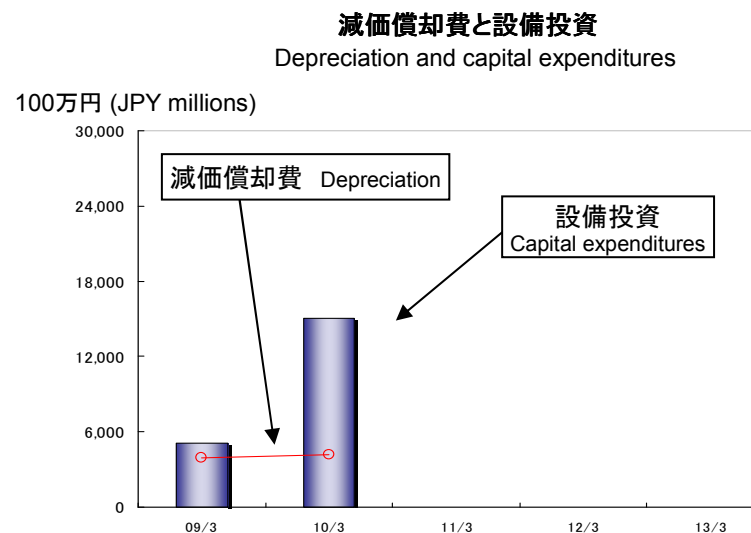
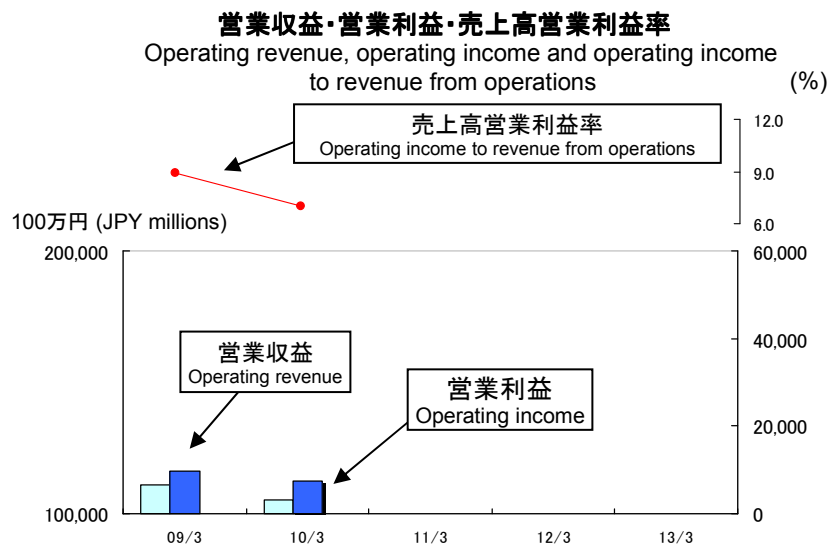
不動産 Real estate ※新セグメント区分(マネジメント・アプローチに基づく) New segmentation (based on management approach)



	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	—	132,367	141,058	139,242	136,303
営業利益 Operating income	—	7,672	6,866	8,165	8,170
売上高営業利益率 O.I. to O.Rev.	—	5.8	4.9	5.9	6.0
<b>営業収益の明細 Detail of operating revenue</b>					
不動産販売業 Real estate sales	—	88,294	96,971	94,839	91,049
不動産賃貸業 Building Business	—	18,561	18,324	18,651	18,786
不動産管理業 Building management	—	30,177	30,540	30,617	31,332
減価償却費 Depreciation	—	4,425	5,089	5,291	5,159
設備投資 Capital expenditures	—	15,785	18,864	30,921	24,610

