

# 不動産事業 営業成績

| 年度   | 不動産販売業               |            |            | 不動産賃貸業    |           |           | 不動産業合計     |            |            |
|------|----------------------|------------|------------|-----------|-----------|-----------|------------|------------|------------|
|      | 営業収入                 | 営業費        | 営業利益       | 営業収入      | 営業費       | 営業利益      | 営業収入       | 営業費        | 営業利益       |
| 1928 | 742                  | 371        | 370        |           |           |           | 742        | 371        | 370        |
| 1929 | 1,501                | 866        | 634        |           |           |           | 1,501      | 866        | 634        |
| 1930 | 1,424                | 878        | 545        |           |           |           | 1,424      | 878        | 545        |
| 1931 | 1,153                | 602        | 551        |           |           |           | 1,153      | 602        | 551        |
| 1932 | 1,116                | 649        | 466        |           |           |           | 1,116      | 649        | 466        |
| 1933 | 950                  | 494        | 456        |           |           |           | 950        | 494        | 456        |
| 1934 | 795                  | 436        | 358        |           |           |           | 795        | 436        | 358        |
| 1935 | 729                  | 483        | 246        |           |           |           | 729        | 483        | 246        |
| 1936 | 990                  | 762        | 227        |           |           |           | 990        | 762        | 227        |
| 1937 | 1,198                | 938        | 260        |           |           |           | 1,198      | 938        | 260        |
| 1938 | 1,495                | 1,341      | 154        |           |           |           | 1,495      | 1,341      | 154        |
| 1939 | 2,236                | 1,884      | 351        |           |           |           | 2,236      | 1,884      | 351        |
| 1940 | 4,454                | 3,827      | 626        |           |           |           | 4,454      | 3,827      | 626        |
| 1941 | 2,903                | 2,387      | 515        |           |           |           | 2,903      | 2,387      | 515        |
| 1942 | 2,283                | 2,060      | 222        |           |           |           | 2,283      | 2,060      | 222        |
| 1943 | 2,695                | 2,394      | 300        |           |           |           | 2,695      | 2,394      | 300        |
| 1944 | 1,380                | 706        | 674        |           |           |           | 1,380      | 706        | 674        |
| 1945 | 1,369                | 863        | 505        |           |           |           | 1,369      | 863        | 505        |
| 1946 | 7,928                | 2,827      | 5,101      |           |           |           | 7,928      | 2,827      | 5,101      |
| 1947 | 6,780                | 4,996      | 1,784      |           |           |           | 6,780      | 4,996      | 1,784      |
| 1948 | 6,122                | 5,166      | 955        |           |           |           | 6,122      | 5,166      | 955        |
| 1949 | 9,195                | 10,097     | ▲ 901      |           |           |           | 9,195      | 10,097     | ▲ 901      |
