



# FACT BOOK

FY 2015/3

近鉄グループホールディングス株式会社

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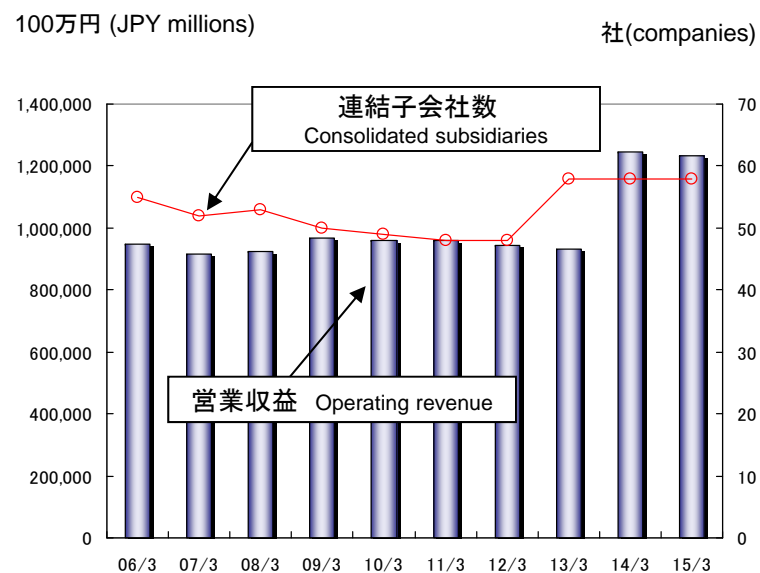
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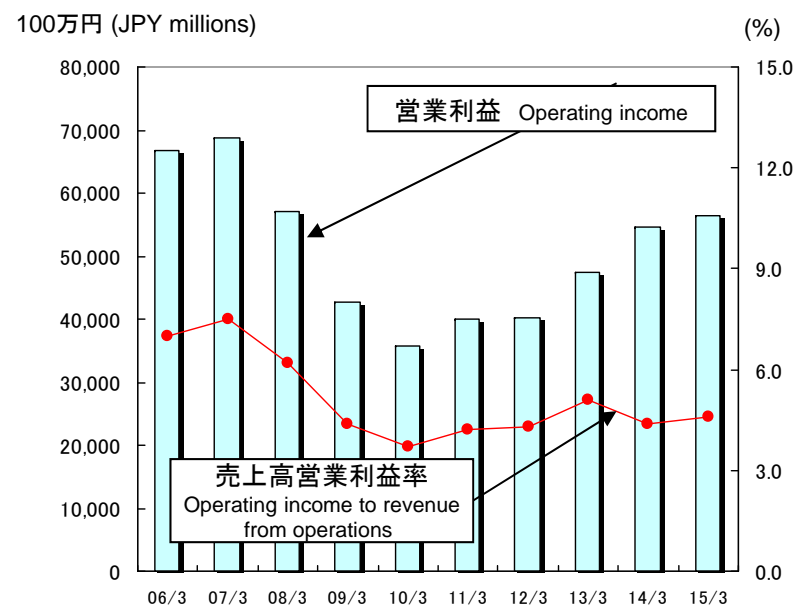
営業収益と連結子会社数

Operating revenue and consolidated subsidiaries



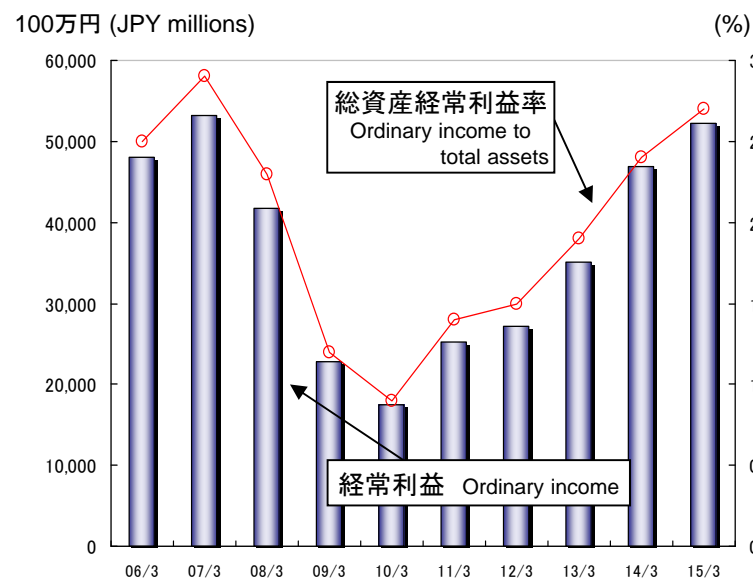
営業利益と売上高営業利益率

Operating income and operating income to revenue from operations

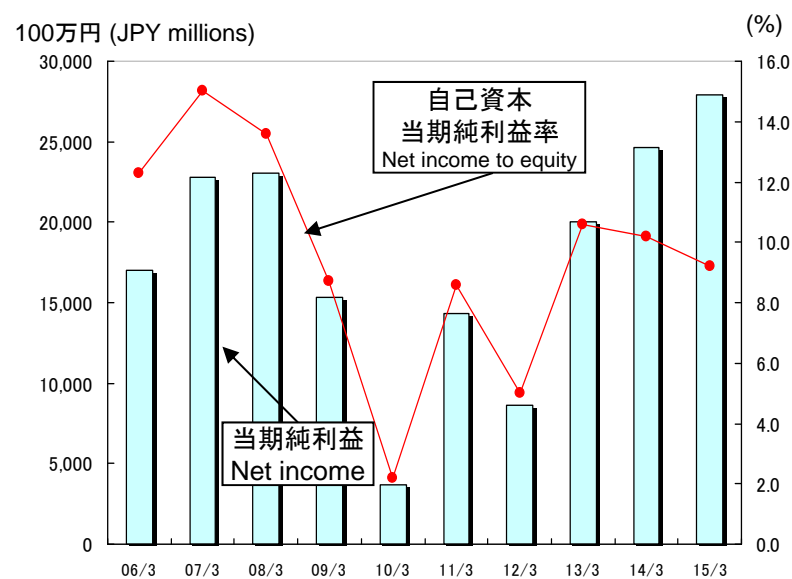


	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3
営業収益	947,828	917,863	924,308	966,459	960,716	960,006	942,790	932,156	1,246,360	1,233,798
連結子会社数	55	52	53	50	49	48	48	58	58	58
営業利益	66,810	68,827	56,990	42,660	35,758	39,919	40,209	47,452	54,623	56,425
売上高営業利益率	7.0	7.5	6.2	4.4	3.7	4.2	4.3	5.1	4.4	4.6

経常利益と総資産経常利益率  
Ordinary income and ordinary income to total assets

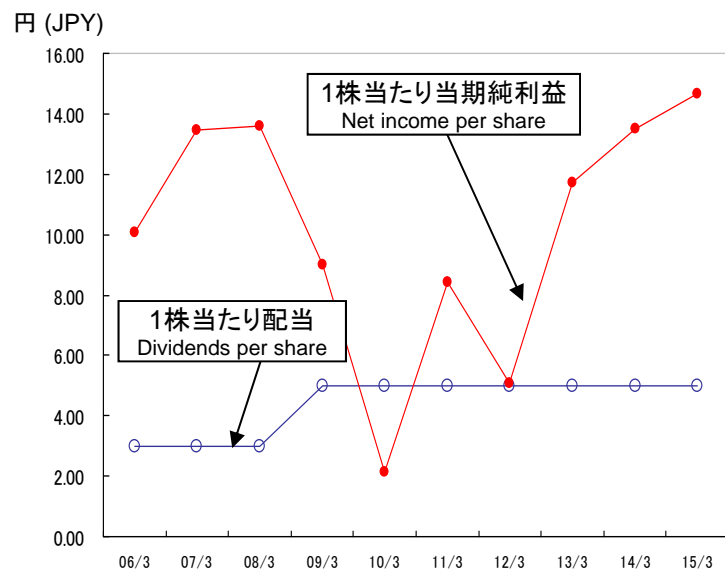


当期純利益と自己資本当期純利益率  
Net income and net income to equity

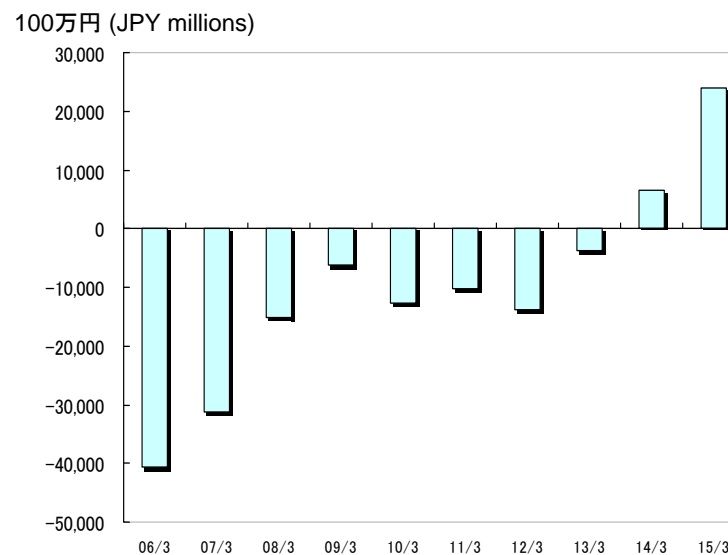


	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3
経常利益	48,088	53,267	41,664	22,873	17,390	25,249	27,169	35,063	46,824	52,219
総資産経常利益率	2.5	2.9	2.3	1.2	0.9	1.4	1.5	1.9	2.4	2.7
当期純利益	17,045	22,809	23,081	15,325	3,671	14,354	8,666	20,001	24,598	27,864
自己資本 当期純利益率	12.3	15.0	13.6	8.7	2.2	8.6	5.0	10.6	10.2	9.3