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

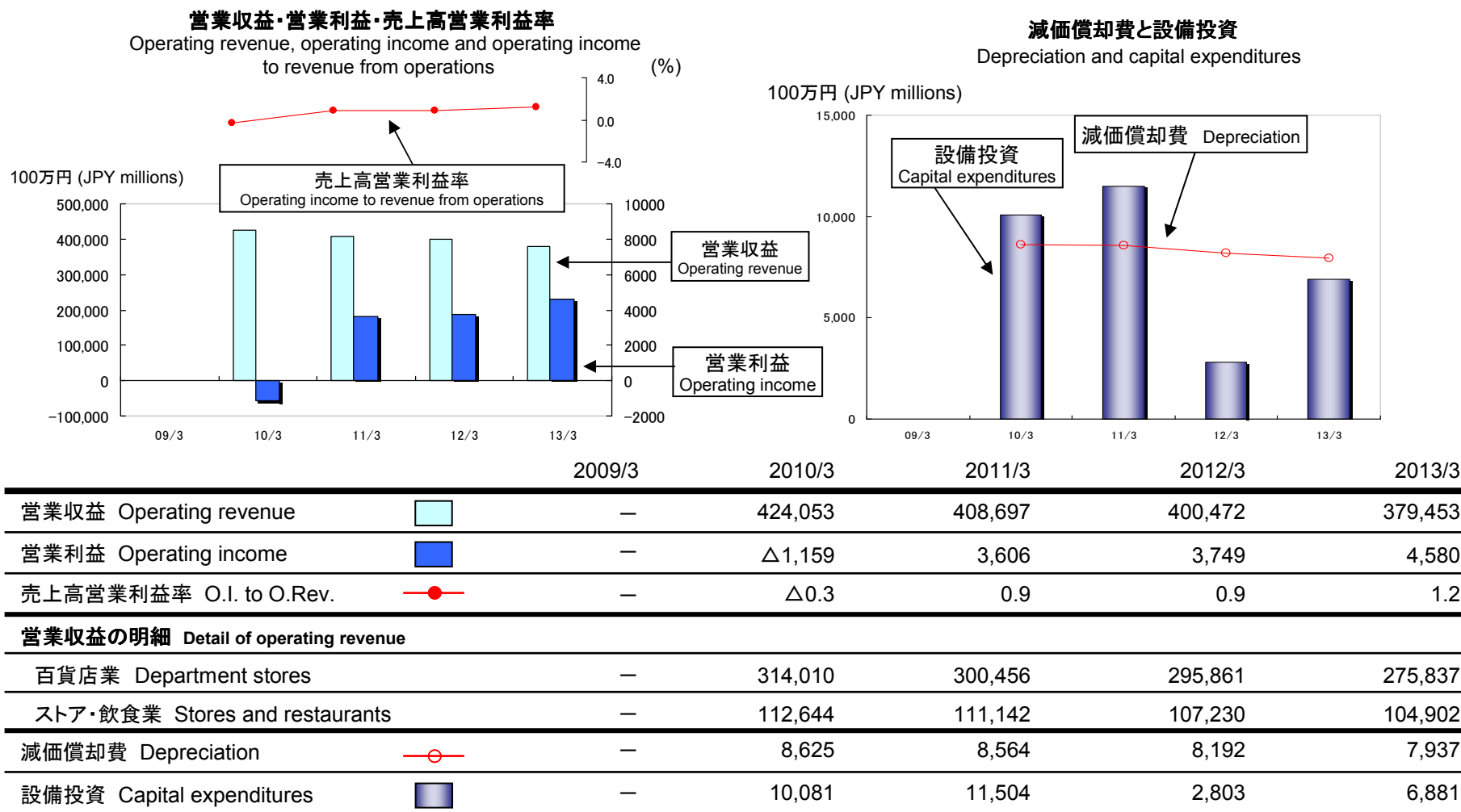
不動産業 Real estate ※旧セグメント区分 Former segmentation



	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	111,180	105,252	—	—	—
営業利益 Operating income	9,893	7,392	—	—	—
売上高営業利益率 O.I. to O.Rev.	8.9	7.0	—	—	—
<b>営業収益の明細 Detail of operating revenue</b>					
不動産販売業 Real estate sales	90,128	87,026	—	—	—
不動産賃貸業 Building Business	21,449	18,643	—	—	—
減価償却費 Depreciation	3,903	4,141	—	—	—
設備投資 Capital expenditures	5,089	15,605	—	—	—

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

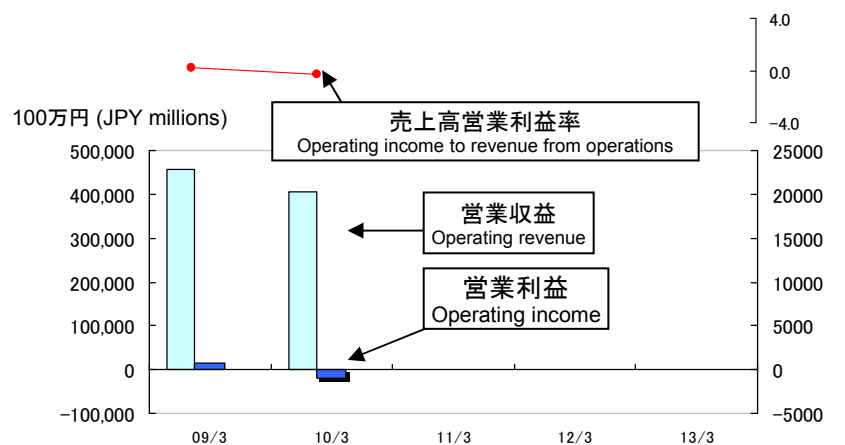
流通 Merchandise sales ※新セグメント区分(マネジメント・アプローチに基づく) New segmentation (based on management approach)



