

The Biography of Keita Gotoh

A man who established the Tokyu Group during his life

An unparalleled businessman
who achieved his dreams one after another

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五島慶太伝

東急コンツェルンを一代で築き上げた男
“夢”を次々に実現した不世出の実業家

“Enthusiasm and Sincerity”

— A message from the old man Keita

The turning point between success and failure is first of all our health. Enthusiasm and sincerity come next. Those who have physical strength, enthusiasm and sincerity succeed without fail.

“Zuisho ni shu to naru (You become a leading person here and there.)”

This is a doctrine of one zen sect. The meaning is that you must make every effort to become a leading person at any time, without distinction of rank, and that to become surely a recognized person at that time and on that occasion, you have to study harder than anybody else so that you can gain much confidence worthy of the position.

While one is being caught in the crossfire with the enemy, one can have selfless loyalty-like enthusiasm. While one is praying for divine protection, one can have sincerity.

You cannot become a leading person if you don't have these qualities.

If you make every effort to become such a person in your current job, your income and your social status will be improved without fail.

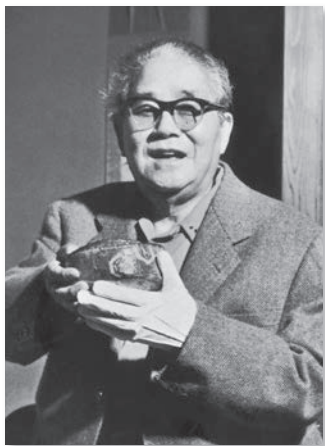
In my experience I believe firmly that there is nothing impossible if only you have physical strength, enthusiasm and sincerity on your side.

「熱誠」 — 慶太翁からのメッセージ

人の成功と失敗のわかれ目は第一に健康である。次には、熱と誠である。体力があって熱と誠とがあるならば、必ず成功する。

禅語に「随処に主となる」という語があるが、貴賤を問わず、いつ如何なるときでも自ら主となるように努めなければならぬ。その時、その折において必ず第一人者となるのには、それだけの確信が持てるように他人よりも余計に勉強しなければならない。それには敵弾の十字火中にあるような滅私奉公的の熱誠、あるいは神仏を礼拝する時のような誠実が無ければ出来ない。自分の現在従事しておる仕事について、常に第一人者となる様に努力しておるならば個人的収入も、社会的地位も、すべて必ず向上して行くことは間違いない。この体力と熱誠さえあれば不可能な事はないということを、私は自らの経験上確信している。

Source : "Experiences in half my life" in "Seiwa" for July, Showa 12
The preface of the memorial magazine "Enthusiasm and Sincerity" for the 130th anniversary of the birth of old Mr. Gotoh Keita, the founder of Tokyo City University Group



December 1958. At home (he was seventy-six years old.)
The tea cup that the old man Keita is appreciating with gloves on is an important cultural property, which is called "Nezumishinodyawan mei minenomomiji."
(Collected in The Gotoh Museum)

出典：清和（昭和12年7月号）「我が半生の体験を語る」
東京都市大学グループの祖・五島慶太翁生誕130年記念誌
「熱誠」巻頭

1958年12月 自宅にて（76歳）

慶太翁が手袋で鑑賞する茶器は重要文化財の「鼠
志野茶碗 銘 峯紅葉」です。（五島美術館収蔵）

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PROLOGUE

What sort of man was Keita Gotoh who built the foundation of Tokyo City University Group? He worked his way through Tokyo Imperial University, and worked as a government high official. At the age of thirty-eight, he went into business. With extraordinary power and passion, he purchased rival companies one after another. People called him “Demon for Business” or “Railway King.” At one time, he kept Odawara Express Electric Railway, Keihin Electric Railway, and Keio Electric Tramway under control. And in addition, by ruling such companies as Shizuoka Railway, Enoshima Electric Railway, Sagami Railway, and Hakone Tozan Railway, Keita Gotoh established “Great Tokyu” during his life.

He played the subway contest against Noritsugu Hayakawa, “the Father of subway.” And he was intensely opposed to Yasujiro Tsutsumi of Seibu Railway over the development of the Izu-Hakone District. People paid much attention on the takeovers of Mitsukoshi Department Store and Shirokiya Department Store. And people called him “Gohtoh (robber) Keita” with fear by making a pun on his family name. That was because of his aggressive way of doing business.

第1章

プロローグ

東京都市大学グループの礎を築いた五島慶太翁とは、一体どんな人物だったのだろうか。苦学して東大を卒業、官僚から38歳で実業界に転身。けた外れのパワーと情熱を発揮し、ライバル企業を次々を買収していく姿を世間は、“事業の鬼”あるいは“電鉄王”と称した。一時は、現在の小田急電鉄、京浜急行電鉄、京王電鉄を傘下に収め、さらに、静岡鉄道、江ノ島電鉄、相模鉄道、箱根登山鉄道を支配下に置き、一代にして“大東急”（東京急行電鉄）を築き上げた。

“地下鉄の父”早川徳次と地下鉄争奪戦を演じ、伊豆・箱根の開発を巡っては西武・堤康次郎と激しく対立した。三越や白木屋の“乗っ取り”でも世間の注目を浴び、強引な手法は、五島をもじって“強盗慶太”と、畏怖の念を込めて呼称された。

During the Second World War, Keita Gotoh worked as Minister of Transport and Communications for a short term (six months). He aimed to develop national human resources, and left a major mark on the affairs of education and culture. It was also Keita's idea to add a certain cultural sophistication along the Toyoko line by inviting many famous universities. He established Gotoh Educational Corporation, and became the first chairman. He put all his heart and soul into managing Musashi Institute of Technology and Toyoko Gakuen Women's College.

Keita's first son, Noboru Gotoh, who went on to head the Tokyu Group, recalled his father as follows.

“Keita was awkward by nature, but he lived his life magnificently without hiding his character. When he began to touch the development of Hokkaido, he was a patriot rather than a businessman. He decided to accomplish the task instead of the government, across the interests. It was Keita Gotoh himself who was the most reliable man for me.”

This remarkable businessman's backbone was the spirit of “Damn it!” and tough strength. What time did he live in? How did he carve his own path? Let's approach him by knowing his background first.

戦時中は6カ月と短い期間ながら運輸通信大臣を務めた。国家的な人材の育成を目指し、教育・文化事業でも大きな業績を残した。有名大学を多数誘致し、東横線沿線に文化の香りを添えたのも慶太翁の発想だ。五島育英会を設立して理事長となつてからは、武蔵工業大学、東横学園女子短期大学の経営に全力を注いだ。

長男で、東急コンツェルンを引き継いだ五島昇は父のことを「生まれつきの不器用、無骨さを隠さず、堂々と生き抜いてきたように思う。北海道開発に乗り出すときの気構えなど、1人の実業家というよりは国に代わって、利害を超えて、やり遂げねばならぬという国士的な気概を見せていた。父の最も頼もしく感じるときの姿であった」と述べている。

この不世出の実業家、五島慶太翁のバックボーンとなっていたのは「何くそ」の精神と、たくましい体力であった。慶太翁がどのような時代を生き抜き、自らの人生を切り開いていったのか。生い立ちから、その人物像に迫ってみることとする。

HIS BACKGROUND

The birth of Keita

Keita was born in Aokimura Village, Chiisagata County, Nagano Prefecture one hundred and thirty years ago as the second son of Kikuemon and Sue. It was on April 18, 1882 (Meiji 15). Their family name was Kobayashi. They were engaged in farming and sericulture in a quiet mountain village near Ueda City, Nagano Prefecture. Twelve days before his birth, Taisuke Itagaki, the leader of the Movement for Civil Rights and Freedom, was stabbed with a dagger when he was making a speech in public. It is said that he shouted, “Freedom would never die even if I should die!” At the entrance of the village, the Urano River was running forcefully, which had its source in Mount. Tazawa in the far distance.

In January 1882, Imperial Rescript to Soldiers and Sailors was issued. And five years had passed since the government made every effort to put down the largest civil war, Seinanno Eki. It was also the time when Meiji Government started to establish a constitutional country

Keita’s father liked historical tales, and told his young son almost every night about Ushiwakamaru, Benkei, Nobunaga,

第2章

生い立ち

130年前、長野県で生誕

五島慶太翁が長野県上田市に近い静かな山里、小県郡（ちいさがたぐん）青木村で農業と養蚕を営む小林菊右衛門、寿丞の次男として誕生したのは、今から130年前の1882（明治15）年である。自由民権運動の主導者・板垣退助が遊説中に刺され「板垣死すとも自由は死せず」と叫んだとされる事件から12日後の4月18日であった。村の入り口には、はるか田沢山を源流とする溪流、浦野川が勢いよく流れていた。

この年の1月には陸海軍に軍人勅諭が發布されている。官軍と薩軍による日本最大の内戦「西南戦争」を総力で鎮圧してから5年がたち、明治政府が立憲政体の新しい国家の建設に踏み切ったころでもある。

父親は、歴史物語が大好きで、少年・慶太に牛若丸や弁慶、信長、秀吉、家康の話などを毎晩のように聞かせ

Hideyoshi, and Ieyasu. His mother was healthy, and had a sharp memory and strong will. She was also a woman of action far above average. Receiving their deep affection all over, Keita developed remarkable abilities and a fighting spirit. Later in life, he said that he had been excellently influenced by his parents.

When he was a second-year student of the advanced course in an elementary school, the Sino-Japanese War broke out in August 1894 (Meiji 27). People around him were extremely excited over the war, but Keita never wanted to become a soldier. He had another dream. His homeroom teacher was a good educator, and probably noticed his wonderful qualities. The educator never suppressed the naughty boy. So Keita could enjoy his school life freely and independently. He was a leader of the kids and they played in the mountains and the rivers as much as they liked. And as he was an unyielding boy, he didn't like to be a loser. He wished to be number one in everything including studying. He often boasted to his good friends that he would become a minister, someone greater than a school teacher in the future. Later his dream came true wonderfully.

Deep religious mind influenced by the parents

His parents believed eagerly in the Lotus Sutra. In front of the wooden statue of Kiyomasa Kato, they chanted the sutra “Nammyohorengekyo” several thousand times every morning and every evening. According to the book of “The Background of Keita Gotoh” compiled by Gotoh Educational Corporation, Keita had been influenced by his parents' belief in Buddhism

てくれた。記憶力が非常に良かった母親は体が丈夫で意志が強く、何よりも、ずば抜けた実行力があつた。両親の愛情を全身に受け、非凡な才能と闘志を身につけた慶太少年は後日、「父母が私に与えた感化というものは、じつに偉大なものだった」と述懐している。

小学校の高等科2年になった1894（明治27）年8月、日清戦争が勃発した。周囲の人々は戦いに熱狂したが、「軍人になりたい」と思うことはなかつた。慶太少年には別の夢があつたからだ。教育熱心だつた担任の先生は慶太少年の素質を見抜いていたのだろう。力が有り余つて元氣すぎる少年を押さえつけるようなことは一切しなかつた。おかげで、伸び伸びと学校生活を楽しんだ。

山や川で思う存分遊び回るガキ大将、負けず嫌いだつたから勉強も何も負けたくなかつた。仲良しの友達に「俺は大きくなつたら学校の先生よりも偉い、大臣になるぞ！」と、威張つていた。この少年の日の夢は後日、みごとに結実した。

両親の影響で厚い信仰心

両親は熱心な法華経の信者。座敷には加藤清正の木像が飾られてあり、その前で朝に夕に毎日、数千回も「南無妙法蓮華経」を唱えていた。五島育英会編『五島慶太の生い立ち』によると幼少のころから両親の深い信仰の影響を受けて育ち、「南無妙法蓮華経というお題目を唱えることによって、いかなる困難があつても、どんな苦し

from his early childhood. He came to have the strong belief that “By chanting the sutra “Nammyohorengekyo,” I can overcome any trouble and any suffering.”

His desire to learn was stronger than anyone else. In addition to a wonderful memory inherited from his parents, he had an ability to concentrate. Only Keita in the neighborhood became a student of Ueda Junior High School. But every morning, he had a hard time walking the twelve kilometers to school. One way took two full hours! In the snowy winter, he had a much harder time going to school, but he achieved perfect attendance. As a result, the hardship trained him naturally.

For two years from the 4th year student, he studied at Matsumoto Junior High School that was the main school. It was impossible even for Keita to go to school on foot. So he lived in an acquaintance’s house. As he lived by himself at a sensitive age, he could concentrate on his work and got plenty of time to think of his future. He wished to go to an advanced school, but his parents’ economic conditions didn’t allow him to rely on them anymore. After graduation at the age of eighteen, he became a substitute teacher of an elementary school in Aokimura Village where he was born. Teaching children geography and history, Keita made use of every spare moment to prepare for taking an entrance examination of the advanced school.

His efforts were rewarded. He passed the entrance examination of the Department of English Literature of Tokyo Higher Normal School (currently Tsukuba University). This school

みを受けても、これに打ち勝つことができる」という確信を抱くようになった。

向学心は誰よりも強かった。親譲りの優れた記憶力に加えて、精神統一できる素質を備えていた。近所でただ一人、進学して上田中学校に通った。毎日、片道3里（12 km）を歩くのだから半端ではない。たっぷり2時間は掛かる。雪の降り積もる冬は特に大変だったが、1日として休むことはなく、おかげで体は自然と鍛えられた。

4年生から2年間は本校の松本中学校で学んだ。さすがに通うのは無理で、知人の家に下宿した。多感な年代に親元を離れて生活することで一層、勉強に身を入れ、将来について考える時間も増えてきた。「上級の学校に行きたい」気持ちは高まったが、家の経済状態を考えれば、これ以上、両親に頼るわけにいかない。18歳で卒業してからは郷里の青木村小学校で代用教員となり、子供たちに地理や歴史を教えながら、寸暇を惜しんで上級校進学のための受験勉強に励んでいた。

苦労が実り、東京高等師範学校（現・筑波大学）の英文科に合格した。教師を養成する学校である。授業料を国が出してくれるのが魅力だった。20歳になったこの年、

trained school teachers. The system that the tuition fee was paid by the government was attractive for him. In the year when he was twenty years old, the government formed an alliance with England (Anglo-Japanese Alliance) against Russia expanding its influence.

The spirit of “Damn it!” taught by Mr. Kano

The principal of Tokyo Higher Normal School was Jigoro Kano, who founded Kodokan Judo. Once a week, Keita was given a lecture on ethics by the principal in Judo-suit, with his big arms stuck out. According to the Bulletin No.2 of Gotoh Educational Corporation, Mr. Kano encouraged his students every time as follows. “If you think about the matter as being bigger than it really is, you won’t succeed because you are scared. By thinking about the matter as being smaller, you can train the spirit of “Damn it!” Endure any kind of hardship and gain the spirit of overcoming enemies around your ages, and you can surely succeed in the future!” Such lectures were given to the students for one year.