| 1950 | 18,224               | 16,277     | 1,946      |           |           |           | 18,224     | 16,277     | 1,946      |
| 1951 | 13,806               | 12,809     | 996        |           |           |           | 13,806     | 12,809     | 996        |
| 1952 | 81,901               | 20,235     | 61,666     |           |           |           | 81,901     | 20,235     | 61,666     |
| 1953 | 50,957               | 24,629     | 26,328     |           |           |           | 50,957     | 24,629     | 26,328     |
| 1954 | ※1954.1.1に東急不動産に事業譲渡 |            |            | 64,391    | 56,482    | 7,908     | 64,391     | 56,482     | 7,908      |
| 1955 |                      |            |            | 170,196   | 147,751   | 22,444    | 170,196    | 147,751    | 22,444     |
| 1956 |                      |            |            | 261,337   | 176,492   | 84,844    | 261,337    | 176,492    | 84,844     |
| 1957 |                      |            |            | 424,901   | 326,130   | 98,770    | 424,901    | 326,130    | 98,770     |
| 1958 |                      |            |            | 427,542   | 307,456   | 120,085   | 427,542    | 307,456    | 120,085    |
| 1959 |                      |            |            | 426,298   | 295,848   | 130,449   | 426,298    | 295,848    | 130,449    |
| 1960 |                      |            |            | 429,534   | 272,006   | 157,527   | 429,534    | 272,006    | 157,527    |
| 1961 |                      |            |            | 458,427   | 248,455   | 209,972   | 458,427    | 248,455    | 209,972    |
| 1962 |                      |            |            | 463,612   | 236,542   | 227,069   | 463,612    | 236,542    | 227,069    |
| 1963 | 1,999,609            | *          | *          | 472,488   | 220,616   | 251,871   | 2,472,097  | *          | *          |
| 1964 | 6,046,902            | 2,225,560  | 3,821,342  | 481,606   | 230,585   | 251,020   | 6,528,508  | 2,456,145  | 4,072,362  |
| 1965 | 5,368,243            | 2,832,170  | 2,536,072  | 549,506   | 218,784   | 330,721   | 5,917,749  | 3,050,954  | 2,866,793  |
| 1966 | 5,132,059            | 2,641,791  | 2,490,268  | 854,631   | 233,008   | 621,623   | 5,986,690  | 2,874,799  | 3,111,891  |
| 1967 | 7,223,062            | 4,724,044  | 2,499,018  | 959,320   | 282,222   | 677,098   | 8,182,382  | 5,006,266  | 3,176,116  |
| 1968 | 7,859,008            | 5,257,817  | 2,601,189  | 1,138,546 | 297,582   | 840,963   | 8,997,554  | 5,555,399  | 3,442,152  |
| 1969 | 10,837,138           | 6,225,660  | 4,611,477  | 1,195,255 | 330,210   | 865,045   | 12,032,393 | 6,555,870  | 5,476,522  |
| 1970 | 14,387,016           | 8,911,002  | 5,476,013  | 1,376,399 | 403,655   | 972,744   | 15,763,415 | 9,314,657  | 6,448,757  |
| 1971 | 12,632,150           | 6,819,394  | 5,812,755  | 1,558,212 | 439,335   | 1,118,877 | 14,190,362 | 7,258,729  | 6,931,632  |
| 1972 | 16,087,467           | *          | *          | 1,699,923 | *         | *         | 17,787,390 | 8,945,271  | 8,842,119  |
| 1973 | 16,957,839           | 7,865,606  | 9,092,233  | 1,940,752 | 547,117   | 1,393,635 | 18,898,591 | 8,412,723  | 10,485,868 |