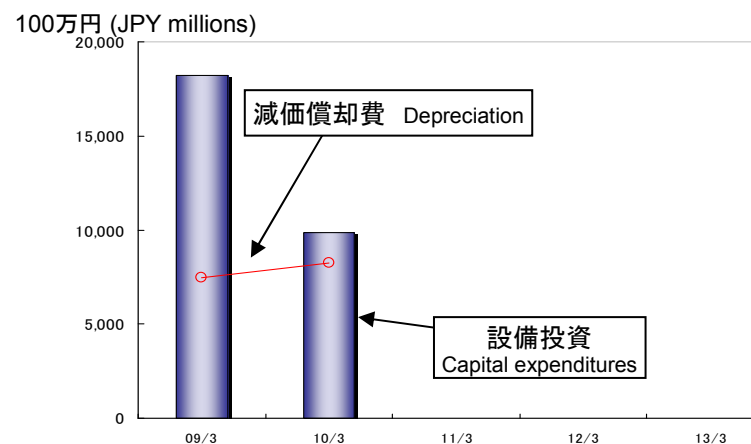
## セグメント情報(連結) Segment information (Consolidated)

流通業 Merchandise sales ※旧セグメント区分 Former segmentation

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



	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	456,373	404,822	—	—	—
営業利益 Operating income	692	△1,045	—	—	—
売上高営業利益率 O.I. to O.Rev.	0.2	△0.3	—	—	—

### 営業収益の明細 Detail of operating revenue

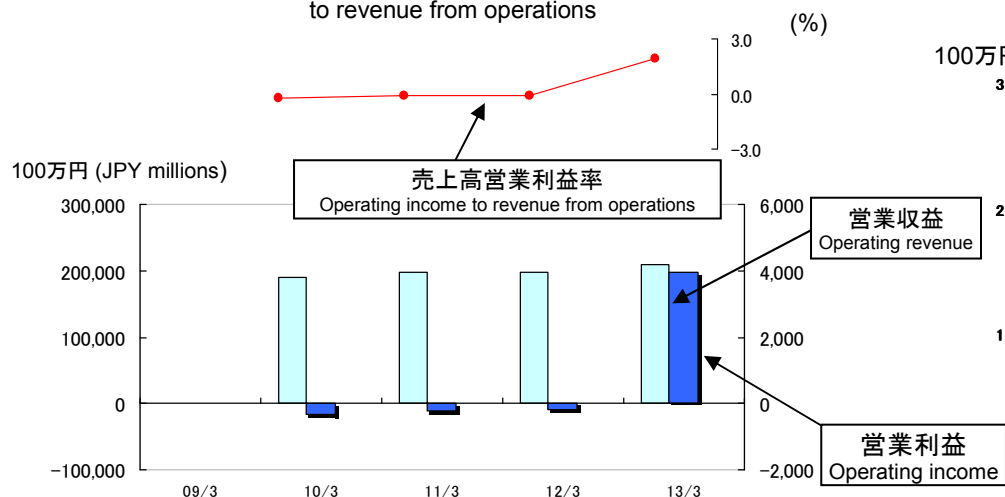
百貨店業 Department stores	343,214	294,085	—	—	—
小売業 Retail sales	116,250	114,427	—	—	—
自動車販売修理業 Automobile sales and repair	4,431	3,447	—	—	—
減価償却費 Depreciation	7,489	8,245	—	—	—
設備投資 Capital expenditures	18,210	9,849	—	—	—



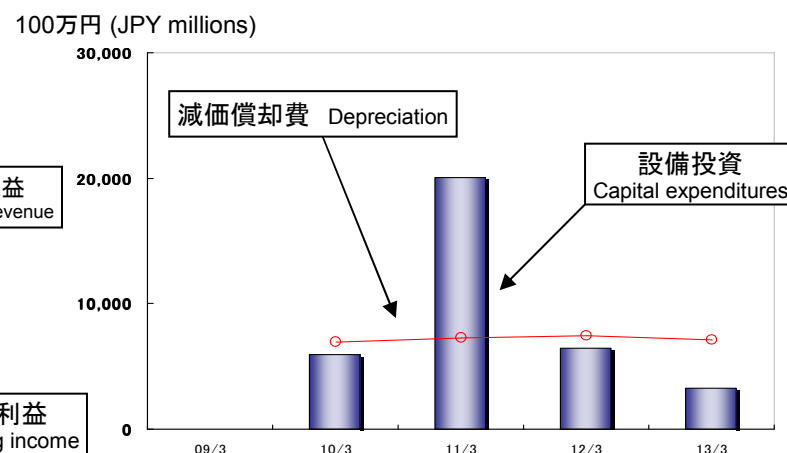
## セグメント情報(連結) Segment information (Consolidated)