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

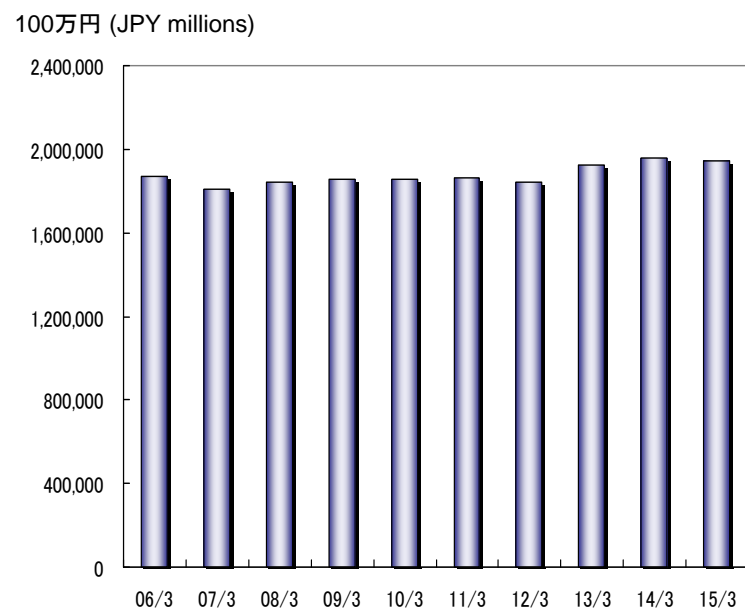


利益剰余金  
Retained earnings

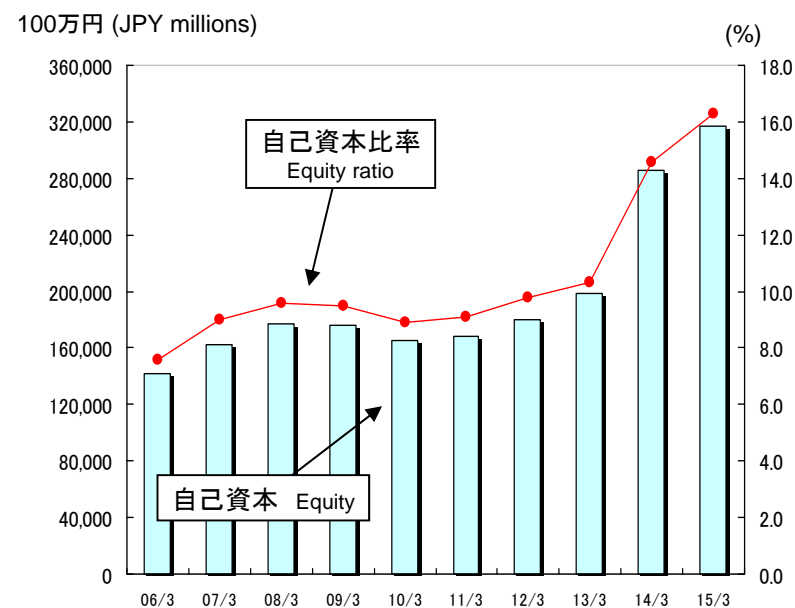


	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3
1株当たり 当期純利益	10.06	13.44	13.58	9.02	2.16	8.43	5.09	11.74	13.52	14.66
1株当たり配当	3.00	3.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
利益剰余金	△40,726	△31,327	△15,099	△6,189	△12,655	△10,226	△13,860	△3,669	6,572	23,871

総資産  
Total assets



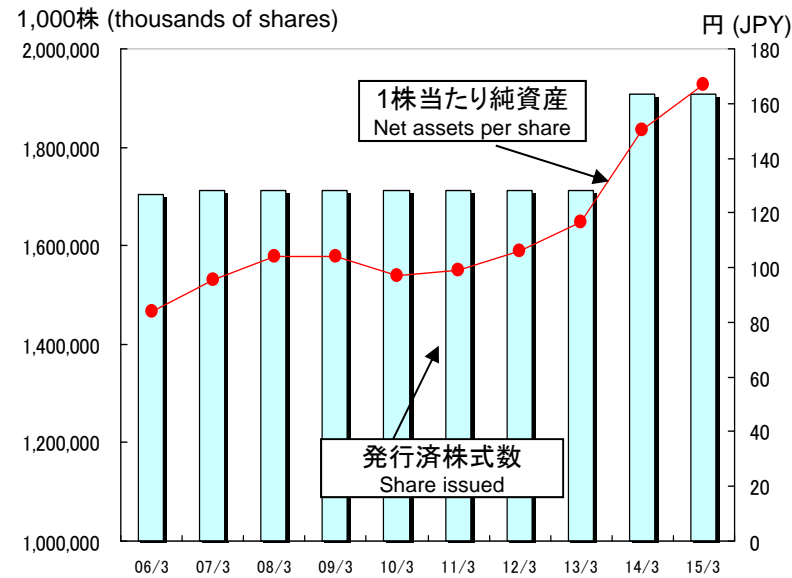
自己資本と自己資本比率  
Equity and equity ratio



2006/3      2007/3      2008/3      2009/3      2010/3      2011/3      2012/3      2013/3      2014/3      2015/3

総資産	■	1,872,150	1,810,111	1,843,862	1,857,595	1,858,271	1,860,222	1,839,572	1,925,815	1,959,128	1,946,725
自己資本	■	142,082	162,425	176,946	176,551	164,844	168,646	180,390	198,357	285,261	317,338
自己資本比率	●	7.6	9.0	9.6	9.5	8.9	9.1	9.8	10.3	14.6	16.3

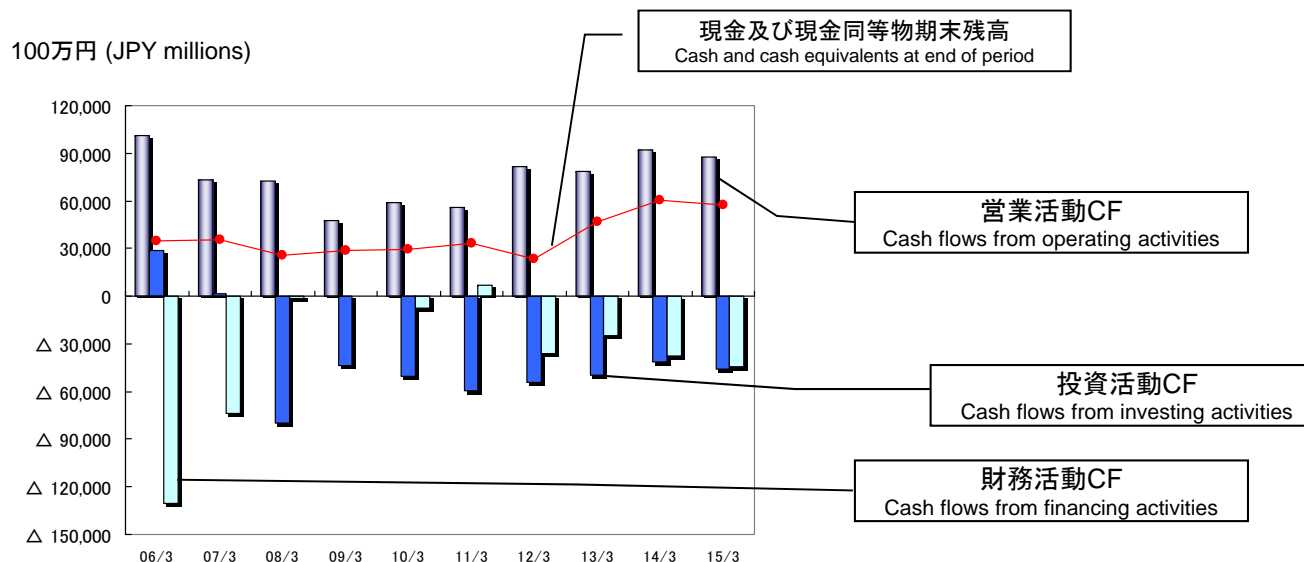
発行済株式数と1株当たり純資産  
Shares issued and net assets per share