| 1974 | 26,377,295           | 10,462,056 | 15,915,239 | 2,055,479 | 606,605   | 1,448,874 | 28,432,774 | 11,068,661 | 17,364,113 |
| 1975 | 33,195,675           | 18,521,992 | 14,673,683 | 3,081,037 | 1,083,815 | 1,997,222 | 36,276,712 | 19,605,807 | 16,670,905 |

注:「東京急行電鉄50年史」(～1971年度)、「有価証券報告書」(1972年度)、社内資料(1973年度～)をもとに作成  
 ※データが存在しない場合は「空白」、データが不明な場合は「\*」と記載

(単位:千円)

| 年度   | 不動産販売業     |            |            | 不動産賃貸業     |            |            | 不動産業合計      |             |            |
|------|------------|------------|------------|------------|------------|------------|-------------|-------------|------------|
|      | 営業収入       | 営業費        | 営業利益       | 営業収入       | 営業費        | 営業利益       | 営業収入        | 営業費         | 営業利益       |
| 1976 | 31,177,580 | 19,334,744 | 11,842,836 | 3,590,178  | 1,581,107  | 2,009,071  | 34,767,758  | 20,915,851  | 13,851,907 |
| 1977 | 51,090,708 | 19,302,074 | 15,788,634 | 3,394,079  | 1,451,961  | 1,942,118  | 54,484,787  | 36,754,035  | 17,730,752 |
| 1978 | 44,980,717 | 30,416,331 | 14,564,386 | 3,977,871  | 1,944,904  | 2,032,967  | 48,958,588  | 32,361,235  | 16,597,353 |
| 1979 | 36,208,799 | 25,030,744 | 11,178,055 | 4,477,724  | 1,816,848  | 2,660,876  | 40,686,523  | 26,847,592  | 13,838,931 |
| 1980 | 35,865,755 | 18,585,532 | 17,280,223 | 5,312,923  | 2,305,563  | 3,007,360  | 41,178,678  | 20,891,095  | 20,287,583 |
| 1981 | 48,610,056 | 33,215,692 | 15,394,364 | 6,335,642  | 3,122,316  | 3,213,326  | 54,945,698  | 36,338,008  | 18,607,690 |
| 1982 | 48,579,070 | 29,633,393 | 18,945,677 | 8,108,218  | 4,745,664  | 3,362,554  | 56,687,288  | 34,379,057  | 22,308,231 |
| 1983 | 50,232,183 | 28,517,693 | 21,714,490 | 9,952,057  | 5,603,824  | 4,348,233  | 60,184,240  | 34,121,517  | 26,062,723 |
| 1984 | 45,529,570 | 27,785,630 | 17,743,940 | 10,928,695 | 6,559,113  | 4,369,582  | 56,458,265  | 34,344,743  | 22,113,522 |
| 1985 | 54,664,602 | 34,414,501 | 20,250,101 | 12,028,680 | 6,769,146  | 5,259,534  | 66,693,282  | 41,183,647  | 25,509,635 |
| 1986 | 49,929,340 | 30,404,473 | 19,524,867 | 12,755,471 | 7,299,957  | 5,455,514  | 62,684,811  | 37,704,430  | 24,980,381 |
| 1987 | 42,094,920 | 29,686,834 | 12,408,086 | 14,208,098 | 7,214,295  | 6,993,803  | 56,303,018  | 36,901,129  | 19,401,889 |
| 1988 | 47,429,751 | 33,789,828 | 13,639,923 | 15,701,672 | 10,472,126 | 5,229,546  | 63,131,423  | 44,261,954  | 18,869,469 |
| 1989 | 43,284,813 | 29,206,547 | 14,078,266 | 17,447,581 | 11,734,037 | 5,713,544  | 60,732,394  | 40,940,584  | 19,791,810 |
| 1990 | 55,578,972 | 33,337,242 | 22,241,730 | 18,517,709 | 13,051,310 | 5,466,399  | 74,096,681  | 46,388,552  | 27,708,129 |
| 1991 | 63,362,673 | 36,526,191 | 26,836,482 | 20,499,153 | 13,718,472 | 6,780,681  | 83,861,826  | 50,244,663  | 33,617,163 |
| 1992 | 50,082,915 | 33,533,251 | 16,549,664 | 22,743,120 | 17,288,943 | 5,454,177  | 72,826,035  | 50,822,194  | 22,003,841 |
| 1993 | 46,249,592 | 29,286,159 | 16,963,433 | 24,691,656 | 19,153,192 | 5,538,464  | 70,941,248  | 48,439,351  | 22,501,897 |
| 1994 | 46,036,649 | 25,257,800 | 20,778,849 | 24,736,604 | 18,489,496 | 6,247,108  | 70,773,253  | 43,747,296  | 27,025,957 |
| 1995 | 55,837,581 | 36,166,195 | 19,671,386 | 26,608,307 | 20,126,087 | 6,482,220  | 82,445,888  | 56,292,282  | 26,153,606 |