ホテル・レジャー Hotel and leisure ※新セグメント区分(マネジメント・アプローチに基づく) New segmentation (based on management approach)

**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



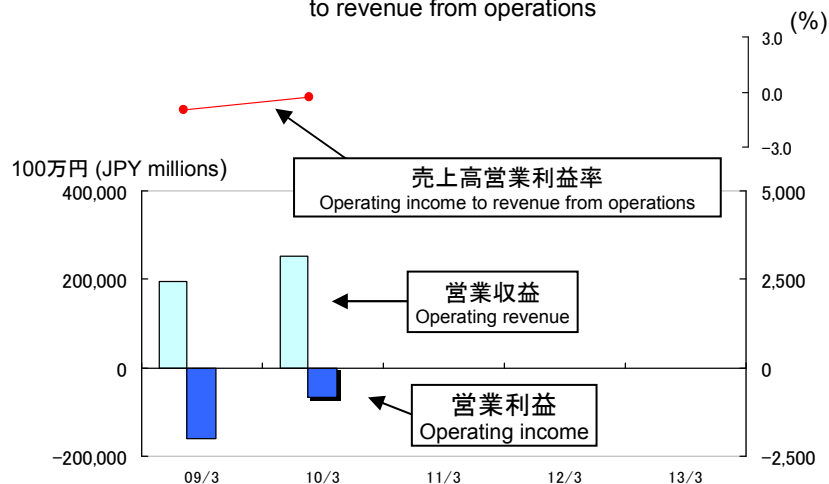
	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	—	189,336	197,603	197,529	209,829
営業利益 Operating income	—	△345	△218	△178	3,947
売上高営業利益率 O.I. to O.Rev.	—	△0.2	△0.1	△0.1	1.9
<b>営業収益の明細 Detail of operating revenue</b>					
ホテル業 Hotels	—	43,039	43,486	43,966	46,321
旅行業 Travel Agents	—	131,372	139,491	138,821	149,552
映画業 Cinema	—	3,551	3,564	3,367	3,112
旅館・レジャー施設業 Japanese-style hotel and leisure facility	—	11,833	11,060	11,373	10,843
減価償却費 Depreciation	—	6,953	7,277	7,475	7,086
設備投資 Capital expenditures	—	5,923	20,026	6,408	3,230