	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3
発行済株式数	1,703,320	1,711,120	1,711,120	1,711,120	1,711,120	1,711,120	1,711,120	1,711,120	1,906,620	1,906,620
1株当たり純資産	83.92	95.46	104.10	103.92	96.85	99.03	105.87	116.42	150.09	166.96

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

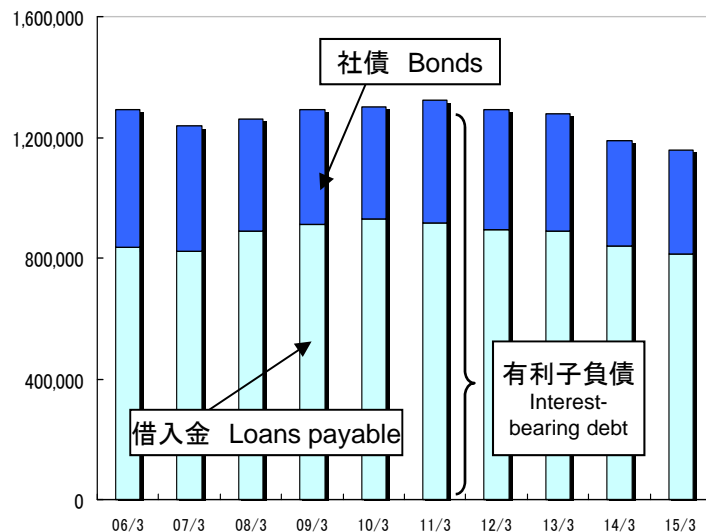


		2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3
営業活動CF		100,971	73,223	72,185	47,574	58,938	56,100	81,313	78,793	92,432	87,744
投資活動CF		29,004	1,419	△79,980	△43,796	△50,488	△59,283	△54,317	△49,486	△41,731	△46,231
財務活動CF		△130,508	△74,107	△1,130	129	△7,685	6,546	△36,138	△24,812	△37,751	△44,436
現金及び現金同等物期末残高		34,558	35,172	26,033	29,113	29,764	33,020	23,588	46,800	60,202	57,198



有利子負債  
Interest-bearing debt

100万円 (JPY millions)

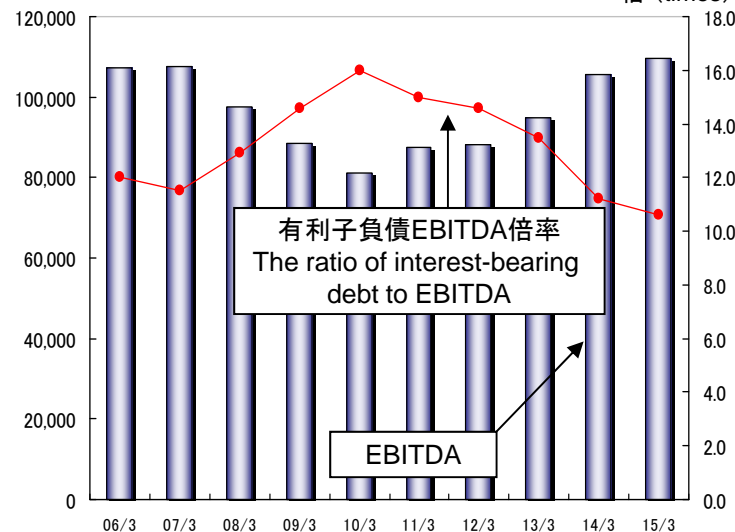


EBITDAと有利子負債EBITDA倍率  
EBITDA and the ratio of interest-bearing debt to EBITDA

※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)

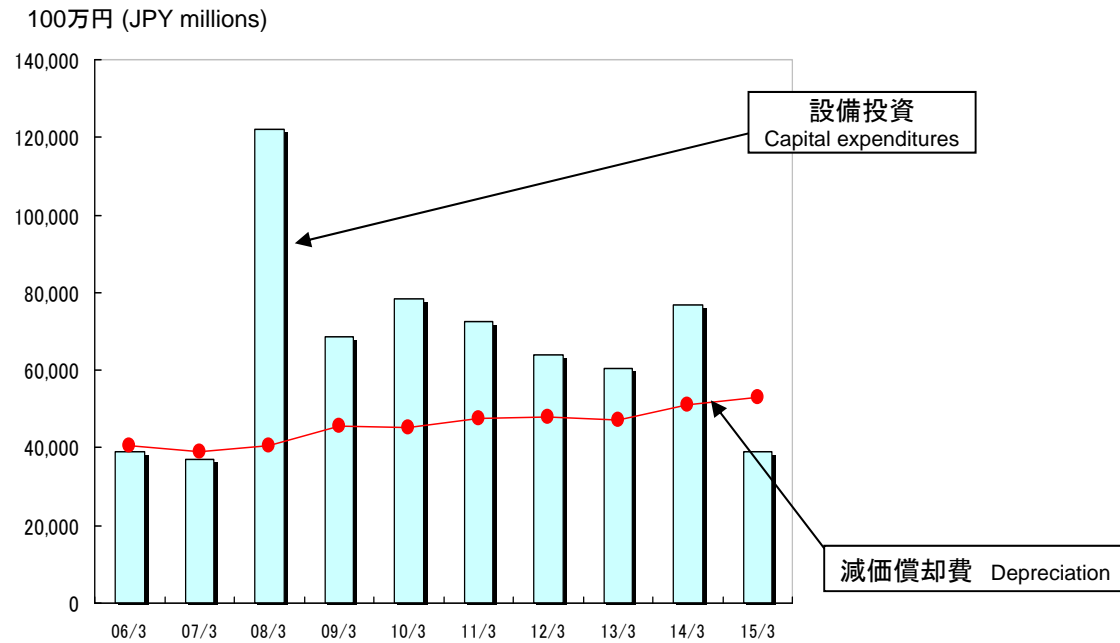
倍 (times)



2006/3      2007/3      2008/3      2009/3      2010/3      2011/3      2012/3      2013/3      2014/3      2015/3

有利子負債	1,289,495	1,235,916	1,261,008	1,291,980	1,300,335	1,324,808	1,290,965	1,276,773	1,187,140	1,159,436
借入金	836,413	823,694	889,608	911,380	930,535	915,808	892,765	890,093	839,300	813,036
社債	453,082	412,222	371,400	380,600	369,800	409,000	398,200	386,680	347,840	346,400
EBITDA	107,356	107,735	97,684	88,471	81,097	87,353	88,175	94,728	105,654	109,636
有利子負債 EBITDA倍率	12.0	11.5	12.9	14.6	16.0	15.2	14.6	13.5	11.2	10.6

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



	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3
減価償却費	40,545	38,907	40,694	45,810	45,338	47,433	47,966	47,276	51,031	53,211
設備投資	39,009	36,986	121,871	68,730	78,445	72,464	64,018	60,260	76,714	38,864

# 財務諸表 Financial statements

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## 連結貸借対照表 Consolidated balance sheets

(100万円 (JPY millions))