Though he learned English, history and many other things, nothing seemed to have remained in his mind except for the spirit of “Damn it!” What ruled Keita’s life was the spirit of “Damn it!” taught by Mr. Kano.

Keita studied very hard, and he was looking forward to the coming summer vacation. Every time after he handed souvenirs to his nephew and niece waiting for him at Ueda Station, they always took a carriage to Aokimura Village. He

日本は勢力拡大を計るロシアに対抗して日英同盟を結んでいる。

嘉納先生の「何くそ」の精神

東京高師の校長は講道館柔道を創始した嘉納治五郎だった。週に1回、柔道の格好で、太い腕ッ節を出して語る嘉納から倫理の講義を受けた。『五島育英会報第二号』によると嘉納は「物ごとを大きく考えたら必ずおじけづいて成功しない。小さく考えて『なあに、こんなこと』『なあに、くそ』という精神だけを養え！ いかなる困難にぶつかってもくじけることなく、敵を呑むの気概を君たちぐらいの時に養っておかなくては、将来の大成は望みがない」と毎回、激励された。こういう講義が1年間続いた。

英語とか歴史とかいろいろ教わったが、そんな事はどこに残っているか分らない。慶太翁の人生を支配したのは、じつにこの「なあに」であり、はっきり頭に残っているのは嘉納先生の「なあに」だけだった。

勉強に打ち込む一方で、夏休みになるのが待ち遠しかった。上田駅まで迎えに来てくれた甥・姪に土産を渡し、3人で青木村まで馬車を走らせるのが常だった。登山もよくやった。苦勞して登った高い山の頂から下界を見下ろし、

often climbed mountains where he had a hard time to reach the summit. Looking down on the lowlands from the mountain top, Keita got used to taking a broad view of things.

On February 10, 1904 (Meiji 37), when he was a junior of Tokyo Higher Normal School, the Russo-Japanese War broke out and continued until the first day of September the following year. The public was wholly in the mood for celebrating the victory of the war.

Under such circumstances he graduated from the school and became a teacher of English of Mie Prefectural Yokkaichi Commercial School. But he couldn't give up his dream to enter the business world. He wanted to begin and raise his favorite business affairs and enjoy the results when he became an old man. He quit the commercial school after one year, and by studying hard again he entered the Law Department of Tokyo Imperial University and aimed first of all to be a government high official.

Teachings by the celebrities of the Meiji era

While he was a student of Tokyo Imperial University, he became a tutor living in his student's house. By the introduction of Mr. Kano, he taught Masaaki Tomii's first son, who could enter his desired school later. Mr. Tomii was a leading man of legal circles. Next Mr. Tomii introduced Keita to Takaaki Kato, who worked as Ambassador to Great Britain and Foreign Minister, and at last became Prime Minister. Keita taught Mr. Kato's first son. Mr. Tomii, who studied in a French university,

いつしか広い視野で物事を考える習慣を身に付けていた。

高師3年の1904（明治37）年2月10日、日露戦争が始まり、翌年の9月1日まで続いた。世間は戦勝ムード一色だった。

そんな雰囲気の中、高師を卒業して三重県立四日市商業学校の英語教師となった。しかし、「自分の心に合った事業を興して育て上げ、年老いてその成果を楽しむことができる実業への夢」は断ち切れない。わずか1年で退職し、勉強し直して東京帝国大学法科に入学。まずは官僚を目指すことにした。

明治の名士から受けた教訓

東大在学中は、住み込みで家庭教師をやった。高師の恩師・嘉納治五郎の紹介で、法曹界の重鎮、富井政章の長男を希望の学校に進学させた。次は富井の紹介で、英国大使、外務大臣から総理大臣まで上り詰めた加藤高明の長男を教えた。フランスの大学に留学した富井は、東大法学部長、立命館大学の初代学長等を務め、けた外れの人格者で温厚篤実。逆に加藤はワンマンで人の意見など聞こうともしないタイプだった。

became Head of the Law Department of Tokyo Imperial University and the first President of Ritsumeikan University. He was an extraordinary man of respectable character. On the other hand, Mr. Kato was the type of man who never listened to other people's opinions.

Getting various teachings from these different types of celebrities including Mr. Kano, Keita formed his personality. There was one more person who influenced him. It was Ryohei Toyokawa, one of the big leaders of the Mitsubishi Financial Group, who paid his school expenses. Every time when Keita visited Mr. Toyokawa once a month to express his thanks, he said to Keita that "You can succeed in everything if you take your courage in both hands."

It was at the age of twenty-nine that Keita worked his way through Tokyo Imperial University. The graduates from the university in 1911 (Meiji 44) were as follows. Aoi Shigemitsu (Foreign Minister), Hitoshi Ashida (Prime Minister), Sankuro Ogasawara (Finance Minister), Matsutaro Shoriki (Owner of Yomiuri Newspaper), Manabu Matsumoto (the first President of Japan Bicycle Racing Association), Tokutaro Kimura (Minister of Justice), Koichi Kawakami (Governor of Industrial Bank of Japan), Michiro Shinohara (Executive Director of Tokyu Electric Railway), Taizo Ishizaka (President of the Federation of Economic Organizations), Ryozo Makino (Minister of Justice), Katamaru Tanabe (President of Toho), Yoshinari Kawai (President of Komatsu). Keita's alumni were just like twinkling stars, and amazingly talented people.

高師の嘉納といい、全くタイプの異なる明治の名士から人格形成の上で極めて貴重な教訓を得た。影響を受けた人物はもう1人いる。大学の学資を援助してくれた三菱財閥の大幹部・豊川良平で、月に1度、謝礼に伺う度に「捨て身の勇気を持ってやれば、いかなることでも成功する」と言い聞かせられたものだ。

苦学の末、東京帝国大学を卒業した時は29歳になっていた。1911（明治44）年卒業の同期生には、重光葵（外務大臣）、芦田均（総理大臣）、小笠原三九郎（大蔵大臣）、正力松太郎（読売新聞社主）、松本学（日本自転車振興会初代会長）、木村篤太郎（法務大臣）、河上弘一（日本興業銀行総裁）、篠原三千郎（東急専務）、石坂泰三（経団連会長）、牧野良三（法務大臣）、田辺加多丸（東宝社長）、河合良成（小松製作所会長）など、キラ星のごとく才能のある人物が集まっていた。

FROM THE GOVERNMENT TO THE BUSINESS WORLD

Becoming a government high official after graduation of Tokyo Imperial University

In the year of Keita's graduation from Tokyo Imperial University, he succeeded in passing the High-Level Civil-Service Examination, and entered the Ministry of Agriculture and Commerce through the good offices of Mr. Kato. The following year he married Taminosuke Kume's first daughter, Machiyo. Mr. Kume was a doctor of engineering. As Machiyo's grandmother came from the Gotoh family, Keita succeeded to the Gotoh family. He became Keita Gotoh. His wife, Machiyo, died of disease after ten years of marriage leaving four children. Their first daughter was Haruko, and the second one was Mitsuko. The first son, Noboru, was a catcher of the baseball club of Tokyo Imperial University and became president of Tokyu as Keita's successor. The second son, Susumu, also graduated from the same university and got a job with Tokyu. And then he belonged to the navy, but died in the battle in the Solomon Islands.

Though Keita became a high official of the Ministry of Agriculture and Commerce, his desire to become "a factory inspector" was closed due to drastic budget cuts of the cabinet.

第3章

官僚から実業界に転身

苦学して東大を出て官僚に

東大を卒業した年に高等文官試験に合格し、加藤高明の斡旋で農商務省に入った。その翌年、工学博士・久米民之助の長女・萬千代と結婚式を挙げ、久米家の祖母の実家である五島家を継ぎ五島姓を名乗ることになった。萬千代は結婚して10年後に病死したが、4人の子を産んだ。長女春子に次女光子。長男の昇は東大野球部の捕手で、慶太翁の後継者として東急の社長になった。次男・進も東大を出て東急に入社したが、その後、海軍に入り、ソロモン諸島で戦死している。

農商務省に入ったものの、目指していた「工場監督官」への道が内閣の超緊縮財政によって閉ざされたことが判明すると、あっさり辞めて、鉄道院（のち鉄道省、運輸

He quit the job at once, and moved to Imperial Government Railways, which was followed by the Ministry of Railways, the Ministry of Transport and Communications, the Ministry of Transport, and the Ministry of Land, Infrastructure, Transport and Tourism. He studied many things in Imperial Government Railways. In one year and a half after becoming a director of the general affairs division in the Supervisory Bureau, a major turning point in his life arrived. He had already worked as a government official for nine years. He quit Imperial Government Railways at the age of thirty-eight to work for Musashi Electric Railway as a senior director, which was not yet in operation.

It was the former company of Tokyo-Yokohama Electric Railway (currently Tokyu Corporation). In the spring of 1920 (Taisho 9), Japan's economic condition was at rock bottom. The stock market crashed, and Japanese society was trapped in a deadlock by the influence of the economic depression after the First World War. The reason why Keita dared to quit the official life was that he couldn't find respectful officials sincerely, and that he was tired of the simple official life.

Exactly at that time, the businessman, Eiichi Shibusawa who just returned from the inspection tour of Europe purchased 450,000 tsubos of land in Denenchofu and Senzoku. He intended to develop a residential area in the suburbs and build a garden-town. They are now upper-class residential areas. Mr. Shibusawa founded Meguro-Kamata Electric Railway to run trains there. But the plan was jeopardized because all the managers were nonprofessionals concerning railroads. Keita

通信省、運輸省、国土交通省と変わっている)に移った。鉄道院で多くのことを学んだ。監督局総務課長に任命されて1年半後、人生の大きな転機が訪れた。官僚を計9年勤め38歳のとき、まだ開業していない武蔵電気鉄道の常務に就任するため、鉄道院を辞めた。

同社こそ、後の東京横浜電鉄（東急）の前身である。時は1920（大正9）年春、日本の経済はどん底にあった。株価が大暴落、第一次世界大戦後の“戦後恐慌”の影響で、社会は閉塞状況にあった。それでもあえて、誘いに乗って役人を辞めたのは「官僚の中に、絶対に尊敬できる人物が見つからなかった」ことと、「単調な役人生活が物足りなかった」ことが理由であった。

ちょうどそのころ、ヨーロッパ視察から戻ったばかりの実業家、渋沢栄一が「郊外に住宅地を造り、田園都市にしよう」と、今では高級住宅地となっている田園調布・洗足の土地45万坪を買い集め、そこに鉄道を通す計画を立てて日黒蒲田電鉄を創設した。しかし、鉄道の素人ばかりでうまくいかない。慶太翁は、関西電鉄界を牛耳る小林一三の推薦で同社の専務取締役役に迎えられた。

was welcomed to the railway company as an executive director by the recommendation of Ichizo Kobayashi who controlled the electric railway companies in the Kansai District.

Having the real power of Toyoko Electric Railway and Mekama Electric Railway

Meguro-Kamata Electric Railway completed the line between Meguro and Kamata in November 1923 (Taisho 12). Two months had passed since the Great Kanto Earthquake occurred on September 1. Those who were burnt in the fire moved one after another to live in the areas along the railroad. The results of the company improved immediately. And the company offered the land along the railroad in Ookayama to Tokyo Higher Technical School (currently Tokyo Institute of Technology) in Kuramae, Taito Ward. When things went well, everything was successful. The land of Kuramae was sold at an extraordinarily high price.

Formerly the area along the railroad was mostly fields and rice paddies, but the population increased rapidly because of the housing and land developments. Keita fully realized that “For a long time we kept sowing and now we are happy to reap.” The profit of Mekama Electric Railway was used to buy the majority of shares of Musashi Electric Railway. Then, the name of Musashi Electric Railway was changed to Tokyo-Yokohama Electric Railway.

February 26 Incident broke out in 1936 (Showa 11). In the year Keita became president of Mekama Electric Railway and

東横・目蒲電鉄の実権握る

目黒蒲田電鉄は1923（大正12）年11月、目黒―蒲田の全線を開通させた。9月1日に起こった関東大震災の2カ月後のことである。焼け出された人々が続々と沿線に移住して来て、会社の業績は一気に好転した。また、大震災で被災した台東区蔵前の高等工業学校（後の東京工業大学）に、目蒲電鉄沿線の大岡山の土地を譲った。うまくいくときは、すべて快調。交換で手に入れた蔵前の土地が驚くほど高値で売れたのだ。

最初は畑と水田ばかりだった沿線では宅地化がどんどん進み、定住する人口も急増していく。「まいた種が、ようやく実った」というのが実感だった。目蒲電鉄で得た利益を武蔵電鉄株の買収に回し、過半数を得て、会社名を東京横浜電鉄と改称した。

二・二六事件が起きた1936（昭和11）年、目蒲電鉄、東京横浜電鉄の取締役社長に就任。この時点で、慶太翁

Tokyo-Yokohama Electric Railway. We can say that Keita's business foundation was made at this time.

Later, the two railway companies were unified under the name of (New) Tokyo-Yokohama Electric Railway. It was Keita's pet theory that "A suburban railway should be managed by one company. By the general management, we can continue developing the suburban areas." A single company should manage one business affair to reduce expenses. This is an effective way to save investment. When they couldn't solve the problem by negotiations, he could not help but corner the stocks at those times. But this didn't always mean that he cornered the stocks only by his desire to grow the business. Keita always thought about not only the rationalization of management, but also passengers' convenience.

The aim of his first merger was Ikegami Electric Railway (the Ikegami line). Using Kamata Station as the starting point, both railway companies were competing with each other. In 1934 (Showa 9), he was fifty-two years old. He insisted on his pet theory that they should avoid wasteful competition. And the stocks that the Kawasaki Financial Group owned were handed over to Keita. This meant that Ikegami Electric Railway was virtually absorbed by Tokyo-Yokohama Electric Railway.