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

レジャー・サービス業 Leisure and service ※旧セグメント区分 Former segmentation

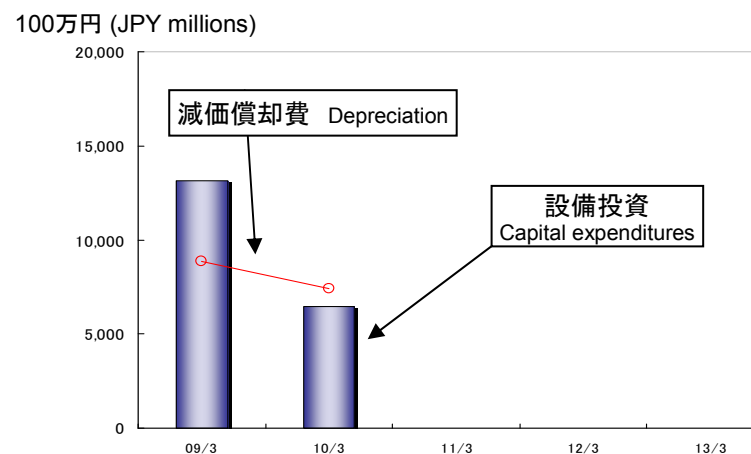
### 営業収益・営業利益・売上高営業利益率

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

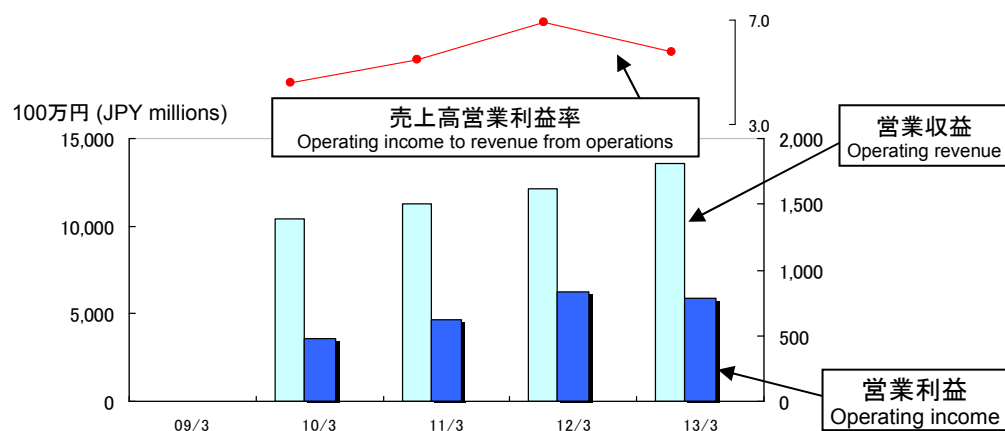


	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	195,225	252,918	—	—	—
営業利益 Operating income	△2,001	△837	—	—	—
売上高営業利益率 O.I. to O.Rev.	△1.0	△0.3	—	—	—
<b>営業収益の明細 Detail of operating revenue</b>					
ホテル業 Hotels	47,586	43,039	—	—	—
飲食店業 Restaurants	15,401	13,415	—	—	—
旅行業 Travel Agents	64,171	131,372	—	—	—
遊園地・テーマパーク業 Amusement parks	6,846	6,414	—	—	—
ビルメンテナンス業 Building Maintenance	40,933	38,905	—	—	—
その他 Others	23,006	21,968	—	—	—
減価償却費 Depreciation	8,867	7,426	—	—	—
設備投資 Capital expenditures	13,144	6,456	—	—	—

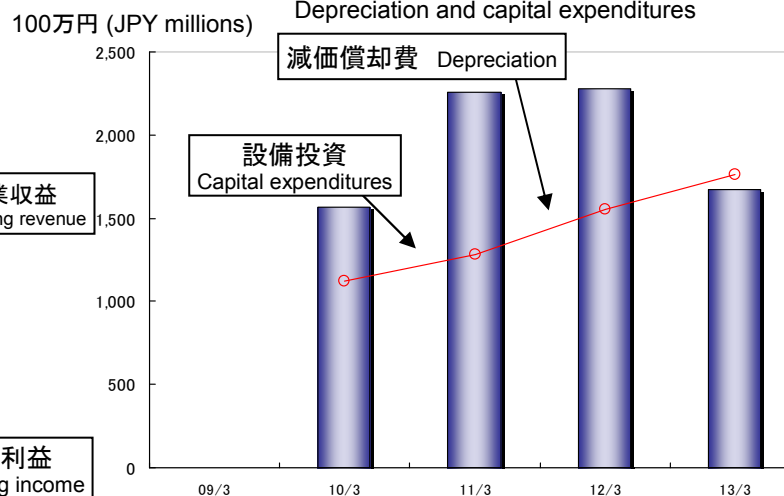
## セグメント情報(連結) Segment information (Consolidated)

その他 Others ※新セグメント区分(マネジメント・アプローチに基づく) New segmentation (based on management approach)

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

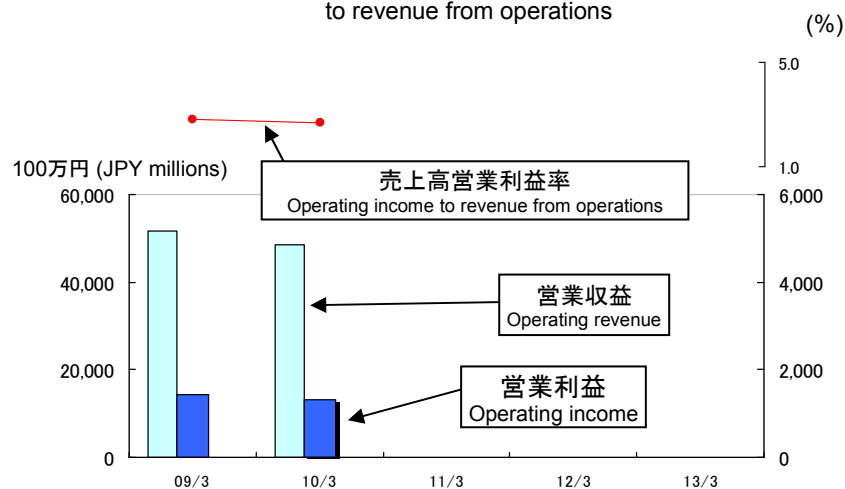


	2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	—	10,433	11,236	12,133	13,546
営業利益 Operating income	—	477	618	835	780
売上高営業利益率 O.I. to O.Rev.	—	4.6	5.5	6.9	5.8
<b>営業収益の明細 Detail of operating revenue</b>					
ケーブルテレビ業 Cable Television	—	7,437	8,260	9,127	9,253
情報処理業 Information system	—	2,500	2,448	2,410	3,757
保険代理業 Insurance agency	—	495	526	595	534
減価償却費 Depreciation	—	1,124	1,283	1,551	1,764
設備投資 Capital expenditures	—	1,565	2,253	2,278	1,669