	2011/3	2012/3	2013/3	2014/3	2015/3
<b>資産の部 Assets</b>					
<b>流動資産 Current assets</b>	335,020	308,094	349,158	357,108	345,869
現金及び預金 Cash and deposits	33,526	23,918	47,483	60,680	57,604
受取手形及び売掛金 Notes and accounts receivable-trade	25,533	27,139	45,241	46,568	47,145
リース債権及びリース投資資産 Lease receivables and investment assets	1,010	1,152	1,152	1,377	1,330
有価証券 Short-term investment securities	—	—	7	1,984	—
商品及び製品 Merchandise and finished goods	17,510	15,464	14,216	13,100	12,770
仕掛品 Work in process	1,698	1,021	2,324	3,455	1,739
原材料及び貯蔵品 Raw materials and supplies	2,902	3,027	3,142	3,304	3,546
販売土地及び建物 Land and buildings for sale	198,631	174,756	163,839	150,394	147,536
繰延税金資産 Deferred tax assets	12,430	12,965	14,173	15,726	14,338
その他 Other	43,597	49,227	58,581	63,660	62,899
貸倒引当金 Allowance for doubtful accounts	△1,822	△579	△1,006	△3,143	△3,041
<b>固定資産 Noncurrent assets</b>	1,522,884	1,529,473	1,574,216	1,600,018	1,598,109
<b>有形固定資産 Property and equipment</b>	1,371,684	1,375,890	1,388,943	1,409,468	1,392,867
建物及び構築物 Buildings and structures	613,318	597,984	580,619	667,057	657,499
機械装置及び運搬具 Machinery, equipment and vehicles	36,102	35,091	34,933	34,718	33,856
土地 Land	656,824	655,363	656,367	657,623	659,525
リース資産 Lease assets	16,010	16,248	19,899	21,097	22,112
建設仮勘定 Construction in progress	38,756	61,710	87,460	16,660	7,685
その他 Other	10,670	9,491	9,664	12,310	12,187
<b>無形固定資産 Intangible assets</b>	15,806	12,563	18,167	18,452	17,280
のれん Goodwill	6,658	3,608	797	15	124
リース資産 Lease assets	601	374	203	121	92
その他 Other	8,545	8,579	17,165	18,315	17,064
<b>投資その他の資産 Investments and other assets</b>	135,393	141,019	167,104	172,097	187,960
投資有価証券 Investment securities	70,007	72,585	86,258	99,779	115,074
長期貸付金 Long-term loans receivable	4,871	4,821	6,860	7,054	5,650
退職給付に係る資産 Net defined benefit asset	—	—	—	17,791	21,297
繰延税金資産 Deferred tax assets	10,901	10,560	14,746	10,994	8,917
その他 Other	51,748	55,007	63,439	40,535	41,265
貸倒引当金 Allowance for doubtful accounts	△1,698	△1,648	△3,212	△3,723	△3,960
投資評価引当金 Allowance for investment evaluation	△437	△305	△987	△334	△284
<b>繰延資産 Deferred assets</b>	2,317	2,004	2,440	2,000	2,746
<b>資産合計 Total assets</b>	1,860,222	1,839,572	1,925,815	1,959,128	1,946,725

# 財務諸表 Financial statements

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連結貸借対照表 Consolidated balance sheets	2011/3	2012/3	2013/3	(100万円 (JPY millions))	
				2014/3	2015/3
<b>負債の部 Liabilities</b>					
<b>流動負債 Current liabilities</b>	567,126	587,023	651,611	698,394	640,230
支払手形及び買掛金 Notes and accounts payable-trade	35,367	37,818	45,917	48,944	49,198
短期借入金 Short-term loans payable	302,929	290,098	297,311	279,064	298,273
1年以内償還社債 Current portion of bonds	65,800	90,800	78,840	111,440	41,440
リース債務 Lease obligations	3,007	3,656	4,086	4,436	4,932
未払金 Accounts payable-other	58,352	49,888	49,570	71,011	52,092
未払法人税等 Income taxes payable	2,620	6,956	5,423	5,364	8,090
繰延税金負債 Deferred tax liabilities	11	17	192	156	420
賞与引当金 Provision for bonuses	7,883	7,913	8,011	8,722	9,310
商品券等引換損失引当金 Provision for loss on exchanging gift certificates	3,759	4,048	4,347	4,768	5,524
建物等除却損失引当金 Reserve for disposal losses of retirement of building	—	—	1,275	—	—
その他 Other	87,395	95,824	156,635	164,484	170,946
<b>固定負債 Noncurrent liabilities</b>	1,118,729	1,060,211	1,057,716	956,179	971,042
社債 Bonds payable	343,200	307,400	307,840	236,400	304,960
長期借入金 Long-term loans payable	612,879	602,667	592,782	560,235	514,762
リース債務 Lease obligations	14,417	13,766	16,990	17,813	18,400
繰延税金負債 Deferred tax liabilities	3,036	2,239	2,534	3,385	2,761
再評価に係る繰延税金負債 Deferred tax liabilities for revaluation	91,776	79,945	79,969	80,527	74,152
退職給付引当金 Provision for retirement benefits	10,932	8,978	12,703	—	—
役員退職慰労引当金 Provision for directors' retirement benefits	122	134	20	—	—
債務保証損失引当金 Provision for loss on guarantees	64	—	—	—	—
負ののれん Negative goodwill	152	—	—	—	—
旅行券等引換引当金 Provision for loss on uncollected gift coupon for future use	—	—	1,015	1,138	1,208
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	—	—	—
退職給付に係る負債 Net defined benefit liability	—	—	—	11,614	10,830
その他 Other	42,146	43,093	43,861	45,063	43,967
<b>負債合計 Total liabilities</b>	<b>1,685,856</b>	<b>1,647,234</b>	<b>1,709,328</b>	<b>1,654,573</b>	<b>1,611,273</b>

連結貸借対照表 Consolidated balance sheets

(100万円 (JPY millions))

	2011/3	2012/3	2013/3	2014/3	2015/3
純資産の部 Net assets					
株主資本 Shareholders' equity	107,948	104,416	114,587	192,705	210,272
資本金 Capital stock	92,741	92,741	92,741	126,476	126,476
資本剰余金 Capital surplus	27,489	27,317	27,313	61,049	61,100
利益剰余金 Retained earnings	△10,226	△13,860	△3,669	6,572	23,871
自己株式 Treasury stock	△2,055	△1,781	△1,797	△1,393	△1,176
その他の包括利益累計額 Accumulated other comprehensive income	60,697	75,974	83,769	92,556	107,065
その他有価証券評価差額金 Valuation difference on available-for-sale securities	1,032	1,041	2,750	5,171	7,976
繰延ヘッジ損益 Deferred gains or losses on hedges	60	172	642	378	542
土地再評価差額金 Revaluation reserve for land	66,345	82,371	85,283	90,609	97,229
為替換算調整勘定 Foreign currency translation adjustment	△6,740	△7,611	△4,907	333	4,848
退職給付に係る調整累計額 Remeasurements of defined benefit plans	—	—	—	△3,936	△3,530
少数株主持分 Minority interests	5,720	11,947	18,129	19,293	18,113
純資産合計 Total net assets	174,366	192,338	216,486	304,555	335,452
負債純資産合計 Total liabilities and net assets	1,860,222	1,839,572	1,925,815	1,959,128	1,946,725

## 財務諸表 Financial statements

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

(100万円 (JPY millions))

	2011/3	2012/3	2013/3	2014/3	2015/3
<b>営業損益の部</b> Operating income and expenses					
営業収益 Operating revenue	960,006	942,790	932,156	1,246,360	1,233,798
営業費 Operating expenses	920,087	902,581	884,704	1,191,737	1,177,373
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	820,400	807,499	791,692	1,050,674	1,036,231
販売費及び一般管理費 Selling, general and administrative expenses	99,686	95,082	93,011	141,063	141,141
営業利益 Operating income	39,919	40,209	47,452	54,623	56,425
<b>営業外損益の部</b> Non-operating income and expenses					
営業外収益 Non-operating income	9,651	9,746	8,885	12,108	13,813
受取利息及び配当金 Interest and dividends income	1,268	841	679	1,616	1,351
持分法による投資利益 Equity in earnings of affiliates	4,165	5,371	4,881	6,352	8,258
その他 Other	4,217	3,534	3,324	4,139	4,203
営業外費用 Non-operating expenses	24,322	22,786	21,274	19,907	18,018
支払利息 Interest expenses	20,562	18,867	17,248	15,397	13,441
その他 Other	3,759	3,918	4,026	4,510	4,577
経常利益 Ordinary income	25,249	27,169	35,063	46,824	52,219

# 財務諸表 Financial statements

FACT BOOK 2015

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

(100万円 (JPY millions))

	2011/3	2012/3	2013/3	2014/3	2015/3
<b>特別損益の部</b> Extraordinary income and loss					
特別利益 Extraordinary income	14,395	9,861	11,682	16,277	5,663
工事負担金等受入額 Contribution for construction	4,965	6,952	7,307	12,384	5,033
固定資産売却益 Gains on sales of noncurrent assets	2,243	262	468	1,197	88
有価証券売却益 Gains on sales of securities	392	100	321	399	19
持分変動利益 Gains on change in equity	—	2,005	2,277	0	—
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	625	—	—	—	—
負ののれん発生益 Gains on negative goodwill	289	32	—	585	22
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	3,567	—	—	—	—
受取補償金 Compensation income	1,583	—	—	—	—
その他 Other	728	508	288	1,709	499
<b>特別損失</b> Extraordinary loss	17,547	25,911	16,340	24,005	15,400
工事負担金等圧縮額 Reduction entry of land contribution for construction	4,935	6,934	7,305	12,383	5,028
固定資産売却損 Loss on sales of noncurrent assets	759	368	132	81	257
固定資産除却損 Loss on retirement of noncurrent assets	493	545	714	1,990	1,480
減損損失 Impairment loss	5,092	95	5,254	5,972	7,260
有価証券評価損 Loss on valuation of securities	230	873	18	122	28
貸倒引当金繰入額 Provision of allowance for doubtful accounts	1,094	—	—	395	83
投資評価引当金繰入額 Provision of allowance for investment evaluation	59	—	—	—	—
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	1,947	—	—	—	—
事業整理損 Loss on liquidation of business	—	—	1,024	—	—
特別退職金 Special retirement expenses	433	—	—	—	—
退職給付制度一部終了損失 Loss on a part of abolishment of retirement benefit plan	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	113	—	—	—	—
その他 Other	1,502	566	1,795	3,060	1,261
<b>税金等調整前当期純利益</b> Income before income taxes	22,097	11,119	30,405	39,096	42,483
<b>法人税、住民税及び事業税</b> Income taxes-current	2,514	6,864	9,149	9,025	12,017
<b>法人税等調整額</b> Income taxes-deferred	4,499	△346	235	3,927	2,659
<b>少数株主損益調整前当期純利益</b> Income before minority interests	15,083	4,602	21,020	26,143	27,805
<b>少数株主損益</b> Minority interest in income (loss)	729	△4,064	1,018	1,544	△58
<b>当期純利益</b> Net income	14,354	8,666	20,001	24,598	27,864