| 1996 | 52,225,461 | 31,754,223 | 20,471,238 | 27,688,855 | 18,959,983 | 8,728,872  | 79,914,316  | 50,714,206  | 29,200,110 |
| 1997 | 48,282,571 | 31,441,824 | 16,840,747 | 29,540,411 | 20,791,729 | 8,748,682  | 77,822,982  | 52,233,553  | 25,589,429 |
| 1998 | 70,327,705 | 54,817,654 | 15,510,051 | 29,572,905 | 21,301,547 | 8,271,358  | 99,900,610  | 76,119,201  | 23,781,409 |
| 1999 | 55,678,565 | 31,802,100 | 23,876,465 | 29,955,377 | 21,984,142 | 7,971,235  | 85,633,943  | 53,786,242  | 31,847,701 |
| 2000 | 50,245,144 | 38,383,122 | 11,862,022 | 40,882,276 | 32,055,563 | 8,826,713  | 91,127,421  | 70,438,685  | 20,688,735 |
| 2001 | 57,279,025 | 49,511,797 | 7,767,228  | 46,184,547 | 36,785,881 | 9,398,665  | 103,463,573 | 86,297,679  | 17,165,893 |
| 2002 | 51,398,949 | 39,019,748 | 12,379,201 | 48,467,107 | 36,746,873 | 11,720,233 | 99,866,057  | 75,766,622  | 24,099,435 |
| 2003 | 49,084,711 | 41,035,412 | 8,049,298  | 52,929,389 | 42,557,008 | 10,372,381 | 102,014,100 | 83,592,420  | 18,421,680 |
| 2004 | 62,514,831 | 53,409,750 | 9,105,080  | 49,792,352 | 35,821,385 | 13,970,967 | 112,307,184 | 89,231,136  | 23,076,048 |
| 2005 | 54,915,787 | 40,645,687 | 14,270,100 | 51,317,188 | 37,497,914 | 13,819,274 | 106,232,976 | 78,143,601  | 28,089,374 |
| 2006 | 68,718,445 | 53,274,881 | 15,443,563 | 53,111,620 | 37,017,234 | 16,094,385 | 121,830,065 | 90,292,116  | 31,537,948 |
| 2007 | 56,595,775 | 44,207,942 | 12,387,832 | 53,633,252 | 39,185,442 | 14,447,810 | 110,229,028 | 83,393,385  | 26,835,643 |
| 2008 | 60,000,505 | 44,538,929 | 15,461,576 | 54,423,235 | 41,615,222 | 12,808,013 | 114,423,741 | 86,154,152  | 28,269,589 |
| 2009 | 82,207,275 | 67,523,124 | 14,684,150 | 53,335,487 | 42,973,838 | 10,361,649 | 135,542,762 | 110,496,962 | 25,045,799 |
| 2010 | 76,039,953 | 63,973,267 | 12,066,686 | 53,302,056 | 46,864,012 | 6,438,044  | 129,342,010 | 110,837,279 | 18,504,730 |
| 2011 | 40,407,053 | 29,460,364 | 10,946,688 | 59,754,625 | 48,711,831 | 11,042,793 | 100,161,678 | 78,172,196  | 21,989,482 |
| 2012 | 40,209,269 | 30,236,795 | 9,972,473  | 70,685,915 | 57,519,146 | 13,166,768 | 110,895,184 | 87,755,942  | 23,139,242 |
| 2013 | 63,657,955 | 56,835,807 | 6,822,147  | 77,539,510 | 59,915,620 | 17,623,890 | 141,197,466 | 116,751,427 | 24,446,038 |
| 2014 | 45,557,949 | 35,443,959 | 10,113,990 | 78,512,163 | 59,415,127 | 19,097,035 | 124,070,112 | 94,859,086  | 29,211,026 |
| 2015 | 41,524,413 | 35,057,045 | 6,467,367  | 89,499,154 | 69,127,472 | 20,371,681 | 131,023,567 | 104,184,518 | 26,839,049 |
| 2016 | 15,154,876 | 11,181,305 | 3,973,570  | 94,554,448 | 68,796,797 | 25,757,651 | 109,709,325 | 79,978,103  | 29,731,221 |
| 2017 | 20,286,828 | 13,274,981 | 7,011,846  | 75,066,989 | 55,279,375 | 19,787,614 | 95,353,818  | 68,554,357  | 26,799,461 |
| 2018 | 24,953,917 | 20,785,074 | 4,168,843  | 83,217,375 | 62,210,609 | 21,006,766 | 108,171,292 | 82,995,683  | 25,175,609 |
| 2019 | 17,155,224 | 15,769,114 | 1,386,109  | 99,331,595 | 79,491,909 | 19,839,685 | 116,486,819 | 95,261,024  | 21,225,794 |
| 2020 | 28,750,430 | 21,515,982 | 7,234,448  | 95,882,854 | 72,178,189 | 23,704,664 | 124,633,284 | 93,694,172  | 30,939,112 |
| 2021 | 49,244,595 | 30,980,287 | 18,264,308 | 99,432,332 | 72,881,445 | 26,550,887 | 148,676,928 | 103,861,732 | 44,815,196 |