



あなたと あたらしい あしたへ — 京王グループ



# ***FACT BOOK 2023***

**Fiscal Year ended March 31, 2023**

***Last five-year Summary (Consolidated)***

**Keio Corporation**  
**京王電鉄株式会社**

# 目次

# Contents

データ・ハイライト〔連結〕	Data highlights〔Consolidated〕	3
連結貸借対照表	Consolidated Balance Sheets	4
連結損益計算書	Consolidated Statements of Income	6
連結キャッシュ・フロー計算書	Consolidated Statements of Cash flows	7
セグメント情報	Segment information	9
鉄道事業運輸成績	Railways transportation results	12

## データ・ハイライト〔連結〕 Data highlights〔Consolidated〕

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>連結経営成績 Consolidated operating results</b>					
営業収益* Operating revenues	447,508	433,669	315,439	299,872	347,133
営業利益又は営業損失 Operating profit (loss)	40,078	36,024	(20,866)	740	21,479
経常利益又は経常損失 Ordinary profit (loss)	39,281	34,684	(17,980)	5,366	21,772
親会社株主に帰属する当期純利益又は親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent	27,213	17,875	(27,519)	5,585	13,114
E B I T D A * Earnings before interest, tax, depreciation and amortization	76,731	72,292	14,269	32,208	50,607
<b>連結財政状態 Consolidated financial position</b>					
総資産 Total assets	889,341	876,691	912,624	906,212	955,233
純資産 Net assets	368,022	373,454	344,395	342,286	351,566
自己資本 Shareholders' equity	367,717	373,172	344,346	342,321	351,591
自己資本比率 Equity-to-asset ratio	41.3%	42.6%	37.7%	37.8%	36.8%
利益剰余金 Retained earnings	274,501	286,271	252,952	252,087	260,315
有利子負債* Interest-bearing debt	338,376	329,501	399,610	375,715	402,653
借入金 Borrowings	198,376	199,501	199,605	205,708	232,653
社債 Bonds payable	140,000	130,000	170,000	150,000	170,000
コマーシャル・ペーパー Commercial papers	—	—	30,004	20,006	—
<b>連結キャッシュ・フローの状況 Consolidated cash flows</b>					
営業活動C F Cash flows from operating activities	60,620	50,157	6,897	28,222	25,039
投資活動C F Cash flows from investing activities	(47,608)	(50,570)	(30,822)	(14,318)	(42,045)
財務活動C F Cash flows from financing activities	(20,376)	(15,611)	58,767	(23,264)	20,633

\* 2022年3月期の期首より、「収益認識に関する会計基準」等を適用している。

\* E B I T D A = 営業利益又は営業損失 + 減価償却費 + のれん償却額

\* 有利子負債 = 借入金 + 社債 + コマーシャル・ペーパー

\* Accounting Standard for Revenue Recognition and other standards applied as of beginning of fiscal year ending March 31, 2022.

\* EBITDA = Operating profit (loss) + Depreciation and amortization + Amortization of goodwill