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

連結包括利益計算書 Consolidated statements of comprehensive income

(100万円 (JPY millions))

	2011/3	2012/3	2013/3	2014/3	2015/3
少数株主損益調整前当期純利益 Income before minority interests	15,083	4,602	21,020	26,143	27,805
その他の包括利益 Other comprehensive income	△2,202	11,856	5,470	6,904	15,493
その他有価証券評価差額金 Valuation difference on available-for-sale securities	△8	△4	1,025	2,037	1,759
繰延ヘッジ損益 Deferred gains or losses on hedges	134	111	845	△402	271
土地再評価差額金 Revaluation reserve for land	△458	11,986	44	△508	6,512
為替換算調整勘定 Foreign currency translation adjustment	△531	△167	425	910	799
退職給付に係る調整額 Remeasurements of defined benefit plans	—	—	—	—	532
持分法適用会社に対する持分相当額 ※	△1,338	△68	3,129	4,869	5,617
包括利益 Comprehensive income	12,881	16,459	26,491	33,047	43,299
(内訳)					
親会社株主に係る包括利益 Comprehensive income attributable to owners of the parent	12,084	20,180	24,959	31,332	42,167
少数株主に係る包括利益 Comprehensive income attributable to minority interests	796	△3,721	1,531	1,715	1,131

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



# 財務諸表 Financial statements

FACT BOOK 2015

## 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))

	2011/3	2012/3	2013/3	2014/3	2015/3
税金等調整前当期純利益 Income before income taxes and minority interests	22,097	11,119	30,405	39,096	42,483
減価償却費 Depreciation and amortization	47,433	47,966	47,276	51,031	53,211
のれん償却額 Amortization of goodwill	2,969	2,926	2,307	782	51
負ののれん償却額 Amortization of negative goodwill	△307	△152	—	—	—
負ののれん発生益 Gain on negative goodwill	△289	△32	—	△585	△22
工事負担金等圧縮額 Reduction entry of land contribution for construction	4,935	6,934	7,305	12,383	5,028
固定資産除却損 Loss on retirement of noncurrent assets	1,977	1,617	1,327	3,697	1,754
減損損失 Impairment loss	5,092	95	5,254	5,972	7,260
工事負担金等受入額 Proceeds from contribution for construction	△4,965	△6,952	△7,307	△12,384	△5,033
固定資産売却損益 Loss (gain) on sales of property and equipment	△1,483	106	△336	△1,116	168
有価証券売却損益 Loss (gain) on sales of investments	△357	△64	△265	△389	△33
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	△7,455	△4,639	△2,916	—	—
退職給付に係る負債の増減額 Increase(decrease) in net defined benefit liability	—	—	—	△7,500	△5,136
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	△1,275	—
その他の引当金の増減額 Increase (decrease) in other provision	342	315	271	1,580	1,312
受取利息及び配当金 Interest and dividends income	△4,836	△841	△679	△1,616	△1,351
支払利息 Interest expenses	20,562	18,867	17,248	15,397	13,441
持分法による投資損益 Equity in (earnings) losses of affiliates	△4,165	△5,371	△4,881	△6,352	△8,258
売上債権の増減額 Decrease (increase) in notes and accounts receivables	3,262	△479	△330	△2,157	2,677
たな卸資産の増減額 Decrease (increase) in inventories	△3,353	22,602	10,406	5,829	△1,852
仕入債務の増減額 Increase (decrease) in notes and accounts payable-trade	△401	△12,161	△443	5,433	△471
その他 Other	△2,500	△3,161	△210	7,641	4,967
小計 Subtotal	78,557	101,545	105,548	115,465	110,196
利息及び配当金の受取額 Interest and dividends income received	1,826	1,610	1,689	1,933	1,864
利息の支払額 Interest expenses paid	△21,039	△19,322	△17,624	△15,794	△13,653
法人税等の支払額 Income taxes (paid) refund	△3,244	△2,519	△10,819	△9,172	△10,663
営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities	56,100	81,313	78,793	92,432	87,744

# 財務諸表 Financial statements

FACT BOOK 2015

## 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))

	2011/3	2012/3	2013/3	2014/3	2015/3
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	△2,487	△130	△129	△446	△1,655
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	2,194	692	856	643	2,128
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	—	83	—	—	—
有形及び無形固定資産の取得による支出 Purchase of noncurrent assets	△86,090	△62,195	△63,645	△58,180	△54,026
有形及び無形固定資産の売却による収入 Proceeds from sales of noncurrent assets	3,089	1,837	1,581	3,524	1,284
工事負担金等受入による収入 Proceeds from contribution received for construction	13,315	7,142	7,187	9,062	5,431
匿名組合出資配当金の受取 Proceeds from withdrawal of dividend investments in silent partnership	4,844	—	—	—	—
貸付けによる支出 Payments for loans receivable	△4,180	△3,971	△145	△684	△435
貸付金の回収による収入 Proceeds from collection of loans receivable	8,451	1,149	4,169	1,339	768
その他 Other	1,580	1,074	638	3,010	273
<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>△59,283</b>	<b>△54,317</b>	<b>△49,486</b>	<b>△41,731</b>	<b>△46,231</b>
短期借入金の純増減額 Net increase (decrease) in short-term loans payable	△20,379	△33,936	1,166	△16,803	581
長期借入れによる収入 Proceeds from long-term loans payable	158,598	166,996	170,020	141,162	171,982
長期借入金の返済による支出 Repayment of long-term loans payable	△152,944	△155,863	△170,640	△177,354	△199,802
社債の発行による収入 Proceeds from issuance of bonds	157,940	54,626	78,842	39,714	108,526
社債の償還による支出 Redemption of bonds	△120,800	△65,800	△91,520	△78,840	△111,440
株式の発行による収入 Proceeds from issuance of common stock	—	—	—	67,470	—
少数株主からの払込みによる収入 Proceeds from stock issuance to minority shareholders	—	—	—	492	73
リース債務の返済による支出 Repayments of lease obligations	△2,652	△3,389	△3,944	△4,642	△4,805
その他の負債の返済による支出 Repayments for other liabilities payable	△4,515	△2,331	△69	—	—
配当金の支払額 Cash dividends paid	△8,528	△8,537	△8,536	△8,536	△9,521
少数株主への配当金の支払額 Cash dividends paid to minority shareholders	△124	△102	△110	△10	△77
自己株式の売却による収入 Proceeds from sales of treasury stock	17	148	36	4	153
自己株式の取得による支出 Purchase of treasury stock	△64	△40	△56	△408	△106
連結子会社増資に伴う少数株主からの払込による収入 ※3	—	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>6,546</b>	<b>△36,138</b>	<b>△24,812</b>	<b>△37,751</b>	<b>△44,436</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	△21	△58	△70	63	129
現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents	3,342	△9,200	4,424	13,012	△2,793
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	29,764	33,020	23,588	46,800	60,202
連結の範囲の変更に伴う現金及び現金同等物の増減額 ※4	△159	△246	18,788	△122	—
連結子会社の決算期変更に伴う現金及び現金同等物の増減額 ※5	—	—	—	512	△210
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>33,020</b>	<b>23,588</b>	<b>46,800</b>	<b>60,202</b>	<b>57,198</b>

※1 Proceeds from sales and redemption of short-term and long-term investment securities

※3 Proceeds from minority interests in capital increase of consolidated subsidiaries

※5 Increase (decrease) in cash and cash equivalents from accounting period change of the consolidated subsidiary