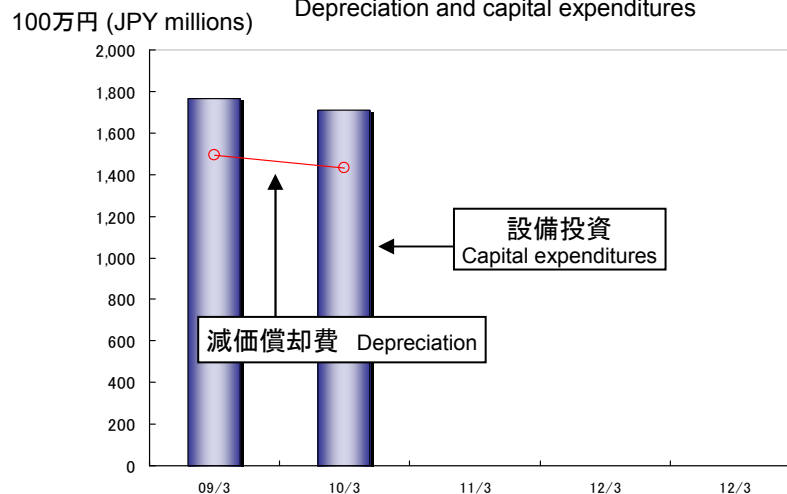
## セグメント情報(連結) Segment information (Consolidated)

その他の事業 Others ※旧セグメント区分 Former segmentation

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



		2009/3	2010/3	2011/3	2012/3	2013/3
営業収益 Operating revenue	<span style="color: lightblue;">■</span>	51,544	48,563	—	—	—
営業利益 Operating income	<span style="color: blue;">■</span>	1,448	1,329	—	—	—
売上高営業利益率 O.I. to O.Rev.	<span style="color: red;">●</span>	2.8	2.7	—	—	—

営業収益の明細 Detail of operating revenue

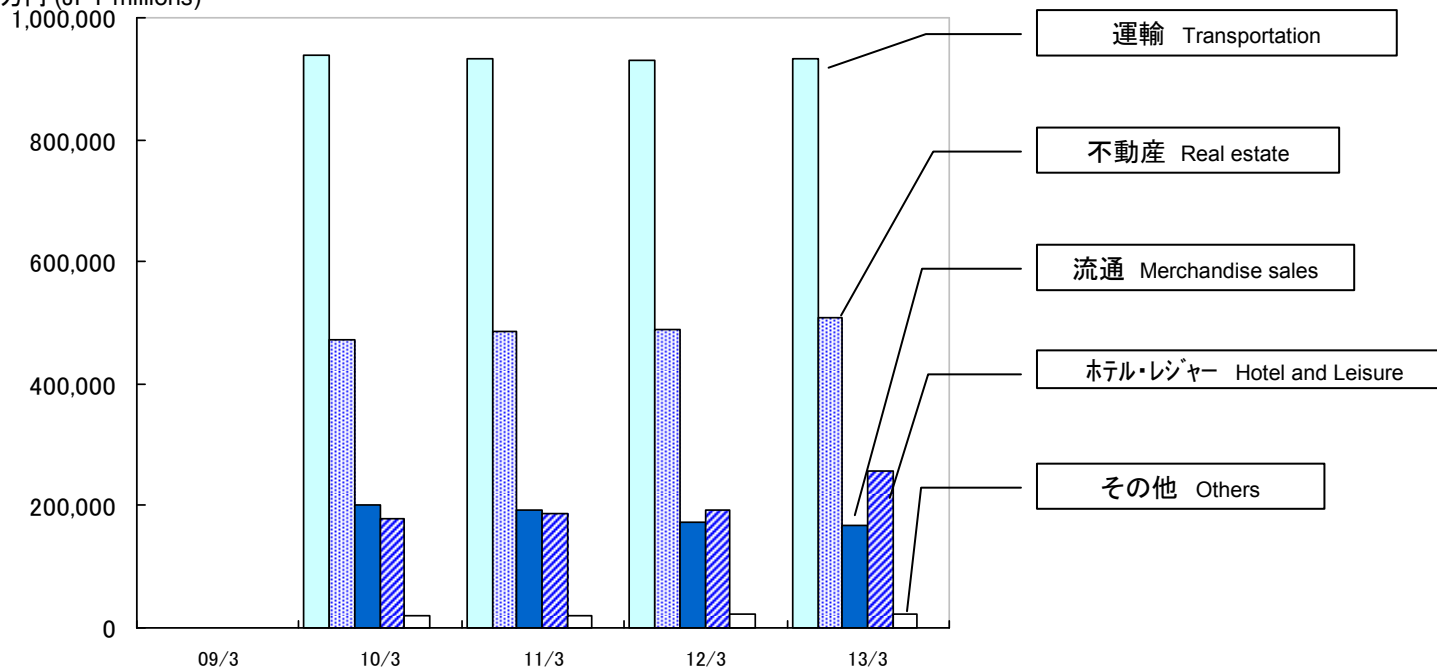
建設業・建設コンサルタト業 Construction service and consultant		40,073	37,902	—	—	—
情報通信業 Information system management		10,024	10,614	—	—	—
その他 Others		1,799	495	—	—	—
減価償却費 Depreciation	<span style="color: red;">○</span>	1,491	1,430	—	—	—
設備投資 Capital expenditures	<span style="color: blue;">■</span>	1,764	1,709	—	—	—