Next he planned to develop the area around Shibuya Station. He wanted to build a terminal building and also wanted to set the new subway line inside of the Yamanote line. To achieve the plan, the cooperation with Tamagawa Electric Railway was necessary by all means. But the negotiation didn't

の事業の基礎が築かれたといえる。

その後、両社を合併して（新）東京横浜電鉄とした。慶太翁の持論は「郊外電車は1つの会社に一本化し、総合的に経営することで、沿線の開発も進む」だった。複数の鉄道会社が競合して二重投資をするより、統合すれば経費節減になる。話し合いで解決しない場合は、やむを得ず株の買い占めという方法を取ることもあったが、それは事業欲のためだけではなかった。経営の合理化とともに、乗客の利便を常に考えていた。

最初に取り組んだ“合併”は、ともに蒲田駅を起点とし、競合する池上電鉄（池上線）が対象だった。1934（昭和9）年、その時52歳。「目蒲電鉄と池上電鉄のムダな競合は避けるべきだ」と持論を展開して、川崎財閥が所有する株を譲り受け、事実上、池上電鉄を吸収合併した。

次に計画したのが渋谷駅周辺の開発だ。ターミナルビルを建設し、新設する地下鉄を山手線の内側に入れたい。それにはどうしても玉川電鉄との提携が必要なのだが、交渉は一向に進展しない。「それなら力で解決するしか方法はない」。東横百貨店に対抗する新たなデパートの建設

progress at all. Keita decided to solve the problem by force. People said he had another purpose to avoid their building a new department store that would compete against Toyoko Department Store. As a result, Keita gained the shares of Tamagawa Electric Railway from big stockholders, and became president of the railway company. Two years later, Toyoko Electric Railway merged Tamagawa Electric Railway.

Arrested on suspicion of bribery

It was only three months after the merger that he was involved in an unlucky affair. Someone wrote a letter to the police that Mekama Electric Railway paid election expenses to Kotaro Ushizuka, a candidate in the Tokyo Mayoral Election. Because of this letter, Keita was arrested on suspicion of bribery and was served foul-smelling meals in the Ichigaya prison for half a year. The check for 100,000 yen was paid to the Kawasaki Financial Group to get the stocks of Ikegami Electric Railway. And the money was suspected to have been paid in the Tokyo Mayoral Election.

He told of his state of mind in those days. “It would be impossible for anyone to guess my distress in prison except for those who experienced the same life there.” In his book of “My Resume,” he wrote the following sentence. “Then, I spent my worst life as a human being.” But Keita wasn’t such a man as to be discouraged by the difficult situation. On the contrary, this situation opened his eyes in how to cultivate his mind. We will be able to understand his state of mind in those days by reading his passage in “Seiwa No.3” published in 1934 (Showa 9).

計画をやめさせる目的もあったとされるが、大株主から株を譲り受け、社長として乗り込み、2年後、東横電鉄に合併した。

贈賄の容疑で逮捕される

不運な事件に巻き込まれたのは、池上電鉄を買収したわずか3カ月後だった。東京市長選挙の際、「牛塚虎太郎候補の選挙資金を目蒲電鉄が出した」という投書があり、約半年間、市ヶ谷拘置所で臭い飯を食わされる羽目になった。池上電鉄買収に際して川崎財閥に渡した10万円の小切手が東京市長選に使われたのではないか、と疑われたのである。

慶太翁は当時の心境を「獄中の苦悩は、経験したものでなければ推察することさえ不可能であろう。私はこのとき、人間として最低の生活であった」と、自著の『私の履歴書』に記している。だが、こんなことでくじける男ではない。苦しい経験が、むしろ「精神修養」への開眼となった。1934（昭和9）年発行の『清和』第3号に掲載された次の文章を見ても、当時の心境をうかがい知ることが出来よう。

“The life in prison gave me something difficult to obtain. In my life until today, I was intently absorbed in my business with a whip in the right hand, with bundles of bills in the left hand. I had no time to think of others. And unexpectedly I happened to have time for reading and meditation sitting straight toward the wall every morning and every evening. It continued for 180 days, apart from business, avoiding the public.”

He had nothing to do except for eating three meals a day. He was just absorbed in reading without remembering his busy days in the past. He repeatedly read the books sent in to him in prison such as “The Four Books and Five Classics of Confucianism,” “The Bible” and “the Lotus Sutra.” Keita tried the difficult Chinese Classic “Caigentan,” and later wrote an annotation book of “Pocket Caigentan.” “I wrote this book for everyone to carry in the pocket and read easily on the train,” he said. In the book, he explained the subject matter using examples in our daily life, and wrote many allegories for readers to understand easily. Let me show you some examples. “It is important for human beings to have compassion to others.” “Don’t blame a person for small failures.” “Don’t poke your nose into the secrets, and this and that.” “Don’t open the old wounds at all.”

In the spring of Showa 12, the Court found Keita innocent at last. A grand celebration for his innocence was held, and he was presented with a reward of 50,000 yen for his services. According to the plan he thought of in prison, he decided to spend the money on the education of the children living along the railroads. By adding his private funds, he founded Toyoko Girls’ Commercial School for 170,000 yen in total.

「鉄窓生活は私に得難き尊い、あるものを与えたのであります。私の今日までの生活は、右手に鞭を執り、左手に札束を握り、ただひと筋に事業に没頭し、他を顧みる暇がなかった。然るに、囚らずも180日の間、事業を離れ、世間を避けて、朝に夕に面壁端坐して読書と思索三昧の生活を送る機会を得たのであります」と振り返っている。

1日3度の食事以外はすることがない。忙しかった日常から離れ、この時とばかり読書に明け暮れた。差し入れしてもらった四書五経、法華経に聖書を繰り返し読んだ。

難解な中国の古典「菜根譚」に挑み、後日、注釈書「ポケット菜根譚」を著した。「ポケットに入れて、電車の中でも読めるようにした」この本には、日常の生活に密着した素材を使って説いたり、分かりやすいたとえ話が多く掲載されている。たとえば「人間には思いやりが大切で、小さな失敗を責めないこと、隠し事をあれこれ詮索しないこと、古キズはそっとして置いてやることを心に持っていなさい」などという教えが書かれている。

昭和12年春、ついに無罪判決が出た。これを祝う盛大な祝賀会が開催され、会社は慰労金という形で5万円を贈った。慶太翁は「この金は私すべきものではない」として、獄中で考えていたとおり、沿線子女の教育のために投じることとした。私財を加え、計17万円で東横女子商業学校を開校した。

GREAT TOKYU ACCOMPANIED BY ONE HUNDRED AND SEVERAL TENS OF COMPANIES

The subway contest for citizens

In his business, he was taking his place in the sun. And the subway contest drew the attention of the citizens. In Japan, the first subway between Asakusa and Ueno was completed by Tokyo Subway Company in 1927 (Showa 2). Noritsugu Hayakawa ruled the company, and later he made the line longer from Asakusa to Shinbashi. Keita, as a senior director of Tokyo Rapid Transit Railway, planned to run subway trains between Shibuya and Shinbashi. Tokyo Rapid Transit Railway was a company established to compete against Tokyo Subway Company. Keita wanted to share the tracks from Shinbashi with Tokyo Subway Company and run the through trains between Shibuya and Asakusa. He was sure that the plan would be useful for the citizens of Tokyo. But Mr. Hayakawa didn't agree with Keita's plan. For Tokyo Rapid Transit Railway, it was useless to invest such a huge sum of money without sharing the tracks from Shinbashi with Tokyo Subway Company.

In 1939 (Showa 14), the railroad between Shibuya and Shinbashi was completed after much fuss. But Tokyo Subway Company put a stop to sharing the tracks because they had not prepared enough. Keita could not help building another Shinbashi

大東急の実現、傘下に百数十社

市民のための地下鉄争奪戦

日の出の勢いで事業の拡張は続き、“地下鉄争奪戦”でも世間の注目を浴びることになる。日本で最初の地下鉄、浅草—上野間は早川徳次が率いる東京地下鉄道会社が1927（昭和2）年に開通させ、その後、浅草—新橋まで延伸させていた。慶太翁は、同社に対抗して作られた東京高速鉄道の常務として渋谷—新橋間に地下鉄を通す計画を立てた。「新橋で東京地下鉄と相互乗り入れして、渋谷—浅草間に直通電車を走らせたい。それが東京市民のためになる」と確信していた。ところが、早川は応じない。東京高速鉄道にすれば、新橋で相互乗り入れができなければ、巨費を投じる意味がない。

1939（昭和14）年、すったもんだの末、渋谷—新橋間が開通した。だが、東京地下鉄道は「準備ができていない」を理由に相互乗り入れに待ったを掛ける。やむなく、慶太翁の東京高速鉄道は別個に新橋駅を造り、乗り入れ

Station. He used it for eight months until Tokyo Subway Company completed their preparation. This platform still remains there and is now used as a place to keep trains and store materials.

Keita decided to merge Tokyo Subway Company, and received 450,000 stocks of the company from Kumao Anamizu of Japan Electricity. He was a big stockholder of Tokyo Subway Company. Mr. Hayakawa had to resign his position as president of the company. Keita won the subway contest, but he was criticized severely by the public because he fired Mr. Hayakawa, the founder of subway, from his company and took away the right of management. “In managing railway companies, we should think of the users’ convenience first of all.” This was what he thought of. So he didn’t feel strange in the forcible way of buying out stocks. There wasn’t any other way to achieve the plan promptly.

In 1941 (Showa 16), through the government policy of controlling traffic affairs, subways in Tokyo were integrated into the new semi-governmental Teito Rapid Transit Authority (the Eidan subway, currently Tokyo Metro).

The opening of Toyoko Department Store

The style of taking control of rival companies one after another by Merger and Acquisition (M&A) and other ways made Keita worthy of the name of “Railway King.” As Ichizo Kobayashi of Hankyu Railway was the leading person in the railway business, Keita was compared with him. They were called

が実現するまでの8カ月間はここを利用した。このホームは現在も残っていて、車両の留置や資材置き場に使われている。

「もはや、株を買収して支配権を握るしかない」と決意した慶太翁は大株主の大日本電力・穴水熊雄から東京地下鉄の株45万株を譲り受け、早川社長を退陣に追い込んだ。争いは勝利に終わったが、地下鉄の創始者・早川を追いつ出し、経営権を奪ったということで、世間からずいぶん叩かれた。だが「鉄道は、利用者の利便を第一に」と考える慶太翁にすれば、株の買い占めという、一見強引なやり方に違和感はなかった。スピーディーにことを運ぼうとするならば、ほかに方法は考えられなかった。

その後、東京の地下鉄は、政府による交通事業の統制により1941（昭和16）年、新設された半官半民の帝都高速度交通営団（営団地下鉄、現・東京メトロ）へ統合された。

「東横百貨店」を開業

競合企業をM&Aなどの手法で次々と支配下に収めていく姿は、まさに“電鉄王”の名にふさわしいものだった。鉄道の第一人者だった阪急電鉄の小林一三と並び“西の小林、東の五島”と呼ばれた。「強盗慶太」と呼ばれるくらい強い事業の進め方を貫いてきた彼であるが、そ

“Kobayashi of the West, Gotoh of the East.” Keita was so aggressive in carrying out his intentions in his business affairs that he was called “Gohtoh (robber) Keita.” But this was not simply because of his greed for power, expansion, and merger. In the book of “Gotoh Keita” written by Otohiko Hazama, we can find his true intentions toward enterprises. “Keita had strong sense of responsibility and deep affection to keep the lives of the employees and the executives of many companies under his control. This motivation drove him to wrestle boldly and eagerly with other companies.”

Besides strength and power, Keita had a rich feeling brought about by his faith in the Lotus Sutra, which he had been familiar with since his early childhood. With the spirit of trust, love and affection, he interacted with his men and trained many minds. He copied the famous phrase of “Harmony should be valued.” This is Article one of The Seventeen–Article Constitution which was written by Prince Shotoku. By posting copies of this phrase at many job sites, he unified the employees’ intentions.

It was in 1934 (Showa 9) that Keita opened Toyoko Department Store (currently Tokyu Department Store) in Shibuya to offer convenience to the people living along the railroads. This was the first terminal department store in the Kanto District run by an electric railway company. He might have been influenced by Ichizo Kobayashi who had been his adviser since he entered the business world. Mr. Kobayashi had already succeeded in building a garden-town along the Hankyu line, and trains had been running there. In the terminal station of Osaka-Umeda, he had also succeeded in managing the first terminal department

れは単なる権力欲、拡張欲、併呑欲からのことではなかった。その背後には、傘下の社員、重役の生活確保に対する強い責任感と、その底にある深い愛情がひそみ、それが原動力となって、放胆にして意欲的な事業活動のあり方に彼を駆り立てたのである」(羽間乙彦著『五島慶太』)。

慶太翁には強さのほかに、幼いころから親しんだ法華経への信仰心もたらす豊かな情感があった。部下に対して信頼と敬愛の心を持って接し、数多くのブレンを育て上げた。「和をもって、貴(たっとし)となす」という聖徳太子の十七条憲法の第1条を書き写し、現場のあちこちに掲示した。「和が第一」ということで社員の意思を統一した。

「沿線住民の便宜を図る」ことを目指して、渋谷に関東地方では初の電鉄系ターミナルデパート、東横百貨店(現・東急百貨店)を開業させたのは1934(昭和9)年のことだった。このあたりは、実業界に出てからの相談相手、阪急電鉄・小林一三の影響だろう。小林は阪急沿線に田園都市を造って電車を通し、始発駅の大阪梅田に日本では初めてのターミナル百貨店を出店して成功したからだ。

小林に「大衆を相手にした現金販売は必ず成功する」とアドバイスされ、鉄道、百貨店、映画等に力を注いだ。当時の百貨店は呉服がメインであったが、東横百貨店で

store in Japan. Mr. Kobayashi advised Keita that “The cash on delivery service to the public will succeed without fail.” So Keita concentrated on managing railroad companies, a department store, and a film company. Department stores in those days mainly dealt in kimono fabrics, but at Toyoko Department Store they dealt in daily necessities. This department store, however, was only a newcomer.

Defeated by the Keio Clique in the takeover of Mitsukoshi Department Store

In 1938 (Showa 13), Keita tried to take over Mitsukoshi Department Store, which was the king of department stores in Japan. Big companies went to Mitsukoshi and Shirokiya to buy midyear and year-end gifts. Those who wanted articles of superior quality didn't come to Shibuya. Keita's desire “to go into the central area” was growing as the days passed. At that time, a bereaved family of a big stockholder wanted Keita to purchase 100,000 stocks of Mitsukoshi. He willingly agreed to the request. But the resistance by the Mitsukoshi side was far stronger than his expectations. He was hindered in many ways by the Keio Clique. They were united to stop the takeover of Mitsukoshi, their last stronghold. As Mitsukoshi was the central company of the Mitsui Financial Group, Mitsui Bank rejected to finance Keita's companies. What was worse, Mitsubishi Bank followed Mitsui Bank. Even the Minister of Finance opposed the takeover. They all belonged to the Keio Clique.