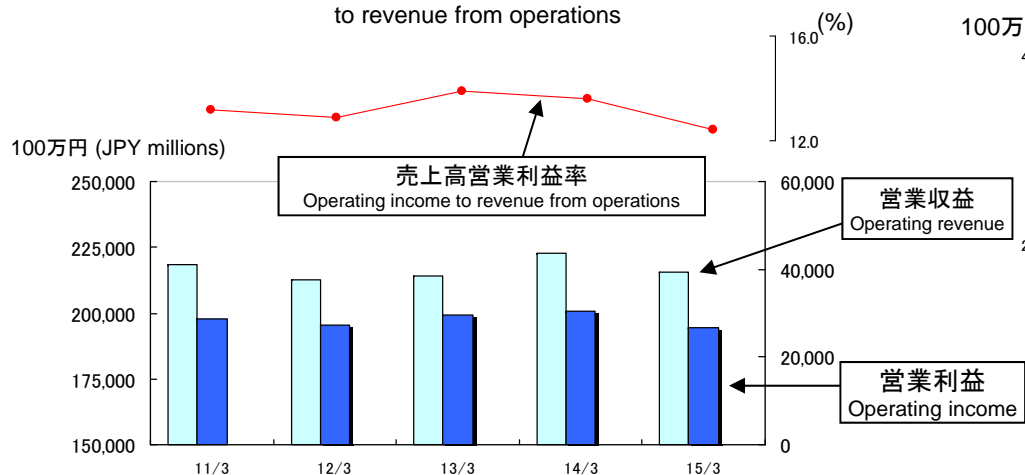
※2 Proceeds from sales of investments in subsidiaries resulting in change in scope of consolidation

※4 Increase (decrease) in cash and cash equivalents from change of scope of consolidation

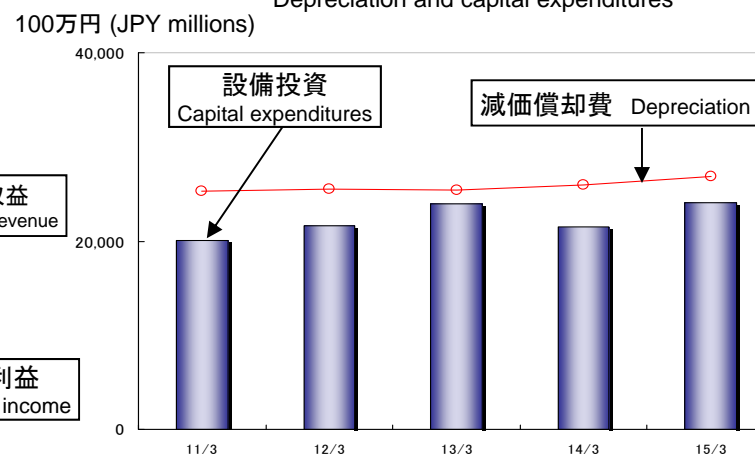
※6 Increase in cash and cash equivalents resulting from merger

## 運輸 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

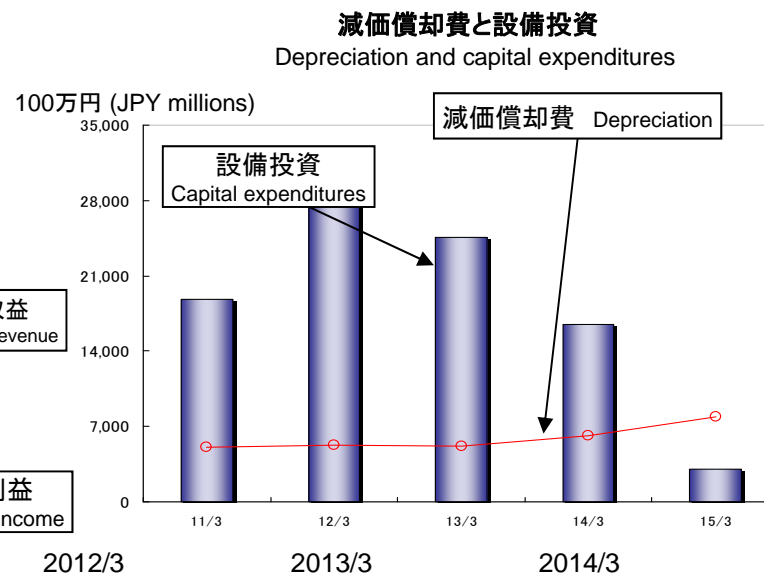
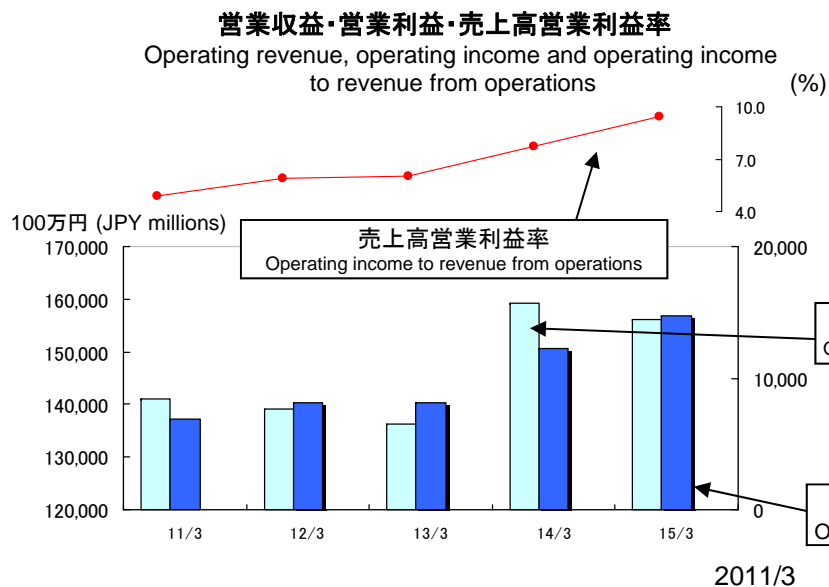


**減価償却費と設備投資**  
Depreciation and capital expenditures



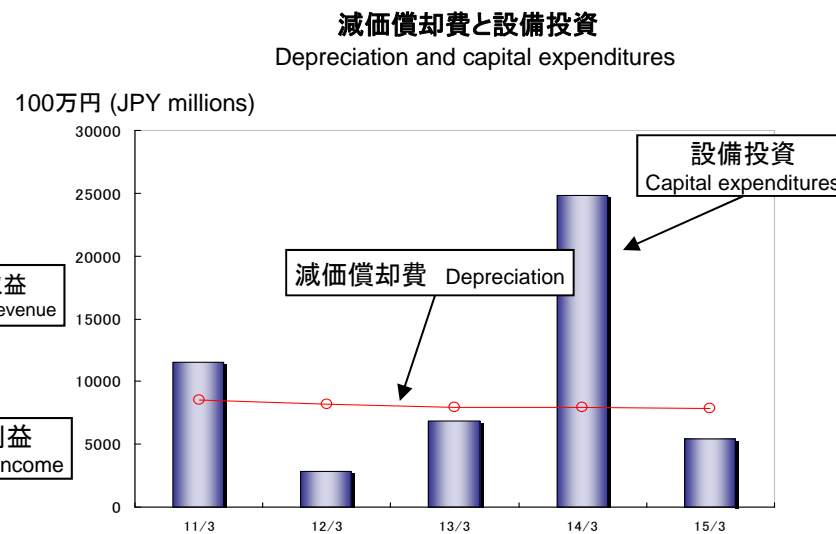
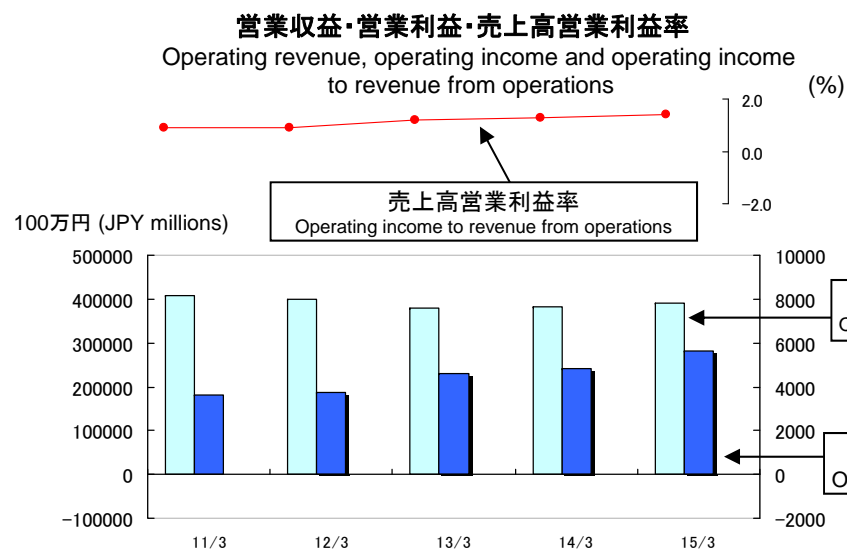
	2011/3	2012/3	2013/3	2014/3	2015/3
営業収益 Operating revenue	218,570	212,558	213,886	222,577	215,375
営業利益 Operating income	28,845	27,387	29,668	30,371	26,748
売上高営業利益率 O.I. to O.Rev.	13.2	12.9	13.9	13.6	12.4
<b>営業収益の明細 Detail of operating revenue</b>					
鉄軌道事業 Railways	156,931	153,351	154,040	158,308	154,325
バス事業 Bus services	35,679	34,172	33,928	34,326	34,805
タクシー業 Taxi services	11,718	11,192	11,075	11,554	11,695
交通広告業 Traffic advertising	8,750	8,292	8,453	8,997	7,907
鉄道施設整備業 Maintenance of Railways facilities	24,714	21,584	23,278	25,484	24,088
海運業 Ship services	1,871	1,926	1,967	2,086	2,081
レンタカー業 Rental car services	3,061	3,039	3,071	3,104	3,065
減価償却費 Depreciation	25,246	25,500	25,375	25,962	26,032
設備投資 Capital expenditures	20,012	21,606	23,950	21,489	23,782