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

**総資産** ※新セグメント区分(マネジメント・アプローチに基づく) New segmentation (based on management approach)

Total assets

100万円 (JPY millions)



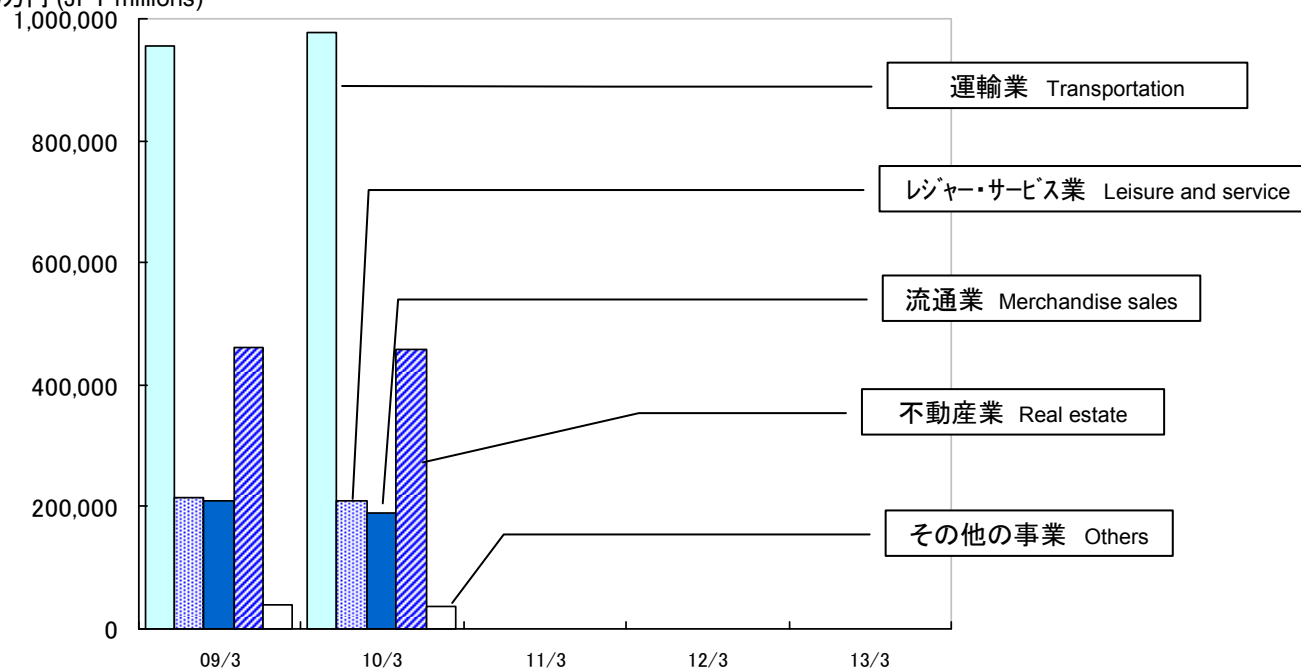
		2009/3	2010/3	2011/3	2012/3	2013/3
運輸 Transportation		—	939,841	932,377	930,951	932,904
不動産 Real estate		—	471,607	486,671	488,867	506,987
流通 Merchandise sales		—	202,383	192,860	173,590	168,355
ホテル・レジャー Hotel and leisure		—	179,182	187,073	193,375	255,684
その他 Others		—	19,548	20,180	21,711	22,846