\* Interest-bearing debt = Borrowings + Bonds payable + Commercial papers

## 連結貸借対照表 Consolidated Balance Sheets

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>資産の部 Assets</b>					
流動資産 Current assets	148,109	125,142	159,022	157,066	182,894
現金及び預金 Cash and deposits	38,963	39,979	76,772	67,403	71,030
受取手形及び売掛金 Notes and accounts receivable-trade	45,144	35,249	38,009	—	—
受取手形、売掛金及び契約資産 Notes and accounts receivable-trade and contract assets	—	—	—	40,892	45,298
商品及び製品 Merchandise and finished goods	12,977	11,086	11,965	16,526	17,096
仕掛品 Work in process	23,031	25,640	21,387	22,687	40,777
原材料及び貯蔵品 Raw materials and supplies	2,159	2,246	2,289	2,293	2,345
その他 Other	25,877	10,949	8,612	7,272	6,359
貸倒引当金 Allowance for doubtful accounts	(45)	(9)	(13)	(9)	(13)
固定資産 Non-current assets	741,231	751,548	753,601	749,145	772,338
有形固定資産 Property, plant and equipment	647,687	660,131	656,717	656,813	669,590
建物及び構築物（純額） Buildings and structures, net	342,882	344,392	332,049	323,188	320,606
土地 Land	228,209	231,165	235,322	235,725	239,423
建設仮勘定 Construction in progress	28,413	36,304	46,673	61,334	72,003
その他（純額） Other, net	48,181	48,269	42,671	36,565	37,555
無形固定資産 Intangible assets	14,049	13,340	14,736	14,593	19,500
投資その他の資産 Investments and other assets	79,494	78,076	82,147	77,738	83,248
投資有価証券 Investment securities	52,968	48,169	50,251	49,056	55,917
その他 Other	26,664	30,044	32,028	28,810	27,482
貸倒引当金 Allowance for doubtful accounts	(139)	(138)	(132)	(128)	(151)
<b>資産合計 Total assets</b>	<b>889,341</b>	<b>876,691</b>	<b>912,624</b>	<b>906,212</b>	<b>955,233</b>
<b>《参考》 Reference</b>					
有形固定資産の増減内訳 Increase(decrease) in property, plant and equipment					
取得 Acquired	54,916	58,080	35,124	46,108	50,685
償却 Depreciation	(33,232)	(32,731)	(31,948)	(28,856)	(26,771)
圧縮 Reduction	(14,298)	(721)	(386)	(854)	(1,403)
除却 Retirement	(877)	(921)	(388)	(343)	(500)
その他 Other	(1,805)	(11,262)	(5,815)	(15,958)	(9,233)
計 Total	4,702	12,443	(3,414)	96	12,776
投資有価証券の評価差額の増減 Increase(decrease) in valuation difference on investment securities	(6,670)	(7,896)	3,868	(735)	2,669

## 連結貸借対照表 Consolidated Balance Sheets

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>負債の部 Liabilities</b>					
流動負債 Current liabilities	212,780	182,712	221,791	233,231	219,414
支払手形及び買掛金 Notes and accounts payable-trade	19,058	16,619	16,043	16,067	18,633
短期借入金 Short-term borrowings	70,998	70,606	66,193	68,627	81,616
1年内償還予定の社債 Current portion of bonds	20,000	–	20,000	20,000	–
コマーシャル・ペーパー Commercial papers	–	–	30,004	20,006	–
未払法人税等 Income taxes payable	6,625	5,640	2,493	4,127	3,288
引当金 Provisions	4,646	4,544	3,956	4,737	4,229
その他 Other	91,449	85,300	83,098	99,664	111,646
固定負債 Non-current liabilities	308,538	320,524	346,438	330,694	384,251
社債 Bonds payable	120,000	130,000	150,000	130,000	170,000
長期借入金 Long-term borrowings	127,377	128,894	133,412	137,081	151,036
退職給付に係る負債 Retirement benefit liability	21,266	21,713	22,930	22,827	21,983
その他 Other	39,894	39,916	40,095	40,786	41,231
<b>負債合計 Total liabilities</b>	<b>521,319</b>	<b>503,236</b>	<b>568,229</b>	<b>563,925</b>	<b>603,666</b>
<b>純資産の部 Net assets</b>					
株主資本 Shareholders' equity	355,994	367,755	334,422	333,555	341,853
資本金 Share capital	59,023	59,023	59,023	59,023	59,023
資本剰余金 Capital surplus	42,011	42,012	42,187	42,187	42,187
利益剰余金 Retained earnings	274,501	286,271	252,952	252,087	260,315
自己株式 Treasury shares	(19,542)	(19,552)	(19,740)	(19,743)	(19,673)
その他の包括利益累計額 Accumulated other comprehensive income	11,723	5,416	9,923	8,766	9,738
その他有価証券評価差額金					
Valuation difference on available-for-sale securities	10,527	5,052	7,681	7,181	9,031
為替換算調整勘定 Foreign currency translation adjustment	8	3	4	7	11
退職給付に係る調整累計額 Remeasurements of defined benefit plans	1,186	360	2,237	1,576	694
非支配株主持分 Non-controlling interests	304	282	48	(35)	(24)
<b>純資産合計 Total net assets</b>	<b>368,022</b>	<b>373,454</b>	<b>344,395</b>	<b>342,286</b>	<b>351,566</b>
<b>負債純資産合計 Total liabilities and net assets</b>	<b>889,341</b>	<b>876,691</b>	<b>912,624</b>	<b>906,212</b>	<b>955,233</b>