Ichizo Kobayashi, the leader of the Kansai business world, was asked to support Keita. But Mr. Kobayashi said that, “It

は日用品も扱った。だが、百貨店としてはまだまだ新参者だった。

三越買収では慶応閥に屈す

1938（昭和13）年には、デパート業界の王者、三越百貨店の乗っ取りを企てた。盆暮れの贈答品を大会社は三越、白木屋へ買いに行く。高級品を求める客は渋谷に来ない。「いつかは中央に出たい」という気持ちは日増しにつのっていく。そんな時、大株主の遺族から「三越株10万株を譲りたい」という話があったものだから快諾した。だが、三越側の抵抗は予想をはるかに超えていた。

「慶応の牙城・三越を乗っ取られてなるものか」と結束した慶応閥に何かと邪魔をされた。三越は三井財閥の中核企業だけに、三井銀行、さらには三菱銀行からの融資までストップされた。時の大蔵大臣にも反対された。みんな慶応閥なのである。

支援を求めた“関西財界の雄”小林一三にまで「カエルがヘビを呑み込むように難しいことだ。潔く断念した

is difficult for a frog to swallow a snake. Bravely give it up.” Keita was persuaded and could not do anything else but give up the takeover. Later he regretted his decision, and said that, “The stocks of Mitsukoshi were precious. If I had kept them, they would have become a huge fortune. It was a very regrettable result.” But there was a rumor that the stock price was 95 yen at first, and 120 yen in the end. Keita was a man who turned anything to profit.

The takeover of Mitsukoshi failed, but his desire to build his base in the best business district still remained. Seventeen years later, Keita jumped at the offer by Hideki Yokoi and gained stocks in Shirokiya Department Store. At the place of Shirokiya, you can see now COREDO Nihonbashi. Though Shirokiya was a leading department store in the best business district in Tokyo, it was in the red every year. Managers’ lack of ability put Shirokiya in a difficult situation. Keita succeeded in the takeover, and extended and rebuilt the building on a large scale in the following year. Two years later, the department store was out of the red. After that, he fought aggressively to buy Toyo Sugar Refining in cooperation with Mr. Yokoi.

Literal “King of the private railroad companies”

After the takeover of Shirokiya, Keita succeeded in big projects one after another. He became president of Odawara Express Electric Railway and Keihin Electric Railway (Keihin Express Electric Railway). In the following year 1942 (Showa 17), when he was just sixty years old, Tokyo-Yokohama Electric Railway merged with both Odakyu Electric Railway and Keihin Electric

まえ」と、さとされては諦めるしかなかった。

慶太翁は後になって「三越株は惜しいことをした。持っていれば、すごい財産になっていた。全く残念だった」と悔やんでいる。だが、1株95円で買った株が、手放すときには120円だったという噂もある。転んでもただでは起きない男だ。

三越はうまくいかなかったが「中央に拠点を設けたい」気持ちに変わりはない。それから17年後、横井英樹が白木屋（跡地は現・コレド日本橋）の株を持ってきた時は渡りに船で飛びついた。白木屋は東京の一等地にある日本を代表する百貨店だったが、経営者の力量不足で毎年、大きな赤字を積み重ねていた。買収に成功した慶太翁は、翌年、大規模な増改築を行い、その2年後には黒字に変えた。その後、東洋精糖買収では横井と組み、熾烈な戦いを繰り広げている。

文字通りの“私鉄王”

その後も大きな事業を次々に成功させていく。小田原急行電鉄、京浜電気鉄道（京浜急行電鉄）の社長に就任。還暦を迎えた翌1942（昭和17）年、東京横浜電鉄は小田急電鉄、京浜電気鉄道を合併して東京急行電鉄と商号を改め、社長に就任した。その2年後には京王電気軌道（京王電鉄）を合併し、資本金を2億2,415万円に増額している。

Railway. He assumed presidency of the new company, Tokyo Express Electric Railway. Two years later, he merged with Keio Electric Tramway (Keio Electric Railway). He increased the capital of the new company to 224,150,000 yen. Keita established “Great Tokyu” during his lifetime, which was regarded as number one company of the private railroad companies. He was sixty-two years old then. Twenty-four years had passed since he went into business.

The number of the companies under his control reached over one hundred, which covered not only transportation projects such as trains, buses and taxis, but also a department store, a film company, a tourist industry, manufacturing industries of trams, trains, and tires for cars. In addition they developed lands for housing, and built many houses for sale.

Not all of these businesses were successful. At the age of seventy, Keita wrote “My life for seventy years” for young Japanese. He wanted them to read his view of life, and also his view of business. Both views were obtained through his long life. In the book, he confessed how he felt in those days. “When I was caught by the financial depression from Showa 4 to Showa 8, I could not help but experience such severe situation as I almost intended to commit suicide. The management of Toyoko Electric Railway was coming to a crisis.”

In the autumn of 1929 (Showa 4), The New York Stock Market Crash caused The Great Depression. But he overcame that difficult time with desperate courage. That was what his seniors gave him in his trainee days.

私鉄界のナンバー1と称され、一代で“大東急”を築き上げたのである。そのとき、62歳、実業界に飛び出してから24年の歳月が流れていた。

傘下の会社は百数十社に達し、業種も極めて多方面にわたっていた。電車、バス、タクシーなど交通事業はもちろん、百貨店、映画事業、観光、電車・汽車の製造、自動車タイヤの製造事業、住宅地の造成分譲に住宅の建築販売等も行った。

すべてが順風満帆だったわけではない。古希を迎えたのを機会に、これまでの人生を通じて得た人生観、事業観を広く一般の若い人たちに読んでもらうために『七十年の人生』を書いた。その中で慶太翁は「昭和4年から8年に至る財界不況に遭遇するにおよんで、私はほとんど自殺を考えるに至るほどの苦しさを経験せざるを得なかった。東横電鉄の経営は容易ならぬものがあった」と告白している。

1929（昭和4）年秋、ニューヨーク株式の大暴落から、世界的な大恐慌が始まっていた。だが、厳しい苦境の時期を、修業時代に先輩から教えられた「捨て身の勇気」を奮い起こして克服したのである。

DURING THE WAR, AFTER THE WAR

Disappointment at the death of his second son, Susumu, in the war

On December 8, 1941 (Showa 16), the Japanese military attacked Pearl Harbor by surprise and brought about the Pacific War. During the war, Keita was appointed the Cabinet Counselor and was engaged in the job of increasing wooden vessels. Many vessels were commandeered for war purposes by the government and they were sent to the South Sea Islands. This led to a decline in coastal ship services, and they couldn't help relying on the transportation by trains. His pride didn't allow him to do unsatisfactory jobs. He dedicated all his energy to the job to keep up the nation's living by maintaining coastal ship services. His plan of building 500,000 tons of ships monthly was realized, which was many times bigger than any other plan in the past.

He inspected many shipyards all over Japan as a government inspector. It was when he was making his report at Gora Hotel in Hakone that his second son, Susumu, was killed in the war at the Solomon Islands. Susumu was machine-gunned while he was on duty as a chalk commander.

戦中と戦後

次男・進の戦死に落胆

1941（昭和16）年12月8日、日本軍は真珠湾へ奇襲攻撃をかけ、太平洋戦争に突入した。戦時中、慶太翁は内閣顧問に任ぜられ、木造船の増産に取り組んだ。多くの船が戦地での海上輸送用に徴発され南洋諸島へと運ばれて行く。そのため国内の沿岸交通はさびれ、汽車による輸送に頼るしかなかった。中途半端な仕事をするには自尊心が許さない。「沿岸交通を確保して国民の生活を維持させよう」と、全力で取り組んだ。造船計画を立てて、それまでの何倍にも当たる「月産50万トン」を実現させた。

行政査察官として全国各地の造船所を視察し、箱根の強羅ホテルでレポートを仕上げているころ、次男の進がソロモン諸島で若い命を散らせていた。輸送指揮官として任務遂行中、機銃掃射を浴びたのである。

About Keita's disappointment and grief in his second son's death, he looked back upon that day in his book "My life for seventy years." "From his physique to his character, Susumu resembled me almost in everything. He was my reason for living. So I was brought to tears unexpectedly. I thought I was entirely nihilistic toward my life then. I wanted to build a Buddhism museum and store my old handwritten copies of sutras, statues of Buddha, pictures and so on. I desired to spend the rest of my life there as a watchman." He was intensively disappointed about his life then.

Two achievements as Minister of Transport and Communications

In February 1944 (Showa 19), under the severe economic situation, he became Minister of Transport and Communications of the Tojo Cabinet at their earnest request. He resigned his position as president of Tokyu Electric Railway. Minister of Transport and Communications was the key position for control of the railroad transport and communications. He worked as a minister only for six months until the general resignation of the Cabinet, but he captured the officials' minds and showed his excellent talent.

According to "The Biography of Keita Gotoh" written by Yonosuke Miki, Keita left two achievements. One was the plan to ease a traffic jam around Nagoya Station. In Nagoya, there were many munition factories such as Mitsubishi Heavy Industries for aircraft, Mitsubishi Electric for dynamos. Since more than one hundred thousand workers were commuting by

戦死の報が耳に入った時の慶太翁の落胆、悲しみについては『七十年の人生』で次のように回想している。「進は体格から性質から、何から何まで非常に私に似ておって、私としても進に生き甲斐を感じていたくらいだったから、つい思わず涙を流してしまった。その時は全く人生というものに対して虚無的になっていたようである。仏教美術館でも建てて、自分の持っている古写経、仏像、絵画などを収めて、そこの番人でもして余生を送ろうかとさえ思っていた」というほど、落ち込んでいた。

運輸通信大臣として2つの功績

戦時経済が深刻化した1944（昭和19）年2月、たつての願いで東條内閣の運輸通信大臣に就任し、東急社長を辞任した。運輸通信大臣とは、鉄道・通信を束ねる要職だ。大臣を務めた期間は東條内閣の崩壊で6カ月間と短かったが、省内の人心をしっかりとつかみ、ここでも優れた才能を発揮した。

三鬼陽之助著『五島慶太伝』によると、大きな功績は2つある。まず、名古屋駅を中心とする交通緩和対策だ。名古屋には航空機を製造する三菱重工業、発電機の三菱電機など多くの軍需工場があり毎日、十数万人の職工が電車で移動していたため、乗り換え駅は大混雑となっていた。

trains every day, junctions were in great confusion. To solve the problem, Keita planned to build the railroads between Nagoya and Atsuta in half a year. It usually took more than two years, but he got over the difficulty by solving the problems of materials and funds. He did very well as an expert on the railroad service. People praised him by saying, “As is expected, it’s Keita Gotoh.”

One more thing was the wage increase for sailors who were engaged in marine transportation. At the end of the war, the sailors’ exhaustion caused by the lack of vessels and the sinking of ships was beyond description. In spite of the sailors’ precious sacrifices, their treatment was thought little of. Keita noticed this fact and firmly insisted that “Sailors should be paid as much as the government employees are paid. This should be admitted especially during war.” The draft he ordered his men to write was introduced at the last cabinet meeting.

The plan of the wage increase had encouraged sailors in marine transportation ever since. The big effect was proven by the testimonials from many institutions of sailors. Being born in a poor farmer house and working his way through a university, he understood the workers’ position very well. Keita’s sense was also new in this point.

Abolishment of the purge of public officials, and reconstruction of Toei

On August 15, 1945 (Showa 20), the war ended and Keita was sixty-three years old then. The head office of Tokyu,

解決策として名古屋―熱田間の鉄道を半年で開通させることを考えた。通常なら2年以上かかるところだが、資材と資金面の問題を解決することでクリアした。鉄道の専門家とはいえ「さすがは五島慶太!」と、周囲をうならせたものだ。

もう1つは、海上輸送に従事する船員の待遇改善だった。戦争の末期になって、船舶の不足、船舶の撃沈に伴う乗組員の消耗は甚大であった。しかし、貴重な犠牲を強いられた船員の待遇は不当に軽視されていた。この実情を知った慶太翁は「戦時中の船員の待遇を官吏に準ずるよう、戦時特例として認めるべきだ」と強硬に主張した。慶太翁が作成させた草案は東條内閣最後の閣議に提出された。

「この待遇改善案は、その後の海上輸送に従事する船員に対する激励的役割を果たした。その効果が大きかったことは、船員各種機関から感謝状が贈られたことで証明された」のである。貧乏百姓の家に生まれ、苦学して勉強したため、働く者の立場を良く知っている。この点でも慶太翁のセンスは新しかった、と言えよう。

公職追放解除と東映の再建

終戦を迎えた1945（昭和20）年8月15日、慶太翁は63歳になっていた。戦災で東急本社、百貨店、駅、車両、バ

the department store, stations, trains, cars and buses suffered overwhelming war damage. But he started “the Extraordinary Postwar Reconstruction Committee” in two weeks. The first step for the reconstruction was to obtain vehicles. During the urgent reconstruction for a year and eight months, they increased the number of usable vehicles by about thirty percent.

In June 1948 (Showa 23), Great Tokyu was divided into five companies by the so-called Excessive Economic Power De-concentration Law which eliminated monopolies. Keio Teito Electric Railway, Odakyu Electric Railway, and Keihin Express Electric Railway became independent of Great Tokyu, and the department store was handed over to Toyoko Kogyo. Tokyu was entering a new era.

After the war, Keita had such an unpleasant experience as he was purged from public service by the General Headquarters (GHQ). That was because he was a member of the Tojo Cabinet during the war. He devoted himself to his favorite tea ceremony for four years, and spent his time appreciating many collections of old handwritten copies of sutras. On the day when the purge from public service was abolished, he composed a haiku meaning “The rainy season is over. I am now surprised to notice how wide the sky is.” This haiku expressed his eagerness to join business affairs. Immediately Keita returned to his old nest, Tokyo Express Electric Railway. The next year, the company’s capital was increased to nine hundred million yen, and he made a comeback as chairman of the board.

スは壊滅的被害を受けていた。それでも、2週間後には「臨時戦後復興委員会」を立ち上げた。復興の第一歩は車両の確保であった。応急復旧の結果、1年8カ月後には、使える車両を約3割増加させることができた。

1948（昭和23）年6月、大東急電鉄は「過度の経済力の集中を排除する」いわゆる“集中排除法”によって5社に分割された。京王帝都電鉄、小田急電鉄、京浜急行電鉄を分離独立させ、東横興行に百貨店を譲渡し、東急は新しい時代に入っていく。

終戦後は、東條内閣の閣僚だったことから連合軍最高司令部（GHQ）によって公職追放指定を受けるという面白くない目にも遭った。4年間は好きな茶道に没頭し、数多く収集した古写経を見たりして過ごした。公職追放を解除された日、慶太翁は「つゆ晴れて見上げる空の広さかな」の句を読み、今後の事業への意欲をあらわにした。直ちに古巣の東京急行電鉄に戻り、翌年、資本金を9億円とし、取締役会長に復帰した。

After the abolishment of the purge, his happiest time was to reconstruct Toei (former Toyoko Film Company). Keita sent Hiroshi Okawa to Toei as president. Mr. Okawa was an executive director of Tokyu and an expert of accounting. The company was about to go bankrupt because of debt. Keita improved the bad condition in three years with Mr. Okawa. Keita completed the principle that “The budget is equal to the settlement.” And Mr. Okawa ran the company based on the numbers. They made Toei number one film company in Japan. In those days, many famous movie stars of samurai dramas such as Chiezo Kataoka and Utaemon Ichikawa belonged to Toei.