## 不動産 Real estate



	2011/3	2012/3	2013/3	2014/3	2015/3
営業収益 Operating revenue	141,058	139,242	136,303	159,311	156,242
営業利益 Operating income	6,866	8,165	8,170	12,201	14,705
売上高営業利益率 O.I. to O.Rev.	4.9	5.9	6.0	7.7	9.4
<b>営業収益の明細 Detail of operating revenue</b>					
不動産販売業 Real estate sales	96,971	94,839	91,049	100,327	88,236
不動産賃貸業 Building Business	18,324	18,651	18,786	22,250	31,856
不動産管理業 Building management	30,540	30,617	31,332	42,630	43,582
減価償却費 Depreciation	5,089	5,291	5,159	6,153	7,940
設備投資 Capital expenditures	18,864	30,921	24,610	16,509	2,979

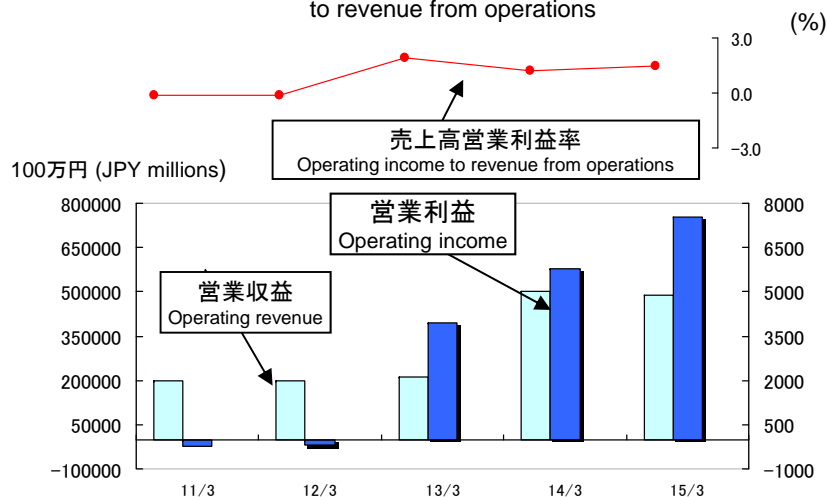
## 流通 Merchandise sales



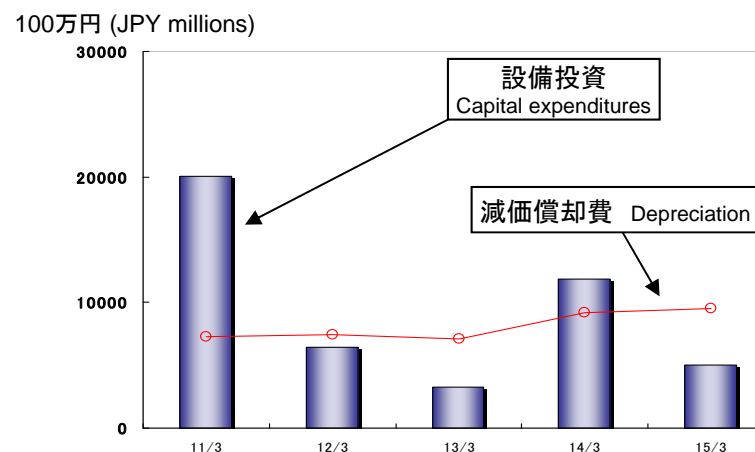
		2011/3	2012/3	2013/3	2014/3	2015/3
営業収益 Operating revenue		408,697	400,472	379,453	382,037	391,413
営業利益 Operating income		3,606	3,749	4,580	4,829	5,608
売上高営業利益率 O.I. to O.Rev.		0.9	0.9	1.2	1.3	1.4
<b>営業収益の明細 Detail of operating revenue</b>						
百貨店業 Department stores		300,456	295,861	275,837	275,630	279,650
ストア・飲食業 Stores and restaurants		111,142	107,230	104,902	108,102	113,868
減価償却費 Depreciation		8,564	8,192	7,937	7,908	7,875
設備投資 Capital expenditures		11,504	2,803	6,881	24,812	5,390

## ホテル・レジャー Hotel and leisure

**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



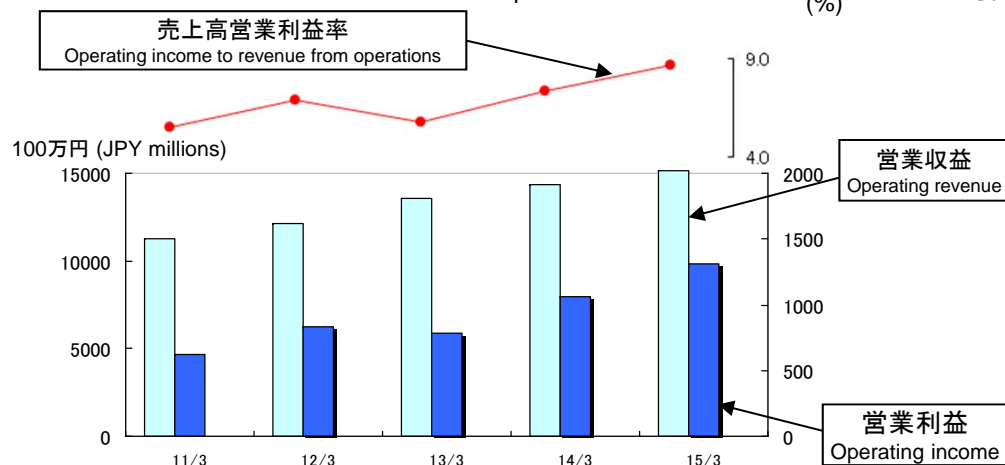
**減価償却費と設備投資**  
Depreciation and capital expenditures



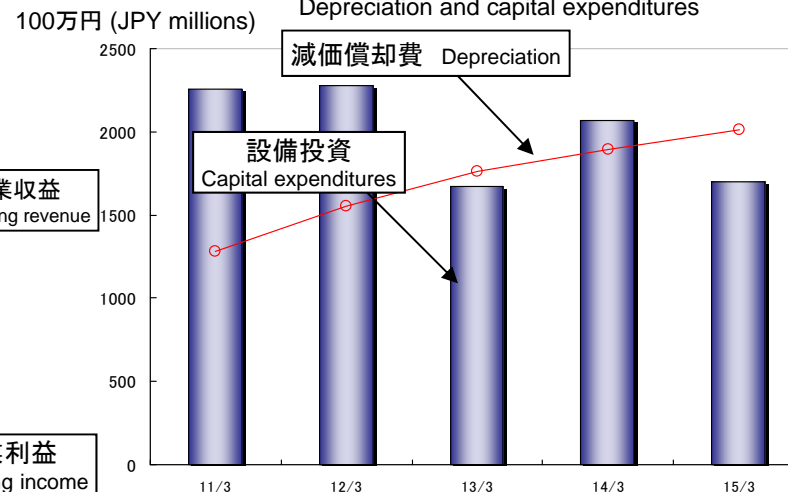
	2011/3	2012/3	2013/3	2014/3	2015/3
営業収益 Operating revenue	197,603	197,529	209,829	500,475	489,516
営業利益 Operating income	△218	△178	3,947	5,799	7,519
売上高営業利益率 O.I. to O.Rev.	△0.1	△0.1	1.9	1.2	1.5
<b>営業収益の明細 Detail of operating revenue</b>					
ホテル業 Hotels	43,486	43,966	46,321	48,931	54,812
旅行業 Travel Agents	139,491	138,821	149,552	436,883	420,078
映画業 Cinema	3,564	3,367	3,112	3,216	3,269
旅館・レジャー施設業 Japanese-style hotel and leisure facility	11,060	11,373	10,843	11,593	11,470
減価償却費 Depreciation	7,277	7,475	7,086	9,222	9,557
設備投資 Capital expenditures	20,026	6,408	3,230	11,890	5,012