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

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>営業収益 Operating revenues</b>	<b>447,508</b>	<b>433,669</b>	<b>315,439</b>	<b>299,872</b>	<b>347,133</b>
営業費 Operating expenses	407,430	397,644	336,306	299,132	325,653
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	358,066	345,226	288,756	252,085	276,942
販売費及び一般管理費 Selling, general and administrative expenses	49,363	52,418	47,550	47,047	48,711
<b>営業利益又は営業損失 Operating profit (loss)</b>	<b>40,078</b>	<b>36,024</b>	<b>(20,866)</b>	<b>740</b>	<b>21,479</b>
営業外収益 Non-operating income	3,125	2,278	6,549	7,764	3,942
受取利息 Interest income	163	23	20	20	18
受取配当金 Dividend income	1,204	1,436	1,312	1,242	1,260
持分法による投資利益 Share of profit of entities accounted for using equity method	22	33	88	257	426
助成金等収入 Subsidy income etc	–	–	4,174	5,234	1,089
その他 Other	1,734	785	953	1,009	1,147
営業外費用 Non-operating expenses	3,922	3,619	3,664	3,138	3,649
支払利息 Interest expenses	3,431	3,082	3,091	2,844	2,912
その他 Other	491	536	572	294	736
<b>経常利益又は経常損失 Ordinary profit (loss)</b>	<b>39,281</b>	<b>34,684</b>	<b>(17,980)</b>	<b>5,366</b>	<b>21,772</b>
特別利益 Extraordinary income	18,230	6,856	8,555	14,799	5,602
工事負担金等受入額 Contribution for construction	14,434	747	446	941	2,541
その他 Other	3,796	6,108	8,108	13,857	3,060
特別損失 Extraordinary losses	17,369	13,120	11,642	5,841	6,367
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	14,382	723	388	858	2,464
固定資産除却損 Loss on retirement of non-current assets	998	1,408	815	1,812	741
その他 Other	1,988	10,988	10,438	3,170	3,161
税金等調整前当期純利益又は税金等調整前当期純損失 Profit (loss) before income taxes	40,142	28,420	(21,067)	14,324	21,008
法人税、住民税及び事業税 Income taxes-current	12,341	11,102	3,930	5,654	5,643
法人税等調整額 Income taxes-deferred	570	(541)	2,688	3,163	2,237
当期純利益又は当期純損失 Profit (loss)	27,230	17,858	(27,686)	5,506	13,127
非支配株主に帰属する当期純利益又は非支配株主に帰属する当期純損失 Profit (loss) attributable to non-controlling interests	16	(17)	(167)	(78)	13
<b>親会社株主に帰属する当期純利益又は親会社株主に帰属する当期純損失 Profit (loss) attributable to owners of parent</b>	<b>27,213</b>	<b>17,875</b>	<b>(27,519)</b>	<b>5,585</b>	<b>13,114</b>

\* 2022年3月期の期首より、「収益認識に関する会計基準」等を適用している。

\* Accounting Standard for Revenue Recognition and other standards applied as of beginning of fiscal year ending March 31, 2022.