During this time, probably Keita experienced many exciting things. In the book of “The person who makes the most of business affairs” published to celebrate his seventy-seventh birthday, he wrote the following. “The most satisfactory affair in spite of many troubles was the recent reconstruction of Toei. The reconstruction was a rewarding job, and it also made me pleased to live in the business world. The shaky company which was about to go bankrupt overtook Shochiku and Toho, and outdistanced Daiei Motion Picture Company. Toei became number one film company in Japan. How lucky I am as a manager to taste such juicy fruit!”

追放解除後、事業に生きる楽しみを最大に感じたのは東映（旧・東横映画）の再建だった。借金だらけで今にもつぶれそうな会社に、東急の専務で経理のエキスパート、大川博を社長として派遣し、わずか3年で立ち直らせた。後述する「予算即決算主義」を徹底し、大川が数字を基礎に経営を行い、日本一の映画会社に仕立て上げたのだ。当時の東映には片岡千恵蔵、市川右太衛門ら時代劇の大スターがそろっていた。

よほど痛快な思いをしたのだろう、77歳の喜寿を記念して出版した『事業をいかす人』で慶太翁は、次のように述べている。「苦勞の甲斐があって、しかも会心の事業だと思うものは、最近では東映だ。東映の今日の姿を見ると事業のやりがい、事業に生きる楽しみといったものを感じる。破産寸前にあったボロ会社が松竹を抜き、東宝を追い越し、大映を引き離して日本一の映画会社にしたのだから、経営の冥利というものだろう」と。

THE DEPARTURE OF GOTOH EDUCATIONAL CORPORATION

Urbanizing the school zone along the Toyoko line

Even after he succeeded in the business world, he never gave up his dreams for education. In his youth Keita was engaged in teaching as a substitute teacher, and as a teacher of English. His conviction that “Business affairs make men” was becoming stronger through his many experiences. He recognized the difficulty in developing human resources to the full, and had extraordinary thoughts about education.

Keita’s friend, Toshiki Karasawa, who became chairman of Gotoh Educational Corporation later, mentioned the following. “Mr. Gotoh was afraid that Japanese youth’s ways of thinking after the war would ruin Japan. Probably he was sure that education was required first of all to reconstruct Japan. I felt he had a great enthusiasm for the nation building through education.” Keita thought that education was not a business, but a means to develop human resources nationally.

It was natural as a part of his management policy for Keita to invite many educational institutions to build their schools along the Toyoko line. He was more eager and aggressive than anybody else. He started the invitation not after the war,

五島育英会がスタート

東横沿線を文教都市に

慶太翁は実業家として成功した後も、教育への夢を捨ててはいなかった。青年時代に代用教員、英語教師としての教育実務に携わった経験がある。また、さまざまな事業を通して「事業は人なり」という信念はますます強まっていた。人を育成することの難しさを十分に認識しており、教育に関する思いには並々ならぬものがあった。

慶太翁の友人で、のちに五島育英会の理事長となった唐沢俊樹は「五島さんは終戦後の青少年の思想傾向を見て、これでは日本は滅びてしまう。日本再建には何よりも教育が真っ先だ、と感じたようだ。教育で国づくりをやるのだという気迫がひしひしと感じられた」と述べている。教育事業をビジネスではなく「国家的な人材育成を目指すもの」と位置づけていたのである。

電鉄経営者として自ら開発した東横線沿線に多数の教育機関を誘致することは営業政策として当然のこととはいえ、慶太翁はだれよりも熱心で積極的だった。誘致は戦後になって始めたのではなく、関東大震災の直後からだっ

but right after the Great Kanto Earthquake. As mentioned above, he succeeded in inviting Tokyo Institute of Technology to Ookayama, Keio University to Hiyoshi. In the latter case, Keio University was looking for a large site because the one in Mita was limited. Such famous universities as Tokyo Gakugei University (Aoyama Normal School in those days) in Shimouma, Metropolitan School under the old education system (Tokyo Metropolitan University), Hosei University, Nippon Medical School moved to the areas along the Toyoko line. This was not in the course of nature. Keita accepted school sides' desires and invited enthusiastically those schools to the areas. The devoted effort he made to urbanize the school zone along the Toyoko line was full of Keita's passion for education.

Founded in 1939 (Showa 14), Toyoko Girls' Commercial School was reorganized as Toyoko Gakuen Senior High School, and Keita assumed chairmanship in 1951 (Showa 26). A rumor that Keita Gotoh was interested in the school management spread instantly. It was just the time when many private schools were suffering from financial difficulties, so they asked him for advice. The most interesting consultation was on the matter of Musashi Institute of Technology. This was brought to Keita via Eiichi Ogawa of Fujita Tourist Enterprise.

Succeeding to the management of Musashi Institute of Technology

When Keita was asked to take over the management of the school, he wondered if this university was worth achieving his

た。前述したように、東京工業大学を大岡山に、三田の土地が狭いため敷地を探していた慶応大学を日吉に誘致することに成功した。下馬の東京学芸大学（当時は青山師範）、旧制府立高校（都立大学→首都大学東京）、法政大学、日本医大など多数の有名大学が沿線に移ってきた。自然の成り行きに任せたのではなく、慶太翁が自ら学校の希望を入れ、積極的に誘致した結果である。東急沿線を文教都市化するため献身的に努力した礎には、身内にたぎる教育への情熱があった。

そして、1939（昭和14）年に開校した東横商業女学校を東横学園高校として再編成し、1951（昭和26）年、慶太翁が理事長に就任した。「五島慶太が学校経営に関心を持っている」という風評はまたたく間に広まった。ちょうど、私立学校の多くが経営困難な状況に直面した時期だけに、あちこちから相談が舞い込んだ。その中で最も率直な相談だったのが、藤田観光の小川栄一を介して持ち込まれた武蔵工業大学の件だった。

武蔵工大の経営を引き継ぐ

「武蔵工業大学の経営を引き受けてもらえないか」という申し出を受けた時、慶太翁は、この大学が自身の描く

dream, which was the goal of his affairs of education. To found a leading general group of schools was his dream. In the group this university had to become the nucleus. Keita ordered Yuhei Yagi to inspect the possibility. Mr. Yagi was already engaged in managing Toyoko Gakuen (Educational Corporation), and he became the first secretary-general of Gotoh Educational Corporation and chairman of Tokyu Construction later.

Mr. Yagi became one of the trustees of the university and inspected the school in detail. The condition of the university was even worse than he had heard. School buildings were old and rotten. On rainy days students had to study with umbrellas open in the rooms. Tradition says that President Masanobu Akano himself repaired the leaky roof and set glass in the old windows. Delay in wage payment often occurred. Mr. Yagi reported Keita his bright prospects for the reconstruction of the school. “In spite of the bad condition, the staff of the school and graduates are working together actively to continue their school. There are no school riots, nor family trouble. The repair of the school buildings is not enough, but this is simply because of financial matters.” Keita listened to his report, and decided to manage this university immediately.

In November 1954 (Showa 29), Keita assumed the position of chairman of Musashi Institute of Technology instead of Yusaku Nishimura. Later Mr. Nishimura talked about the process of leaving the university in Keita’s charge. “We cannot easily find such a man who has good character, high views, and ability all together. In addition, he has a great interest in school education. As a businessman, Mr. Gotoh has a good reputation

“生涯事業の完結としての教育事業、しかも日本有数の総合学園の実現”という夢に向け、その中核たるにふさわしい大学足り得るのか、東横学園の経営をすでに担当していた八木勇平（五島育英会の初代事務局長で、後に東急建設会長）に調べるよう命じた。

八木は同大学の理事となって学校の内容を詳細に調査した。聞きしに勝るひどさだった。校舎はオンボロで、雨が降ると傘をさして授業を行うありさま。赤野正信学長自ら雨漏り防止のため屋根を修理し、窓に古ガラスをはめて回ったという伝説が、ささやかれていた。教職員の給料遅配もたびたびだった。

八木は「それでもなお教職員、卒業生が一致して学校の維持・継続に積極的に協力している。学校騒動、勢力争いなどもない。校舎の修理が不十分で荒廃しているが、これは単に財政的な問題に過ぎない」と、再建への明るい見通しを報告した。これを聞いた慶太翁は、即座にゴーサインを出していた。

1954（昭和29）年11月、西村有作に代わり五島慶太翁が武蔵工業大学の理事長に就任した。西村は、五島に後を託すにいたった過程について次のように述べている。「人格・識見・力量を兼ね備え、そのうえ学校教育に興味ある人物などめったにいるものではない。事業人としての五島氏の力量・影響力については定評のあるところだ。学問に対する造詣も深いことなど、大いに気を引かれ、

for both ability and influence. I felt attracted because he was well-informed of scholarship. So I had opportunities several times to talk with him. As a result, considering his high views, the future plans, and the enthusiasm toward school education, I was convinced that he was the most qualified manager for our school. All trustees agreed to receive Mr. Gotoh as chairman of the board.”

(From “the Seventy-five Year School History of Musashi Institute of Technology”)

Mr. Nishimura was relying on Keita’s extraordinary enthusiasm for education, the ability of management as “Railway King,” and the enormous finances from the Tokyu Group.

The vision of the general university in his mind

Musashi Institute of Technology had no little relationship with Keita in the prewar days. In 1932 (Showa 7), the school moved to Ookayama from the temporary school buildings in Osaki. The school borrowed the land of Mekama Electric Railway with Keita’s goodwill. He was an executive director then. Later when the school moved to Todoroki, Keita, president of Tokyo-Yokohama Electric Railway helped with the move again. His company borrowed the land from landowners first, and then the school borrowed the land from the company. By this way, they could obtain about 10,000 tsubos (33,000 square meters) of school land. With just the school name, it was impossible for them to borrow the land.

After he took over the management of Musashi Institute of

数回面談しました。その結果、学校教育に対する同氏の識見・抱負・熱意など、同氏以外に適格者なしと思うにいたりました。そこで理事会に諮り、全員の賛同を得て、五島慶太氏を理事長として迎えることになりました」(武蔵工業大学75年史)。

西村は慶太翁の教育に対する並々ならぬ熱意と、“電鉄王”としての事業経営能力、および東急グループの巨大な資力に期待をかけたのである。

胸の内には総合大学構想が

武蔵工業大学は戦前から慶太翁と少なからぬ縁があった。1932(昭和7)年、大崎の仮校舎から大岡山に移転した際は、目蒲鉄道の専務だった慶太翁の好意により同社の土地を借用した。その後、等々力に移転した際も東京横浜電鉄社長であった慶太翁の協力があった。いったん地域の地主から同電鉄が借用し、それをまた借りする方式で1万坪(3万3000㎡)近い校地を確保できた。大学名義で土地を借りることは不可能だったのである。

武蔵工業大学の経営を引き継ぎ、これに東横学園を吸

Technology, the school merged Toyoko Gakuen. In 1955 (Showa 30), Gotoh Educational Corporation was founded and Keita became the first chairman of the board. For Musashi Institute of Technology, this was the time when the expectations and the prospects for the future were opened all together. When he assumed the position of chairman, he hung up the idea of making a general group of schools from university to kindergarten. People said that he had already had the future plan of establishing a general university just like Waseda University or Keio University.

Keita was generous with the expenses for the reconstruction. He tried to develop education affairs concerned by paying for the funding as necessary. This was the same way how he piled up the achievements by expanding business affairs relative to Tokyu. For example, let me show you the main affairs of education and culture in 1957 (Showa 32).

- The construction of Gotoh Planetarium 81,000,000 yen
- The extension construction of Asia University 27,000,000 yen
- The extension construction of Toyoko Gakuen Senior High School 40,000,000 yen
- The construction of the new auditorium of Musashi Institute of Technology 50,000,000 yen

For your reference, the starting pay for a university graduate in those days was about between twelve and thirteen thousand yen.

The amazing achievements of the four years while he was chairman of the board

In the four years, from becoming chairman of Musashi Institute

収合併して1955（昭和30）年、学校法人五島育英会を発足させ、慶太翁が理事長となった。武蔵工業大学にとっては、将来への期待と展望が一気に開いた時期である。理事長に就任の際、幼稚園から大学まで一貫した総合学園の樹立を理想に掲げた。このときすでに慶太翁の胸の中には「早稲田、慶応に匹敵する総合大学」の構想があったとされる。

再建のための出費を惜しむことはなかった。関連した事業に必要なに応じて資金を投入して発展を図っていく。こうした方法で東急系の事業を築いてきた実績がある。たとえば、1957（昭和32）年度のおもな教育文化事業には次のようなものがある。五島プラネタリウム建設＝8,100万円、亜細亜大学の増改築＝2,700万円、東横学園増改築＝4,000万円、武蔵工大講堂新築＝5,000万円。ちなみに、当時の大卒初任給は1万数千円程度であった。

理事長4年間で驚異の実績

武蔵工業大学理事長に就任以降、亡くなるまでの4年間

of Technology until his death, the achievements accomplished by Keita were amazing. In the inaugural ceremony, he declared that “We have to renovate school buildings. We have to fix facilities. We have to strengthen the teaching staff. All of them are necessary to develop our school.” He decided the ten-year extension construction project of school buildings, and put the highest priority on constructing buildings students needed most. On the basis of the policy, he built school buildings, auditoriums, libraries and playgrounds. Facilities in each school were enriched.

He also planned to build three story school buildings made of reinforced concrete, and issued university bonds to gain funds for 26,000,000 yen. With the cooperation of students, graduates, and various companies concerned, the construction started in 1955 (Showa 30). The three story buildings were worked on around the clock. It took only two months. He was truly successful in setting up attached schools and new departments. From the Tokyo Metropolitan Government, he borrowed the flood plain of 56,100 square meters along the Tama River, which faced the south school buildings. Keita constructed two baseball grounds and various facilities for track and field there. As the new chairman, he showed his desire, and proved himself a man of action in reconstructing the university.