## その他 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



		2011/3	2012/3	2013/3	2014/3	2015/3
営業収益 Operating revenue	<span style="color: cyan;">■</span>	11,236	12,133	13,546	14,381	15,126
営業利益 Operating income	<span style="color: blue;">■</span>	618	835	780	1,058	1,315
売上高営業利益率 O.I. to O.Rev.	<span style="color: red;">●</span>	5.5	6.9	5.8	7.4	8.7

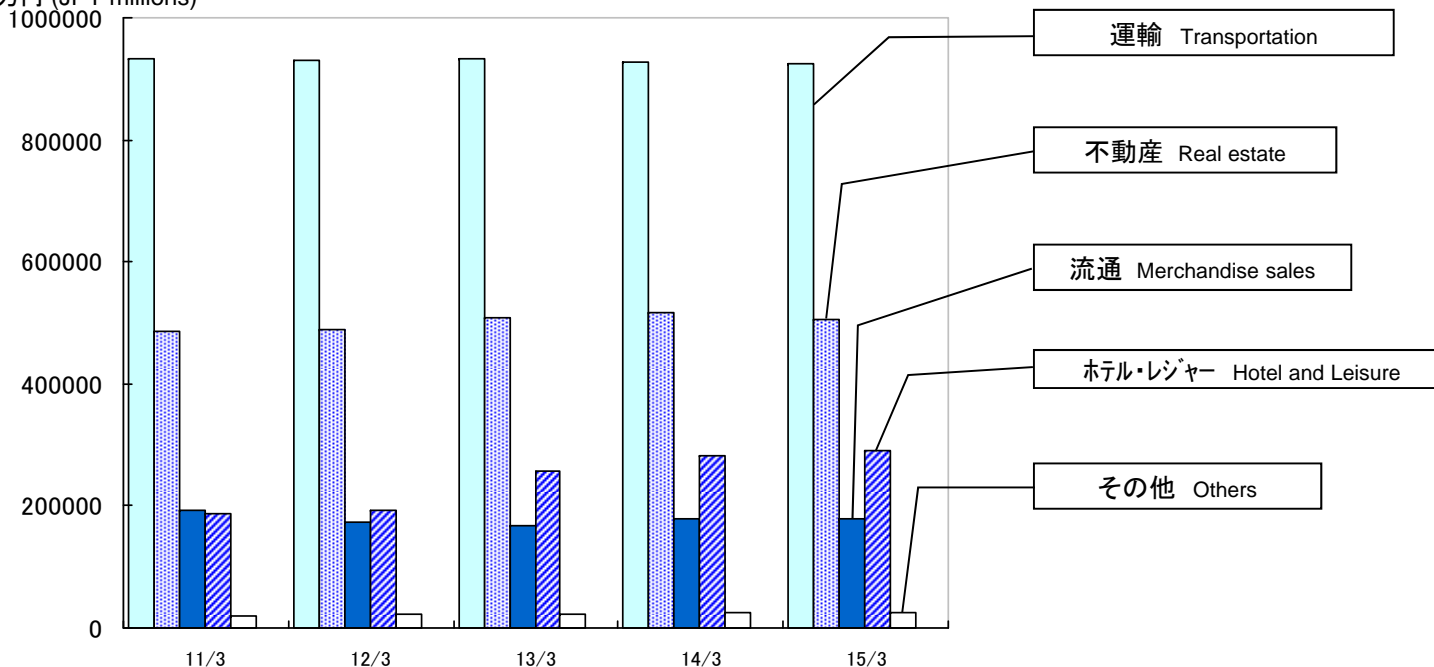
### 営業収益の明細 Detail of operating revenue

ケーブルテレビ業 Cable Television		8,260	9,127	9,253	9,925	10,767
情報処理業 Information system		2,448	2,410	3,757	3,865	3,709
保険代理業 Insurance agency		526	595	534	589	650
減価償却費 Depreciation	<span style="color: red;">○</span>	1,283	1,551	1,764	1,896	2,012
設備投資 Capital expenditures	<span style="color: blue;">■</span>	2,253	2,278	1,669	2,066	1,699

総資産

Total assets

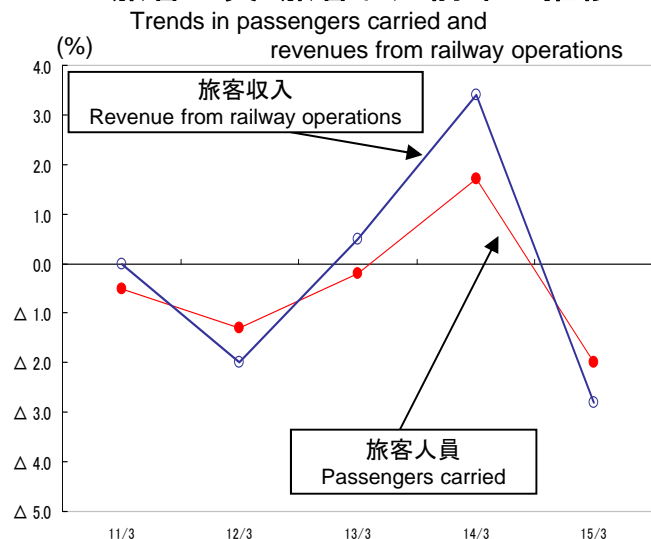
100万円 (JPY millions)



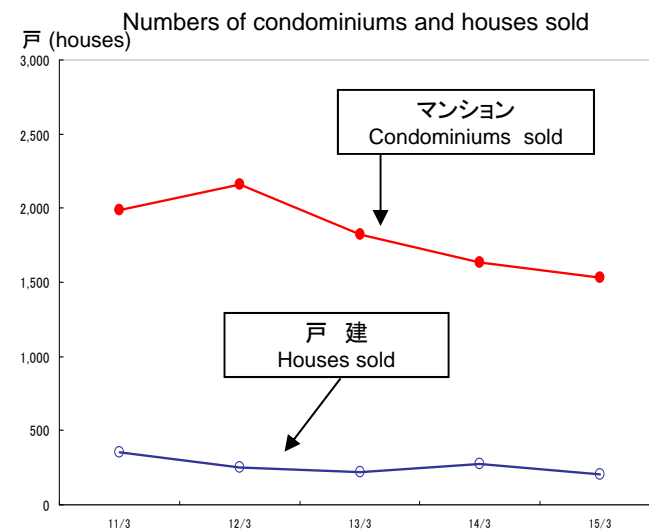
		2011/3	2012/3	2013/3	2014/3	2015/3
運輸 Transportation		932,377	930,951	932,904	928,653	924,301
不動産 Real estate		486,671	488,867	506,987	516,977	504,930
流通 Merchandise sales		192,860	173,590	168,355	178,688	174,454
ホテル・レジャー Hotel and leisure		187,073	193,375	255,684	282,785	291,502
その他 Others		20,180	21,711	22,846	24,995	25,573



## 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		2011/3	2012/3	2013/3	2014/3	2015/3
旅客人員 (百万人)	定期外 Non-commuter passengers			224 (3.0)	223 (Δ0.4)	226 ( 1.5)	232 ( 2.6)	228 (Δ1.6)
	定期 Commuter passengers			349 (Δ2.6)	342 (Δ1.8)	338 (Δ1.2)	342 ( 1.2)	334 (Δ2.2)
	計 Total	●		573 (Δ0.5)	566 (Δ1.3)	565 (Δ0.2)	574 ( 1.7)	563 (Δ2.0)
旅客収入 (百万円)	定期外 Non-commuter passengers			97,614 (1.8)	95,795 (Δ1.9)	97,440 ( 1.7)	101,843 ( 4.5)	98,724 (Δ3.1)
	定期 Commuter passengers			49,569 (Δ3.5)	48,389 (Δ2.4)	47,505 (Δ1.8)	48,032 ( 1.1)	46,947 (Δ2.3)
	計 Total	○		147,184 (Δ0.0)	144,185 (Δ2.0)	144,946 ( 0.5)	149,876 ( 3.4)	145,672 (Δ2.8)

※( )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		2011/3	2012/3	2013/3	2014/3	2015/3
マンション	Condominiums sold	●		1,984	2,161	1,819	1,635	1,534
戸建	Houses sold	○		353	255	218	274	205
計	Total			2,337	2,416	2,037	1,909	1,739