## 連結キャッシュ・フロー計算書 Consolidated Statements of Cash flows

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
税金等調整前当期純利益又は税金等調整前当期純損失 Profit(loss) before income taxes	40,142	28,420	(21,067)	14,324	21,008
減価償却費 Depreciation and amortization	36,248	35,862	34,663	31,164	29,127
減損損失 Impairment loss	518	9,195	9,224	1,902	1,924
のれん償却額 Amortization of goodwill	404	404	472	303	-
退職給付に係る負債の増減額 Increase (decrease) in retirement benefit liability	19	35	2,405	(353)	(715)
退職給付に係る資産の増減額 Increase (decrease) in retirement benefit asset	(985)	(420)	(4,066)	(986)	(845)
販売用土地評価損 Loss on valuation of land for sale	104	146	30	10	58
固定資産除却損 Loss on retirement of non-current assets	882	1,040	395	363	506
固定資産圧縮損 Loss on tax purpose reduction entry of non-current assets	14,382	723	388	858	2,464
受取利息及び受取配当金 Interest and dividend income	(1,368)	(1,459)	(1,333)	(1,262)	(1,278)
助成金等収入 Subsidy income etc	-	-	(4,174)	(5,234)	(1,089)
支払利息 Interest expenses	3,431	3,082	3,091	2,844	2,912
投資有価証券売却損益 Loss (gain) on sale of investment securities	(212)	(626)	(4,655)	(1,528)	(13)
工事負担金等受入額 Contribution for construction	(14,434)	(747)	(446)	(941)	(2,541)
固定資産売却益 Gain on sales of non-current assets	(3,554)	(5,291)	(1,167)	(12,141)	(2,726)
退店補償金 Compensation for tenants closing	730	489	707	688	315
営業債権の増減額 Decrease (increase) in trade receivables	(4,843)	7,457	(5,601)	(2,979)	(4,684)
たな卸資産の増減額 Decrease (increase) in inventories	958	(1,943)	3,248	(3,760)	(17,461)
営業債務の増減額 Increase (decrease) in trade payables	237	(5,561)	245	(2,184)	5,313
その他 Other, net	2,931	(6,151)	(561)	7,482	121
小計 Subtotal	75,592	64,656	11,797	28,569	32,393
利息及び配当金の受取額 Interest and dividends received	1,409	1,387	1,333	1,371	1,309
助成金等の受取額 Proceeds from Subsidy income etc	-	-	4,171	5,238	1,089
利息の支払額 Interest expenses paid	(3,472)	(3,136)	(3,017)	(2,918)	(2,851)
退店補償金の支払額 Compensation paid for tenants closing	(730)	(165)	(559)	(388)	(308)
法人税等の支払額 Income taxes paid	(12,179)	(12,584)	(6,828)	(3,649)	(6,593)
<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>60,620</b>	<b>50,157</b>	<b>6,897</b>	<b>28,222</b>	<b>25,039</b>

## 連結キャッシュ・フロー計算書 Consolidated Statements of Cash flows

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
有形及び無形固定資産の取得による支出 Purchase of property, plant and equipment and intangible assets	(57,866)	(61,817)	(46,169)	(36,986)	(56,089)
有形及び無形固定資産の売却による収入 Proceeds from sales of property, plant and equipment and intangible assets	5,105	9,592	2,955	17,108	8,382
工事負担金等受入による収入 Proceeds from contribution received for construction	5,136	5,101	6,398	3,760	9,052
投資有価証券の取得による支出 Purchase of investment securities	(138)	(4,269)	(173)	(3,074)	(3,828)
投資有価証券の売却及び償還による収入 Proceeds from sales and redemption of investment securities	15	697	6,309	5,616	18
連結の範囲の変更を伴う子会社株式の取得による支出 Purchase of shares of subsidiaries resulting in change in scope of consolidation	–	–	(189)	–	–
その他 Other, net	139	124	47	(744)	418
<b>投資活動によるキャッシュ・フロー</b> <b>Net cash provided by (used in) investing activities</b>	<b>(47,608)</b>	<b>(50,570)</b>	<b>(30,822)</b>	<b>(14,318)</b>	<b>(42,045)</b>
短期借入金の純増減額 Net increase (decrease) in short-term borrowings	(169)	1,441	(2,491)	869	9,821
長期借入れによる収入 Proceeds from long-term borrowings	13,220	13,400	15,790	14,600	27,920
長期借入金の返済による支出 Repayment of long-term borrowings	(16,855)	(13,717)	(17,911)	(9,366)	(10,876)
社債の発行による収入 Proceeds from issuance of bonds	–	9,948	39,783	–	39,788
社債の償還による支出 Redemption of bonds	(10,000)	(20,000)	–	(20,000)	(20,000)
自己株式の取得による支出 Purchase of Treasury shares	(12)	(10)	(364)	(12)	(8)
コマーシャル・ペーパーの純増減額 Net increase (decrease) in commercial papers	–	–	30,004	(9,971)	(20,006)
配当金の支払額 Dividends paid	(6,101)	(6,105)	(5,803)	(4,886)	(4,885)
セール・アンド・リースバックによる収入 Proceeds from sale and leaseback transactions	–	–	–	6,626	–
その他 Other, net	(458)	(568)	(239)	(1,123)	(1,120)
<b>財務活動によるキャッシュ・フロー</b> <b>Net cash provided by (used in) financing activities</b>	<b>(20,376)</b>	<b>(15,611)</b>	<b>58,767</b>	<b>(23,264)</b>	<b>20,633</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	830	1	(0)	(0)	–
現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents	(6,534)	(16,022)	34,841	(9,361)	3,627
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	64,469	57,934	41,912	76,753	67,394
連結子会社による非連結子会社の合併に伴う現金及び現金同等物の増加額 Increase in cash and cash equivalents resulting from merger of unconsolidated subsidiaries of subsidiaries	–	–	–	1	–
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	57,934	41,912	76,753	67,394	71,021