After the building of the facilities was completed, the enrichment of education came next. He invited the authorities in academic circles, and established a new school by merging other schools. First of all, he invited Hidetsugu Yagi as President

に成し遂げた功績は驚嘆に値する。就任に際し「学校の発展には校舎の刷新、設備等の環境を整え、教授陣容の強化を図って内容を充実させることが必要である」と宣言した。校舎増改築10カ年計画を立て、学生のために直接必要な建物を最優先する、と方針を定め、それに基づいて各学校の校舎・講堂・図書館・運動場などを建設し、施設の拡充を実行していった。

鉄筋コンクリート3階建て校舎を造る構想を立て、2,600万の資金調達のため大学債を発行。在学生、卒業生、関係諸会社の協力により、1955（昭和30）年に着工し、昼夜兼行の工事で、わずか2ヵ月後に完成させた。付属諸学校の設置・学科増設も次々に実現していった。また、校舎南側の多摩川河川敷56,100㎡を東京都から借り受け、整備して野球場2面と陸上競技に必要な各種の施設を完成した。新理事長としての大学再建にかける意欲と実行力とを示すものである。

容れ物ができたら、次は中身を充実させたい。慶太翁は学界の権威者を招へいし、学校の新設・吸収を行なった。まず、八木アンテナの発明者で、参議院議員であった工学博士・八木秀次を武蔵工業大学学長ならびに付属高等

of the university, and also as Principal of the attached senior high school. Mr. Yagi was a doctor of engineering, and was a member of the House of Council. He was also known as an inventor of Yagi antenna.

In 1956 (Showa 31), he agreed to manage Asia University. The chairman of the school was Kozo Ota, former Minister of Education. Asia University was quite young yet, and the school didn't have many students because of the inconvenient location to commute. The financial condition was deteriorating rapidly. Mr. Ota was close to Keita because they were ministers of the different cabinets during the war. In August 1956, Keita assumed the position of chairman of Asia Gakuen. Gotoh Educational Corporation has tied up with Asia Gakuen since then.

Gotoh Educational Corporation merged two school groups which were managing kindergartens, an elementary school, a junior high school and senior high schools. In addition, he opened the advanced radio wave school attached to Musashi Institute of Technology. As a result, Toyoko Gakuen group came to have schools from junior college to kindergarten, and Musashi Institute of Technology group came to have schools from university to junior high school. The unified education systems were completed in each group then.

学校校長として招へいした。

1956（昭和31）年には、元文部大臣の太田耕造が理事長だった亜細亜大学の経営を引き受けた。同大学は歴史が浅く、しかも地の利の悪さから学生数も少なく、その経営内容は極度に悪化していた。理事長・太田耕造は、戦中の同時期に閣僚を務めていた慶太翁とは親しい仲であった。同年8月、慶太翁は同学園の理事長に就任。以後、亜細亜学園は五島育英会と提携して進むことになった。

五島育英会は幼稚園、小学校、高校を経営していた2つの学園を吸収するほか、武蔵工大の付属高等無線学校を開校した。この結果、東横学園は幼稚園から短期大学まで、武蔵工業大学は中学校から大学まで、それぞれ一貫した教育体制が整備された。

HIS PASSION FOR EDUCATIONAL AND CULTURAL AFFAIRS

The construction of Gotoh Planetarium

Tokyu Culture Hall (present Shibuya Hikarie since 2012) was opened in December 1956 (Showa 31). The tenant on the fourth floor was Tokyo Tanaka Chiyo Fashion Gakuen. The principal was Chiyo Tanaka who had been active as an international fashion designer since the prewar days. On the eighth floor, Gotoh Planetarium was opened according to Keita's request for a cultural facility. The Planetarium was constructed under the direction of Tokyo Forum for Planetarium Establishment Promotion. The main members of the Forum were Seiji Kaya (President of the Science Council of Japan), Yusuke Hagiwara (Director of Tokyo Astronomical Observatory), Kaname Okada (Director-General of Ueno Museum of Nature and Science). The planetarium made by Carl Zeiss Corporation of West Germany was opened to the public in April 1957 (Showa 32). (closed in 2001) Keita assumed the position of chairman and Shinobu Yamamoto and Hideto Ito (former officer of the Ministry of Education) became senior directors,

Great Tokyu was reorganized into five companies such as Tokyu, Keio Teito, Odakyu, Keihin Express, and Toyoko Department Store. As one of the anniversary affairs, Keita

育英・文化事業への情熱

五島プラネタリウムの建設

1956（昭和31）年12月に開館した東急文化会館（2012年より渋谷ヒカリエ）は、4階に東京田中千代服装学園が入っていた。校長の田中千代は、戦前から国際的服装デザイナーとして活躍した人だ。

8階には「文化施設がほしい」という慶太翁の要望を入れて五島プラネタリウムが開設された。茅誠司（日本学術会議会長）、萩原雄祐（東京天文台長）、岡田要（上野科学博物館長）らが中心となった東京プラネタリウム設立促進懇話会の指導を受けて建設されたプラネタリウムは、西独のカール・ツァイス社製で、1957（昭和32）年4月から一般に公開した（2001年に閉館）。理事長に五島慶太、常務理事に山本忍、伊藤日出登（文部省事務官）が就任した。

大東急を東急・京王帝都・小田急・京浜急行・東横百貨店の5社に再編成した記念事業の一つとして、1949（昭和24）年に大東急再編成記念図書館を設立した。同図書

established Great Tokyu Reorganization Memorial Library in 1949 (Showa 24). After The Gotoh Museum was completed, this library was moved into the museum.

On New Year's Eve in 1953 (Showa 28), Keita ordered Kiyoshi Nishimura at his home to complete Ofuna Kannon unfinished since the beginning of Showa. Mr. Nishimura became director of The Gotoh Museum later. The celebration of the completion of Ofuna Kannon was held in April of the following year of Keita's death. At Ofuna Kannon, the Buddhism memorial service to pray for the development and safety of the Tokyu Group companies has been held every morning.

The opening of The Gotoh Museum

To celebrate Keita's seventy-seven year birthday, they planned to establish The Gotoh Museum with joint investment from each company of the Tokyu Group. On the basis of the Japanese and the Oriental antique works that Keita collected for half of his life, he added other works of art. Keita was known as a collector of works of art. He wanted the museum to contribute to the social and cultural development. The museum was constructed at the place next to Keita's house in Setagaya Ward by Shimizu Corp. Isoya Yoshida, Member of the Japan Art Academy, designed the building. The building was built basically in the Shinden-zukuri style. The house of Shinden-zukuri was a noble's residence in the Heian era. The design of the building is suitable for the museum's most famous collections of "Genji Monogatari Emaki (the national treasure)" and "Murasaki Shikibu Nikki Emaki (the national treasure)." It

館は、後に完成した五島美術館内に移転された。

また、1953（昭和28）年の大晦日、慶太翁は、後に五島美術館の館長となる西村清を自宅に呼び、昭和の初めに手掛けて未完成のままであった大船観音を完成させるよう指示した。落慶式は慶太翁が亡くなった翌年4月に行われ、現在も東急グループ各社の発展と安全を祈願するための法要が毎朝行われている。

五島美術館の開館へ

五島美術館は、慶太翁の喜寿を祝い、各社の共同出資によって建設が計画された。美術品のコレクターとして知られる慶太翁が鉄道事業の傍ら、半生をかけて収集した日本と東洋の古美術品を根幹に、一部を追加購入して一般公開し、社会・文化の発展に寄与することを願っていた。

世田谷区にある五島邸隣接地に清水建設が施工、建物の設計は芸術院会員の吉田五十八。美術館の最もよく知られたコレクションである「国宝 源氏物語絵巻」と「国宝 紫式部日記絵巻」にふさわしい寝殿造の意匠を基調としている。不幸にして、慶太翁は晴れの開館を前に、1959（昭和34）年8月14日、生涯を終えた。翌年の4月18日、存命なら78回目となったはずの誕生日に開館式が行われ、数々の名品を所蔵する美術館として今日なお、幅広い活

was unhappy that Keita died on August 14, 1959 (Showa 34) before the museum was opened. The opening ceremony was held on April 18 in the following year. If he had been alive, he would have become seventy-eight years old on the day. The Gotoh Museum is still now acting widely, and is known to have many works of art. It was Noboru Gotoh, chairman of Tokyu Electric Railway, who devoted his mind to the continuation and expansion of the museum affairs, and supported the management. (He was born in 1916, and died in 1989.)

Around fifty years old, Keita got interested in visiting old temples, and started learning tea ceremony. In his book of “My life for seventy years,” he confessed like this. “In this severe and “cut-throat” society, the most important thing to keep us healthy without business failures is mental stability.” He thought much of gaining the stable mind. Mental stability was the most precious way for him to keep fit.

His early prediction for nuclear energy industry

Soon after the Second World War, peaceful uses of nuclear energy came to be paid attention. In earlier time, Keita predicted the use of nuclear energy and radiation would become popular in our country. As a leader of the private railway company, as a railway business operator using vast electricity, he couldn't think of the future power problem without nuclear energy.

After consulting President Yagi, Keita ordered the Tokyu Group to complete a research institute with a nuclear reactor.

動を展開している。美術館の事業の継続と拡充に心を砕き、経営を支援したのは、五島昇・東京急行電鉄会長（1916－1989）であった。

慶太翁は50歳のころから古い寺を訪れることに興味を持つようになり、お茶も始めた。「この生き馬の目を抜くような激しい社会において、自分の仕事を失敗せず、健康を維持していくために一番必要なのは心の安定だと思う」と自著の『七十年の人生』に著している。心の安定を得るということ、健康法として最も重視していた。

早くから原子力産業を予測

第二次世界大戦が終わってしばらくすると、原子力の平和利用が注目されるようになった。早い時期から慶太翁は「わが国において原子力や放射線の産業利用が盛んになる」ことを予測していた。私鉄のリーダーとして、あるいは電力を大量に利用する鉄道事業者として、将来の電力問題は原子力を抜きにしては考えられなかった。

八木秀次学長と相談のうえ、東急グループに原子炉を主体とする研究所を完成させ、五島昇社長を委員長とす

And he made Tokyu Atomic Energy Research Group. Noboru Gotoh, president of Tokyu, assumed the position of chairman of the group. The Soviet Union launched a man-made satellite “Sputnik 1” for the first time in the world. Keita wrote a letter to President Yagi in June of the following year 1958 (Showa 33). “I want to import a research reactor to Musashi Institute of Technology, so please consult Mr. Shoriki. My company will pay the expenses.” Then Keita’s university classmate, Matsutaro Shoriki, was concurrently holding positions of Director-General of Science and Technology Agency, and Chairman of Atomic Energy Commission.

On June 20, 1959 (Showa 34), the permission was given by Prime Minister Nobusuke Kishi. They could set a reactor generating 100 kilowatts in the research institute in Ozenji, Kawasaki City. The purposes were to research medical treatment of cancers and other diseases, and to research disinfection of foodstuff and to study the internal structure of animals and plants. The site was 50,000 square meters, and the total floor space of the buildings of reinforced concrete was 4,835 square meters. In four years after Keita’s death, they celebrated magnificently the completion of the research institute, and the reactor was handed over to Musashi Institute of Technology. (decommissioned in May 2003)

Keita and Mr. Shoriki were friends in their university days, but they got much closer together in the business world. Mr. Shoriki assumed the position of the first president of Nippon Television Network, and opened the first private television station in 1953 (Showa 28). According to “the Biography

る東急原子力研究グループも結成した。ソ連が世界で初めての人工衛星「スプートニク1号」を打ち上げた翌年の1958（昭和33）年6月、慶太翁は八木学長に次のような書簡を送っている。「武蔵工業大学の研究用原子炉を輸入したいと思うが、正力君と相談してください。費用は当社が支出するつもりです」と。そのころ、東大の同級生、正力松太郎は科学技術庁長官ならびに原子力委員長を兼務していた。

出力100KWの原子炉を川崎市王禅寺の研究所に設置する許可が1959（昭和34）年6月20日、内閣総理大臣・岸信介より下りた。研究目標は、ガンなどの治療、食料品の滅菌、動植物体内の研究などであった。敷地約5万㎡、鉄筋コンクリート造り延べ4,835㎡の研究棟は翁が不帰の旅路についた4年後、盛大な完成披露会を行い、原子炉は武蔵工業大学に引き渡された。（2003年5月に廃炉）

正力とは大学時代よりも、実業界に出てから付き合いが深まった。正力は日本テレビの初代社長に就任し、1953（昭和28）年に日本初の民間テレビ局を開局した。『五島慶太伝』によると、開局の数年前、慶太翁に要請があった。「テレビ放送を開始するに6、7億円必要だが、その半

of Keita Gotoh,” several years ago, before the opening of the television station, Keita was requested one thing by Mr. Shoriki. “We need six or seven hundred million yen to open the TV station. We have to raise half of the money with stocks urgently. We need thirty people who can pay ten million yen each. Will you invest in us first of all and sign the nayosecho?” That was a good sum in those days, but Keita accepted the request immediately and signed the document. He assumed the position of director of Nippon Television Network, but he rarely attended the board of directors.

分を至急、株式によって集めたい。1000万円ずつ出してくれる人を30人集めたい。君が第一に出資して、名寄帳に署名してくれないか」という内容だった。当時としては相当な金額であったが、慶太翁は即座に承知、署名したのである。ただし、取締役になっても重役会に出席することは少なかった。

THE REALIZATION OF MAGNIFICENT BUSINESS PLANS

The principle that “The budget is equal to the settlement”

Keita had three management principles. One was that “The budget is equal to the settlement.” Every day, every month, the budget was required to fit the settlement. On the day when the income was smaller than the budget, they were required to make up for the loss the next day. After making the budget, they checked it up in the section leaders’ meeting. Finally they had to make a realizable one. If they failed, each of them had to take responsibility. This was a severe policy for employees. The policy is natural today, but this was an epoch-making way in those days. And the way became the main cause of his success.

The second one was that “We should absolutely practice the payment of interest and legal depreciation.” Even if the cash flow becomes tight, they certainly should pay interest and practice the legal depreciation for building expenses and others. Then, twenty or thirty years later, the management will surely become stable. The third one was “The human resources development.” He thought much of training successors who would become executive officers. Every year, he engaged more

壮大な事業プランを実現

「予算即決算主義」で成功

慶太翁が常々、口にしていた「経営の信条」は3つあった。第1は「予算即決算主義」で、毎日、毎月、予算はそのまま決算となることが求められた。収入が予算に及ばない日は翌日に必ず取り戻せるように努力させた。予算を作ったら部課長会議で検討し、「これなら実現できる、というものを最終的に作る。それが狂って決算にならないようなら、そのときは各自で責任を取れ」というくらいに厳しかった。今でこそ当たり前だが、当時としては画期的な経営手法で、これが成功した最大の要因となった。

信条の第2は「金利の支払いと法定償却を確実に実行する」だった。経理の苦しい時期でも必ず金利を支払い、建築費等については法定の減価償却を行っていくこと。そうすれば20年、30年後の経営が楽になる、ということだ。第3は「人材の育成」で、経営陣の後継者を育てることを重視。幹部候補生の大卒を毎年15人以上採用した。

than fifteen university graduates as executive trainees.