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

総資産 ※旧セグメント区分 Former segmentation

Total assets

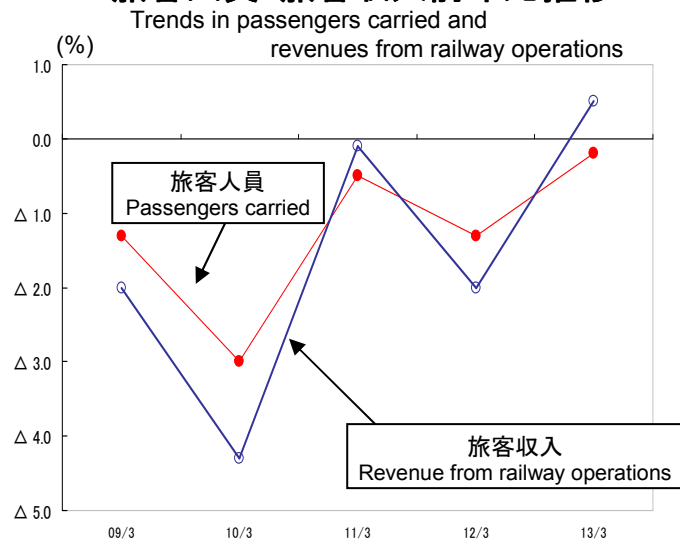
100万円 (JPY millions)



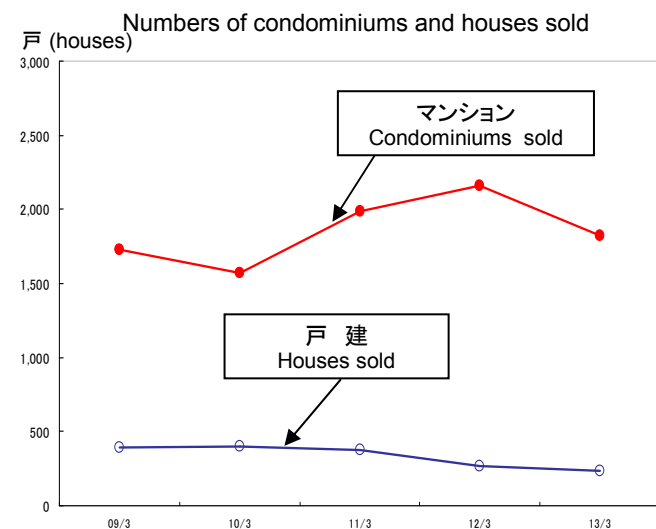
		2009/3	2010/3	2011/3	2012/3	2013/3
運輸業 Transportation		956,125	978,988	—	—	—
レジャー・サービス業 Leisure and service		215,357	210,353	—	—	—
流通業 Merchandise sales		209,985	189,448	—	—	—
不動産業 Real estate		460,369	457,714	—	—	—
その他の事業 Others		38,073	37,041	—	—	—

## 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		2009/3	2010/3	2011/3	2012/3	2013/3
旅客人員 (百万人)	定期外 Non-commuter passengers			223 (△1.5)	219 (△1.5)	226 (3.0)	225 (△0.5)	228 (1.5)
	定期 Commuter passengers			379 (△1.2)	364 (△3.9)	355 (△2.6)	348 (△1.9)	344 (△1.2)
	計 Total	●		602 (△1.3)	584 (△3.0)	581 (△0.5)	574 (△1.3)	573 (△0.2)
旅客収入 (百万円)	定期外 Non-commuter passengers			100,356 (△2.4)	96,435 (△3.9)	98,154 (1.8)	96,317 (△1.9)	97,954 (1.7)
	定期 Commuter passengers			54,827 (△1.1)	52,136 (△4.9)	50,308 (△3.5)	49,114 (△2.4)	48,212 (△1.8)
	計 Total	○		155,183 (△2.0)	148,571 (△4.3)	148,463 (△0.1)	145,432 (△2.0)	146,167 (0.5)

※( )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		2009/3	2010/3	2011/3	2012/3	2013/3
マンション	Condominiums sold	●		1,729	1,570	1,984	2,161	1,819
戸建	Houses sold	○		395	403	376	268	233
計	Total			2,124	1,973	2,360	2,429	2,052