## セグメント情報 Segment information

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>営業収益 Operating revenues</b>					
運輸業 Transportation	132,224	129,659	88,451	99,232	111,193
流通業 Merchandise sales	166,423	162,180	128,485	96,941	102,833
不動産業 Real estate	50,004	45,333	48,007	47,202	52,841
レジャー・サービス業 Leisure	80,477	74,088	25,331	32,982	52,752
その他業 Other businesses	65,191	67,035	65,409	62,548	64,711
<b>合計 Total</b>	<b>494,320</b>	<b>478,296</b>	<b>355,684</b>	<b>338,908</b>	<b>384,332</b>
連結修正 Elimination	(46,812)	(44,627)	(40,244)	(39,035)	(37,199)
<b>連結 Consolidated</b>	<b>447,508</b>	<b>433,669</b>	<b>315,439</b>	<b>299,872</b>	<b>347,133</b>
<b>営業利益又は営業損失 Operating profit(loss)</b>					
運輸業 Transportation	14,710	13,345	(16,413)	(2,699)	3,929
流通業 Merchandise sales	5,138	4,400	(62)	2,026	3,925
不動産業 Real estate	9,433	9,199	10,401	10,470	12,090
レジャー・サービス業 Leisure	6,983	4,343	(19,285)	(13,441)	(2,173)
その他業 Other businesses	5,247	5,759	5,286	5,142	4,478
<b>合計 Total</b>	<b>41,514</b>	<b>37,048</b>	<b>(20,074)</b>	<b>1,497</b>	<b>22,249</b>
連結修正 Elimination	(1,435)	(1,023)	(792)	(757)	(769)
<b>連結 Consolidated</b>	<b>40,078</b>	<b>36,024</b>	<b>(20,866)</b>	<b>740</b>	<b>21,479</b>
<b>E B I T D A Earnings before interest, tax, depreciation and amortization</b>					
運輸業 Transportation	37,923	35,613	4,703	15,613	20,385
流通業 Merchandise sales	9,246	8,439	3,643	5,570	7,501
不動産業 Real estate	14,326	14,258	15,580	15,568	16,831
レジャー・サービス業 Leisure	11,346	9,073	(14,359)	(9,102)	2,035
その他業 Other businesses	5,619	6,251	5,801	5,633	4,938
<b>合計 Total</b>	<b>78,462</b>	<b>73,636</b>	<b>15,371</b>	<b>33,283</b>	<b>51,692</b>
連結修正 Elimination	(1,731)	(1,344)	(1,101)	(1,074)	(1,084)
<b>連結 Consolidated</b>	<b>76,731</b>	<b>72,292</b>	<b>14,269</b>	<b>32,208</b>	<b>50,607</b>

\* 2022年3月期の期首より、「収益認識に関する会計基準」等を適用している。

\* Accounting Standard for Revenue Recognition and other standards applied as of beginning of fiscal year ending March 31, 2022.