The bulletin “Seiwa,” which had been published since 1934 (Showa 9) by Tokyo Express Electric Railway, was useful for the employees’ training. It was difficult for directors to talk with thousands of employees at one place. It was also difficult for them to transmit their thoughts to each of the employees. In “Seiwa,” Keita wrote his view of getting on in the world, and his thought about business affairs, and teachings of the sages. It had continued for eleven years until he left his company and became Minister of Transport and Communications.

A walk and practice swing with a wooden sword every morning

In the book of “The person who makes the most of business affairs,” Keita wrote the following thing. “It makes me happy to think of a new business every day. I believe this is the best way for me to keep fit. Thinking of a new business and starting it refreshes me, and restores my energy. For me, it isn’t a hard time at all. A new business whips up my will to work, and it is the most important thing to live a bright life, I think.”

When he was asked the most precious thing in business, his usual answer was “Keeping my health.” If one is not in good health, the person cannot even carry out his or her intentions to the very end. The desire to work actively proves the person to be healthy. Why can a person have the spirit of “Damn it!” in difficulties? That is because the person is in good health.

東京急行電鉄が1934（昭和9）年から発行していた社内機関雑誌『清和』は、社員の教育、指導の場であった。各職場にいる何千人もの従業員を一堂に集めて語り合う、あるいは会社の幹部の考えを隔々にまで伝達する機会を持つことは困難である。『清和』に慶太翁は自身の処世観、事業観、聖賢の教え等を書いてきた。それは、運輸通信大臣となって会社を離れる時まで11年間続いた。

毎朝の散歩と木刀の素振り

自著の『事業をいかす人』には「日に日に新たな仕事を考え出して、それに着手し、完成させていく楽しみは、今の私には何よりの健康法だと信じている。新しい仕事を考え、着手することは、気分を新たにし、英気を養うことであって、決して苦勞ではない。新しい仕事は勤勞意欲をますます盛んにし、また、明るい生活を営むために最も必要なことであると思う」と書かれている。

事業をやる上で何が大切かと問われれば「健康が第一だ」と答えることにしていた。健康でなければ最後まで意志を貫くことさえできない。積極的に仕事をしようという意欲が出るのは、すべて健康だからだ。難局に直面したとき、「何くそ」という気持ちを起こすのも、健康でなければできないことだ。

It was true that the business foundation was based on his health. Keita's first way to stay fit was not to carry over the day's tiredness to the next day. And he made it a rule to take a walk every morning even if it was raining or snowing. He was injuring his knees. So having his underarms held, he used to walk along the Tama River near his house for about one hour and a half. As trains went and came back on the same rail, Keita could enter his own world by walking on the same road. After walking, he swung his wooden sword one hundred and fifty times. And he washed his face, and prayed to the spirits of his ancestors. Then, his breakfast started. Thanks to the walk, the exercise and the good meals, he had a sound sleep every night. His confidence toward the health condition gave him the determination, and the toughness as a businessman. The numbers of people whom he met in his life would reach into tens of thousands. All of them came to respect and love him. This was what his warmhearted and innocent personality brought about.

The development of Hokkaido and Izu Peninsula

Keita's desire for business didn't decline even after he became seventy years old. As if with a bulldozer, he powerfully pushed forward with many big projects, such as the establishment of Gotoh Educational Corporation and the takeover of Shirokiya Department Store. He expanded the developing area to the western part of Tokyo, and began the development of Tama garden-town.

His friend, Matsutaro Shoriki, became Director-General of

実際、健康は事業の基であった。「その日の疲れを翌日に持ち越さない」を健康法の第一と考え、そのために雨が降ろうが雪が降ろうが、毎朝の散歩を欠かさなかった。膝を痛めていたため、脇を抱えてもらいながら1時間半、自宅近くの多摩川沿いを歩いた。電車が同じ線路を往復するように、全く同じ道を歩くことで自分の世界に入ることができるのだ。散歩を終えると木刀の素振りを150回。顔を洗ってから先祖の霊に祈念する。食事はそれからだ。散歩と運動の後、おいしく食べて、夜は安眠する。

その健康面での自信が決断力、事業家としての土性骨のたくましさとして表れた。慶太翁が生涯に出会った人は何万人にも達するであろう。それなのに直接会った人のみなが慶太翁を信じて慕うようになる。人情に厚く、天真爛漫で温かい人柄が、そうさせるのだった。

北海道と伊豆半島の開発

慶太翁の事業意欲は70歳を過ぎても衰えることがなかった。五島育英会を立ち上げ、白木屋を傘下に収めるなど、数々の大事業をブルドーザーのようなパワーで推し進めた。不動産開発を東京の西部へ進め、多摩田園都市開発に着手した。

友人の正力松太郎が鳩山一郎内閣で北海道開発庁長官

Hokkaido Development Agency in the Hatoyama Cabinet, which caused Keita to get interested in the development of Hokkaido. When he visited Hokkaido, it remained almost what it was forty years before. He was sure to succeed in the development by running trains there. First of all, in December 1957 (Showa 32), he purchased the stocks of Jozankei Railway (discontinued in 1969) and carried forward maintaining the railroads, and increasing buses, and developing lands along the railroads. It was when he was around seventy-five years old. The business affairs in Hokkaido such as the real estate and the wood gave Keita a happy dream.

The business affair that Keita did his best to accomplish in his later years was to develop Izu Peninsula and build railroads between Ito and Shimoda. Izu Peninsula is a scenic spot, and has many hot springs. Japan National Railway (JR) opened the railroads between Atami and Ito in December 1938 (Showa 13). But from Ito to Shimoda, only buses ran for a long time. Keita had a desire of building railroads between Ito and Shimoda, and wanted to run trains on each other's tracks from Atami to Shimoda. But he couldn't carry forward this plan smoothly. In one year after Tokyu applied for a license on running trains there, the local Izu-Hakone Railway which belonged to the Seibu Group also applied for a license of running trains on the same area. This company had already opened the line between Mishima and Izu-Nagaoka.

“The Hakoneyama war” against the Seibu Group

The news of “the Hakoneyama war” was splashed among the

を務めたことがきっかけとなり、北海道の開発にも興味を持った。40年ぶりに訪れた北海道は、以前とあまり変わっていなかった。「鉄道を敷けば開発は進む」と確信した。手がかりとして、定山溪鉄道（1969年に廃線）の株を1957（昭和32）年12月に買収、鉄道の整備、バス補強、沿線の開発を進めた。75歳のころである。北海道での事業は、不動産、木材にも夢が広がる楽しいものだった。

そして、慶太翁が晩年の事業として最も力を注いだのが伊豆半島の開発と伊豆下田鉄道の建設だった。伊豆半島は景勝の地で、温泉もたくさんある。熱海—伊東間は1938（昭和13）年12月に国鉄（JR）が開通させたが、伊東から下田まではバスしかない。「伊東—下田に線路を敷いて国鉄と相互乗り入れしたい」という構想をずっと温めていたのである。しかし、ことは順調に進まなかった。東急が鉄道の免許申請をした1年後、西武系で、すでに三島—伊豆長岡間を開業していた地元の伊豆箱根鉄道が東急と同じ路線の申請書を出したのだ。

“箱根山戦争”で西武と対立

マスコミを大いに賑わせたのが、獅子文六の小説「箱

mass media. Later this was written as a novel of “Hakoneyama” by Bunroku Shishi. Hakone in Kanagawa Prefecture is one of the most famous scenic spots in Japan. Odakyu, which became independent from Great Tokyu, struggled severely with the Seibu Group for the leadership of the tourism development. Keita supported Odakyu naturally. That was because he aimed to dominate all railroads in Japan and all industries of real estate and tourism. He battled against Yasujiro Tsutsumi of the Seibu Group, who was called “Pistol Tsutsumi.” In front of Odawara Station, they scrambled for tourists, and skirmished here and there. Their hot conflict dragged the people of the political and business worlds into court battles. After a long time passed, the number of tourists visiting the scenic spots decreased. Both sides decided the business tie-up in 2003 (Heisei 15). Long battles finally ended.

Keita didn't have much hostility against Mr. Tsutsumi. He remained calm saying that “Soldiers on the front line should have such passion as to fight. They cannot do good jobs without it.” In the book of “The person who makes the most of business affairs,” he wrote as follows. “I have no intention of battling against Mr. Tsutsumi. I was once invited to his son's wedding ceremony. I don't care a bit about the battle.”

As Keita's confidence showed, the license for the railway construction between Ito and Shimoda (forty-eight kilometers) was granted after three years of their application. He was seventy-six years old then. Tokyu established Izu-Shimoda Electric Railway (Izukyū). In less than two years, they completed the line in December 1961 (Showa 36) in spite

根山」にも描かれた“箱根山戦争”だ。国内有数の観光地・神奈川県箱根を巡って、大東急から分離独立した小田急VS西武グループが、観光開発の主導権を巡って激しく対立した。日本全国の鉄道、不動産、さらには観光業の制覇を目指す慶太翁は当然、小田急側につき、“ピストル堤”こと西武の堤康次郎と争った。小田原駅頭でお客の争奪戦が始まり、あちこちで小競り合いが起きた。両者の熱い戦いは政財界を巻き込み、訴訟合戦に進展した。それから長い年月がたち、観光客の落ち込みもあり、2003年（平成15年）に両社の業務提携が決まり、長い戦いはようやく収まった。

だが、慶太翁は、それほど堤に対して敵意を抱いていたわけではなかった。「第一線の歩兵諸君にケンカするくらいの熱がなければ、いい仕事はできない」と、悠然と構えていた。『事業をいかす人』でも「私は堤君と争う気持など少しもない。ご息子の結婚式に呼ばれたこともあるほどで、何とも思っていない」と述べている。

慶太翁の自信が示すとおり、伊東一下田間48kmの鉄道敷設免許がおりたのは申請して3年後のことだ。76歳になっていた。東急は伊豆下田電気鉄道（伊豆急行）を設立し、31カ所のトンネル工事や困難な用地買収にもかかわらず2年弱で完成し、1961（昭和36）年12月に開通させた。ついに永年の夢である伊豆開発の重要な拠点を築くことが

of the thirty-one tunnel constructions and the difficult land acquisition. Keita could build the important base to develop Izu Peninsula at last.

When the traffic from Tokyo became convenient, the development of the district was promoted rapidly. Keita had already owned many estates in Ito and Shimoda. He also bought hundreds of thousands of tsubos of mountainous districts, and proceeded to plant trees there. He had a dream of having big forests in fifty or sixty years. On the monument that is now built at the top of Nesugatayama in Shimoda City, we can read the following phrase. “Keita Gotoh has lived with Izu.”

Keita died of hardening of the artery and cerebral thrombosis caused by diabetes without seeing the completion of the Izukyuko line. For his lifetime achievements, Keita was awarded “The First Class Order of Senior Third Rank (Shosanmi-Kun Itto)” by the government and his funeral at Tsukiji-Honganji Temple was splendid. “Memorial Number of Mr. Gotoh Keita” was compiled by Gotoh Educational Corporation, and many people mentioned their condolences to Keita in the book. And the Tokyu Group that Keita established at the risk of his life was succeeded to his first son, Noboru. The Group has been developing further.

Business affairs starting from his dreams

For Keita, business affairs were the results of his dreams. A dream (an idea) often occurred to him early in the morning.

できたのであった。

東京からの交通が便利になれば、開発は飛躍的に進む。慶太翁はすでに伊東、下田などに多くの土地を所有していた。数十万坪の山地も手に入れ、植林も進めていた。50年、60年後の立派に成長した大森林を夢に描いていたのである。現在も下田市の寝姿山の頂に建立された記念碑に「五島慶太は伊豆とともに生きている」と記されている。

慶太翁は伊豆急行線の開通を見ることなく、糖尿病による動脈硬化と脳血栓のため、この世を去った。生前の功績により「正三位勲一等」に叙せられ、築地本願寺における葬儀は盛大なものであった。『育英会報』も「五島慶太先生追悼号」を編集し多くの方の弔辞を載せている。なお、慶太翁が生涯をかけて築き上げた東急コンツェルンは長男の昇（1916－1989年）が引き継ぎ、さらなる発展を遂げた。

事業は夢から始まった

慶太翁にとって事業とは夢の延長のようなもの。“事業の夢”は朝早く浮かぶことが多かった。目が覚めて寝床

After noting down on the bed what he thought about the dream, he sent it to the head office. Keita followed Edison, King of inventors, on this point. Edison is told to have noted down students' day-dreams and meditations in the office. "I want to fly like a bird." "In New York I want to listen to the talk spoken in Paris" and so on. In those days, they were unreal stories, but Edison realized each dream one by one.

Keita's dreams didn't come to an end even in his later years. This is a real story of the time when Tokyu bought mountains in Hiekawa Pass in Izu and began to plant trees there. He left the tree-planting program to Toshiji Yoshitsugu (later, chairman of Tokyu Car Corporation). Keita, chairman of Tokyu, often told in high spirits, "Let's plant Japanese cypresses and Japanese cedars there, and also plant wild cherry trees between them. Let's plant cherry trees all the way along the river. In thirty years when cherry blossoms come out, why don't we go for a walk in the mountain with sake?" Mr. Yoshitsugu talked back to Keita, "Mr. Chairman, it sounds strange. You and I will not be alive in thirty years." It is said that Keita, roaring with laughter, answered, "Mr. Yoshitsugu, let's stop talking about our ages, but we should have such a dream." (From "Old Keita Gotoh himself and his thought" compiled by Society for the Study of Keita Gotoh's Instructions)

Keita, who sought after dreams all his life, fell into eternal sleep on August 14, 1959 (Showa 34). He was seventy-seven years old then. Since then, more than fifty years have passed quickly. There are now big cherry trees towering in front of the main gate of Yokohama Campus of Tokyo City University. It

で考えたことをメモして、本社へ送る。このあたりは発明王・エジソンになった。エジソンは研究室で学生から聞いた空想、瞑想をノートに書き留めた、と言われている。「鳥のように空を飛びたい。パリの話をニューヨークで聞きたい」等々、当時では夢のような話だったが、エジソンはその1つ1つを実現させていった。

慶太翁の夢見る思いは、晩年になっても尽きることがなかった。東急が伊豆の冷川峠に山を買って植林を始めたころの話である。植林を吉次利二（のちの東急車両製造会長）に任せた。東急会長だった慶太翁は「ヒノキとスギを植え、間に山桜を入れよう。川のふちあたりはずっと桜だ。30年たったら桜の咲くころ、酒を持って山を散歩しようじゃないか」と上機嫌で語ったものだ。吉次が「会長、おかしいですねえ。30年たったら私も会長も、この世にいませんよ」と聞き返す。これに対し「吉次君、年はお互い考えないことにしよう。しかし、そういう夢を持ってもいいだろう。アハハ」と大笑いしながら答えたという。（五島慶太遺訓研究会編『五島慶太翁・その人と思想』）

終生、夢を追い求めた慶太翁は1959（昭和34）年8月14日、永遠の眠りに就いた。77歳であった。あれから早くも50年余の月日が流れた。桜をこよなく愛した慶太翁が自ら手植えたとされる桜の大木が今、東京都市大学横浜キャンパス正門前にそびえ立っている。没後50年の2009

is said that Keita loving cherry blossoms more than anybody else planted these cherry trees himself. The title of the Gakuen Song of Tokyo City University Group is strangely enough “Let our dreams grow wings.” This song was composed in 2009 (Heisei 21), just in fifty years after his death. Keita achieved his dreams one after another with outpourings of the enthusiasm. He must be now watching over the youth gently from the Heaven. He must be now watching over the youth who are flapping toward their dreams.