## セグメント情報 Segment information

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>減価償却費 Depreciation and amortization</b>					
運輸業 Transportation	23,212	22,268	21,117	18,312	16,456
流通業 Merchandise sales	4,108	4,039	3,706	3,544	3,576
不動産業 Real estate	4,488	4,653	4,774	4,794	4,741
レジャー・サービス業 Leisure	4,363	4,730	4,858	4,338	4,209
その他業 Other businesses	371	491	515	490	459
<b>合計 Total</b>	<b>36,543</b>	<b>36,183</b>	<b>34,972</b>	<b>31,481</b>	<b>29,443</b>
連結修正 Elimination	(295)	(320)	(309)	(317)	(315)
<b>連結 Consolidated</b>	<b>36,248</b>	<b>35,862</b>	<b>34,663</b>	<b>31,164</b>	<b>29,127</b>
<b>資本的支出 Capital expenditures</b>					
運輸業 Transportation	24,360	26,856	20,817	17,227	24,678
流通業 Merchandise sales	3,191	3,260	2,564	1,947	5,761
不動産業 Real estate	11,605	17,664	8,758	9,537	19,715
レジャー・サービス業 Leisure	16,276	8,689	4,191	5,264	2,665
その他業 Other businesses	661	1,093	345	460	355
<b>合計 Total</b>	<b>56,096</b>	<b>57,563</b>	<b>36,677</b>	<b>34,437</b>	<b>53,177</b>
連結修正 Elimination	(949)	(931)	(555)	(615)	(312)
<b>連結 Consolidated</b>	<b>55,146</b>	<b>56,632</b>	<b>36,121</b>	<b>33,822</b>	<b>52,865</b>
<b>総資産 Total assets</b>					
運輸業 Transportation	399,461	403,335	403,501	413,608	426,412
流通業 Merchandise sales	108,949	102,918	97,946	100,341	101,882
不動産業 Real estate	211,015	225,870	223,544	224,720	252,398
レジャー・サービス業 Leisure	151,271	142,927	119,288	122,544	122,520
その他業 Other businesses	36,579	37,241	40,013	37,965	37,733
<b>合計 Total</b>	<b>907,277</b>	<b>912,292</b>	<b>884,294</b>	<b>899,181</b>	<b>940,946</b>
連結修正 Elimination	(17,936)	(35,601)	28,329	7,030	14,286
<b>連結 Consolidated</b>	<b>889,341</b>	<b>876,691</b>	<b>912,624</b>	<b>906,212</b>	<b>955,233</b>
<b>従業員数 Numbers of employee</b>					(人/Persons)
運輸業 Transportation	6,255	6,219	6,171	5,978	5,882
流通業 Merchandise sales	1,849	1,802	1,768	1,751	1,669
不動産業 Real estate	457	504	496	510	521
レジャー・サービス業 Leisure	2,255	2,343	2,507	2,306	2,084
その他業 Other businesses	2,190	2,245	2,269	2,291	2,239
全社 Corporate	336	331	331	314	297
<b>連結 Consolidated</b>	<b>13,342</b>	<b>13,444</b>	<b>13,542</b>	<b>13,150</b>	<b>12,692</b>

セグメント情報 Segment information – 営業収益の明細 Operating revenues transaction –

(100万円/¥-mil.)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>運輸業 Transportation</b>					
鉄道事業 Railways	86,179	84,848	58,184	64,141	71,096
バス事業 Bus services	36,542	36,222	24,073	26,049	31,790
タクシー業 Taxi services	13,022	12,133	8,543	9,653	10,618
その他 Other	2,646	2,557	2,272	2,351	2,418
消去 Elimination	(6,166)	(6,101)	(4,621)	(2,963)	(4,730)
<b>合計 Total</b>	<b>132,224</b>	<b>129,659</b>	<b>88,451</b>	<b>99,232</b>	<b>111,193</b>
<b>流通業 Merchandise sales</b>					
百貨店業 Department stores	89,535	84,768	54,819	27,108	31,077
ストア業 Retail stores	50,327	51,166	50,281	46,973	48,334
書籍販売業 Retail stores for books	6,447	6,089	6,045	5,322	4,748
ショッピングセンター事業 Shopping centers	14,384	14,612	13,340	14,012	14,871
その他 Other	12,130	11,883	9,684	9,083	9,622
消去 Elimination	(6,402)	(6,340)	(5,686)	(5,558)	(5,821)
<b>合計 Total</b>	<b>166,423</b>	<b>162,180</b>	<b>128,485</b>	<b>96,941</b>	<b>102,833</b>
<b>不動産業 Real estate</b>					
不動産賃貸業 Land and building leasing	35,497	36,973	36,773	37,539	37,529
不動産販売業 Development for selling by lots	20,966	17,246	20,210	17,032	21,913
その他 Other	2,463	2,799	2,263	2,811	3,538
消去 Elimination	(8,922)	(11,686)	(11,240)	(10,181)	(10,140)
<b>合計 Total</b>	<b>50,004</b>	<b>45,333</b>	<b>48,007</b>	<b>47,202</b>	<b>52,841</b>
<b>レジャー・サービス業 Leisure</b>					
ホテル業 Hotels	54,633	52,814	21,525	24,227	39,433
旅行業 Travel services	17,686	13,186	2,295	3,951	7,859
広告代理業 Advertising services	12,556	13,162	8,545	7,044	8,028
その他 Other	6,831	6,377	4,135	5,001	5,805
消去 Elimination	(11,231)	(11,451)	(11,171)	(7,242)	(8,375)
<b>合計 Total</b>	<b>80,477</b>	<b>74,088</b>	<b>25,331</b>	<b>32,982</b>	<b>52,752</b>
<b>その他業 Other businesses</b>					
ビル総合管理業 Building maintenance	25,845	27,070	25,598	24,271	26,377
車両整備業 Railway car maintenance	10,100	10,691	8,953	9,087	7,637
建築・土木業 Construction	23,730	22,670	25,627	23,314	23,598
その他 Other	7,870	8,924	8,335	8,596	9,408
消去 Elimination	(2,356)	(2,322)	(3,106)	(2,721)	(2,310)
<b>合計 Total</b>	<b>65,191</b>	<b>67,035</b>	<b>65,409</b>	<b>62,548</b>	<b>64,711</b>

## 鉄道事業運輸成績 Railways transportation results

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>鉄道輸送人員 Passengers transported of Railways</b>	<b>(千人/Thousands of people)</b>				
定期 Commuter-pass passengers	402,729	404,751	269,745	287,659	308,409
通勤 Commuter-pass passengers (Business)	309,170	312,585	231,373	223,662	228,617
通学 Commuter-pass passengers (Students)	93,559	92,166	38,372	63,997	79,792
定期外 Non-commuter-pass passengers	275,259	267,814	180,899	213,565	245,480
<b>合計 Total</b>	<b>677,988</b>	<b>672,565</b>	<b>450,644</b>	<b>501,224</b>	<b>553,889</b>
<b>鉄道輸送人員の対前年増減率 Variation ratio against previous year of Passengers transported of Railways</b>	<b>(%/percent)</b>				
定期 Commuter-pass passengers	1.6	0.5	(33.4)	6.6	7.2
通勤 Commuter-pass passengers (Business)	2.2	1.1	(26.0)	(3.3)	2.2
通学 Commuter-pass passengers (Students)	(0.3)	(1.5)	(58.4)	66.8	24.7
定期外 Non-commuter-pass passengers	0.5	(2.7)	(32.5)	18.1	14.9
<b>合計 Total</b>	<b>1.2</b>	<b>(0.8)</b>	<b>(33.0)</b>	<b>11.2</b>	<b>10.5</b>
<b>旅客運輸収入 Passenger revenues of Railways</b>	<b>(100万円/¥-mil.)</b>				
定期 Commuter-pass passengers	35,852	35,866	25,155	25,195	26,311
通勤 Commuter-pass passengers (Business)	32,264	32,356	23,739	22,827	23,352
通学 Commuter-pass passengers (Students)	3,587	3,510	1,416	2,368	2,958
定期外 Non-commuter pass passengers	46,407	44,801	29,614	35,260	40,819
<b>合計 Total</b>	<b>82,259</b>	<b>80,668</b>	<b>54,770</b>	<b>60,456</b>	<b>67,130</b>
<b>旅客運輸収入の対前年増減率 Variation ratio against previous year of Passenger revenues of Railways</b>	<b>(%/percent)</b>				
定期 Commuter-pass passengers	0.2	0.0	(29.9)	0.2	4.4
通勤 Commuter-pass passengers (Business)	0.5	0.3	(26.6)	(3.8)	2.3
通学 Commuter-pass passengers (Students)	(2.6)	(2.2)	(59.6)	67.2	24.9
定期外 Non-commuter pass passengers	(0.7)	(3.5)	(33.9)	19.1	15.8
<b>合計 Total</b>	<b>(0.3)</b>	<b>(1.9)</b>	<b>(32.1)</b>	<b>10.4</b>	<b>11.0</b>