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“My Resume”

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“the Seventy-five Year School History of Musashi Institute of Technology”

(Gotoh Educational Corporation)

(平成21)年に作られた東京都市大学グループの学園歌は、くしくも『夢に翼を』である。ほとぼしる情熱で自身の“夢”を次々に実現させていった慶太翁。この世を卒業した今は「夢に向かって羽ばたく若人たち」を優しい目で見守っているに違いない。

◎参照させていただいた主な書籍は次のとおり。

「五島慶太の生い立ち」(五島育英会編)、「七十年の人生」(五島慶太著・要書房)、「事業をいかす人」(同・有紀書房)、「私の履歴書」(同・日本経済新聞)、「五島慶太伝」(三鬼陽之助著・東洋書館)、「五島慶太」(羽間乙彦著・時事通信社)、「私の記録」(八木勇平)、「東横学園三十年史」(五島育英会編)、「五島育英会報」(同)、「武蔵工業大学75年史」(同)

あとがき

五島育英会では、東京都市大学グループの祖・五島慶太翁の生誕130年を記念する出版事業として、平成25年6月に「熱誠」を刊行した。この本は五島慶太翁が熱情を注いだ教育事業を中心に、都市大グループの歴史を詳細に紹介したものである。しかしこれは単なる年史ではなく、むしろ総合学園の実現に向けて、五島慶太翁がどのような「想い」、「志」を持って学校を創設し、育てて行かれたかという視点から編纂したものである。また、翌年4月には小学校高学年及び中学生向けの教育読本として「五島慶太伝」を発刊した。文部科学省の道德教育の強化に呼応するものである。

私学の良さ・強みは、創立者の確固たる建学精神にあり、その上に歴史・文化が継承され、伝統となっている点にある。自校教育の教材として、前者は教職員向け、後者は児童・生徒向けの教育読本という位置づけである。

今般、学校教育現場からの強い要望があり、第3弾として、「五島慶太伝」の英語対訳版を発行することとなった。五島慶太翁が教育事業を中心に“夢”を次々に実現させた経緯や、実業家として東急コンツェルンを一代で築き上げた内容を紹介するものであり、主に都市大グループの高校生や大学生（大学院生）に配付し、都市大グループの祖たる所以や、慶太翁の教育観を理解し、“夢”の実現に向けていかに情熱と誠意をもって奔走されたかという実像を学ぶとともに、その考え方や生き方に触れ、学生、生徒の今後の指針の一助にと願うものである。

グローバル化が加速する社会において他国の方とのコミュニケーションを深めて、違う文化を認め、尊重しなければならない。そのためにはまず自国の文化・歴史を正しく理解してプライドを持

つことが大切であるが、これと同様に、教職員、学生・生徒等には、学校の成り立ちを知ることにより、母校に対してのプライドと愛校心を強くもってもらいたいと切に願うものである。

なお、本誌は「熱誠」第2部の「五島慶太伝」を英文翻訳したものであり、法人本部計画担当（教育）の島巡陽一専任部長が行い、東京都市大学片田敏行副学長、岩松雅夫共通教育部長、共通教育部外国語共通教育センターのジョン・ブラウン教授、日高正司教授、エリック・マディーン准教授、ハリー・カーンス助教の協力を得て完成したものである。この誌面をお借りして深謝申し上げる次第である。

平成26年12月15日 専務理事 國分 榮

脚注

P. 1

- ☆ biography 伝記、一代記
- ☆ unparalleled 並ぶものがない、無比な

P. 4

- ☆ enthusiasm 熱意
- ☆ sincerity 誠意、(☆ enthusiasm and sincerity 熱意と誠意、熱誠)
- ☆ physical strength 体力
- ☆ Zuisho ni shu to naru 随所に主となる
- ☆ doctrine 教義
- ☆ one zen sect ある禅宗派
- ☆ without distinction of rank 階層や地位の差別なく
- ☆ selfless loyalty-like enthusiasm 滅私奉公的な熱意
- ☆ be caught in the crossfire 十字砲火を浴びせられる
- ☆ divine protection 神仏の加護

P. 6

- ☆ Experiences in half my life (書名) 「我が半生の体験を語る」
- ☆ Seiwa (東急の社内機関雑誌) 「清和」
- ☆ preface 序文
- ☆ the memorial magazine “Enthusiasm and Sincerity” for the 130th anniversary of the birth of old Mr. Gotoh Keita (書名)
五島慶太翁生誕 130 年記念誌「熱誠」
- ☆ an important cultural property 重要文化財
- ☆ Nezumishinodyawan mei minenomomiji (茶碗)
鼠志野茶碗 銘 峯紅葉

P.10

- ☆ work one's way through 苦学して～を卒業する
- ☆ official 役人
- ☆ purchase = buy

- ☆ Demon for Business 事業の鬼
- ☆ Railway King 電鉄王
- ☆ Great Tokyu 大東急 (東京急行電鉄)
- ☆ the subway contest 地下鉄争奪戦
- ☆ Noritsugu Hayakawa 早川徳次
- ☆ Yasujiro Tsutsumi 堤康次郎
- ☆ takeovers 乗っ取り
- ☆ Mitsukoshi Department Store 三越
- ☆ Shirokiya Department Store 白木屋
- ☆ Gohtoh (robber) Keita 強盗慶太
- ☆ make a pun on ~をもじる

P.12

- ☆ Minister of Transport and Communications 運輸通信大臣
- ☆ cultural sophistication 文化的に洗練されたもの (文化的な香り)
- ☆ Gotoh Educational Corporation 五島育英会
- ☆ the first chairman 初代理事長
- ☆ Musashi Institute of Technology 武蔵工業大学
- ☆ Toyoko Gakuen Women's College 東横学園女子短期大学
- ☆ Noboru Gotoh 五島昇
- ☆ go on to head 引き続き~を率いる
- ☆ across the interests 利害を超えて
- ☆ the spirit of "Damn it!" 「なあに (なにくそ)」 の精神
- ☆ carve one's own path 自分の人生を切り拓く

P.14

- ☆ Aokimura Village, Chiisagata County, Nagano Prefecture
長野県小県 (ちいさがた) 郡青木村
- ☆ Kikueemon and Sue 菊右衛門と寿丞
- ☆ sericulture 養蚕
- ☆ Taisuke Itagaki 板垣退助
- ☆ the Movement for Civil Rights and Freedom 自由民権運動
- ☆ the Urano River 浦野川

- ☆ Mount. Tazawa 田沢山
- ☆ Imperial Rescript to Soldiers and Sailors 軍人勅諭
- ☆ put down 鎮圧する
- ☆ Seinanno Eki 西南の役
- ☆ a constitutional country 立憲国家

P.16

- ☆ the advanced course 高等科
- ☆ the Sino-Japanese War 日清戦争
- ☆ suppress 押さえつける
- ☆ as much as they like 思う存分に
- ☆ unyielding 負けず嫌いの
- ☆ the Lotus Sutra 法華経
- ☆ sutra 経、經典
- ☆ Nammyohorengekyo 南無妙法蓮華経
- ☆ The Background of Keita Gotoh (書名) 「五島慶太の生い立ち」

P.18

- ☆ perfect attendance 皆勤
- ☆ the main school 本校
- ☆ acquaintance 知人
- ☆ a substitute teacher 代用教員
- ☆ the Department of English Literature of Tokyo Higher Normal School
東京高等師範学校英文科

P.20

- ☆ tuition fee 授業料
- ☆ Anglo-Japanese Alliance 日英同盟
- ☆ Jigoro Kano 嘉納治五郎
- ☆ with his big arms stuck out 太い腕を突き出しながら
- ☆ Bulletin 社報 (五島育英会報のこと)
- ☆ any kind of hardship いかなる困難にでも

P.22

- ☆ get used to に慣れる
- ☆ a junior (大学) 3年生
- ☆ the Russo-Japanese War 日露戦争
- ☆ Mie Prefectural Yokkaichi Commercial School
三重県立四日市商業学校
- ☆ the Law Department of Tokyo Imperial University
東京帝国大学法科
- ☆ the celebrities 名士達
- ☆ the Meiji era 明治時代
- ☆ a tutor 家庭教師
- ☆ Masaaki Tomii 富井政章
- ☆ legal circles 法曹界
- ☆ Takaaki Kato 加藤高明
- ☆ Prime Minister 総理大臣

P.24

- ☆ Head of Law Department 法学部長
- ☆ the first President of Ritsumeikan University 立命館大学初代学長
- ☆ Ryohei Toyokawa 豊川良平
- ☆ the Mitsubishi Financial Group 三菱財閥
- ☆ take one's courage in both hands 思い切ってやる
- ☆ the first President of Japan Bicycle Racing Association
日本自転車振興会初代会長
- ☆ Minister of Justice 法務大臣
- ☆ Governor of Industrial Bank of Japan 日本興業銀行総裁
- ☆ Executive Director 専務
- ☆ President of the Federation of Economic Organizations
経団連会長
- ☆ alumni 同窓生達
- ☆ talented 才能がある

P.26

- ☆ High-Level Civil-Service Examination 高等文官試験
- ☆ the Ministry of Agriculture and Commerce 農商務省
- ☆ through the good offices of ~の斡旋で
- ☆ Taminosuke Kume 久米民之助
- ☆ Machiyo 萬千代
- ☆ a doctor of engineering 工学博士
- ☆ Haruko 春子
- ☆ Mitsuko 光子
- ☆ Tokyu 東急
- ☆ Susumu 進
- ☆ the Solomon Islands ソロモン諸島
- ☆ drastic budget cuts 超緊縮財政

P.28

- ☆ Imperial Government Railways 鉄道院
- ☆ the Ministry of Railways 鉄道省
- ☆ the Ministry of Transport and Communications 運輸通信省
- ☆ the Ministry of Transport 運輸省
- ☆ the Ministry of Land, Infrastructure, Transport, and Tourism
国土交通省
- ☆ a director of the general affairs division 総務課長
- ☆ the Supervisory Bureau 監督局
- ☆ Musashi Electric Railway 武蔵電気鉄道
- ☆ a senior director 常務
- ☆ Tokyo-Yokohama Electric Railway 東京横浜電鉄
- ☆ at rock bottom どん底で
- ☆ the stock market 株式市場
- ☆ be trapped in ~の状況に置かれる
- ☆ a deadlock 行き詰まり状態
- ☆ dare to do あえて~する
- ☆ Eiichi Shibusawa 渋沢栄一
- ☆ tsubo (s) 坪

- ☆ a garden-town 田園都市
- ☆ Meguro-Kamata Electric Railway 目黒蒲田電気鉄道
- ☆ is jeopardized 危険にさらされる

P.30

- ☆ Ichizo Kobayashi 小林一三
- ☆ the real power 実権
- ☆ the Great Kanto Earthquake 関東大震災
- ☆ Tokyo Higher Technical School 東京高等工業学校
- ☆ Tokyo Institute of Technology 東京工業大学
- ☆ Kuramae, Taito Ward 台東区蔵前
- ☆ February 26 Incident 二・二六事件

P.32

- ☆ pet theory 持論
- ☆ corner 買い占める
- ☆ the rationalization of management 経営の合理化
- ☆ merger 合併・併合
- ☆ the Kawasaki Financial Group 川崎財閥
- ☆ virtually 事実上
- ☆ Tamagawa Electric Railway 玉川電鉄
- ☆ by all means 絶対に

P.34

- ☆ suspicion of bribery 贈賄容疑
- ☆ the Tokyo Mayoral Election 東京市長選挙
- ☆ foul-smelling meals 悪臭のする食事 (=俗にいう「臭い飯」)
- ☆ the check 小切手
- ☆ My Resume (書名) 「私の履歴書」

P.36

- ☆ bundles of bills 札束
- ☆ the books sent in to him 慶太への差し入れ本

- ☆ The Four Books and Five Classics of Confucianism 四書五經
- ☆ Caigentan (書名) 「菜根譚」
- ☆ an annotation book 注釈書
- ☆ allegories たとえ話
- ☆ the Court 裁判所
- ☆ innocent 無罪の
- ☆ a reward of 50,000 yen for his services 功勞 (慰勞) 金5万円
- ☆ Toyoko Girls' Commercial School 東横女子商業学校

P.38

- ☆ one hundred and several tens of 百数十の
- ☆ take one's place in the sun 日の出の勢いである
- ☆ Tokyo Subway Company 東京地下鉄道会社
- ☆ Tokyo Rapid Transit Railway 東京高速鉄道
- ☆ the through trains 直通電車
- ☆ after much fuss 大騒ぎの末

P.40

- ☆ Kumao Anamizu 穴水熊雄
- ☆ Japan Electricity 大日本電力
- ☆ forcible 力ずくの
- ☆ integrate 集約する
- ☆ the new semi-governmental Teito Rapid Transit Authority
新設された半官半民の帝都高速度交通営団
- ☆ Merger and Acquisition (M&A) 企業の買収・合併

P.42

- ☆ Otohiko Hazama 羽間乙彦
- ☆ drive him to~ 彼が~するように駆り立てる
- ☆ the faith 信仰心
- ☆ interact with 接する
- ☆ train many minds 多くの人を育て上げる
- ☆ Harmony should be valued 和をもって貴(たつと) しとなす

☆ Article one 第1条

☆ The Seventeen-Article Constitution 十七条の憲法

☆ Prince Shotoku 聖徳太子

P.44

☆ the cash on delivery service 現金引換え払い

☆ without fail 必ず

☆ kimono fabrics 呉服

☆ daily necessities 日用品

☆ the Keio Clique 慶応閥

☆ take over 乗っ取る、支配権を握る

☆ a bereaved family 遺族

☆ far (+比較級・最上級) はるかに

☆ is hindered 妨害される

☆ last stronghold とりで、拠点

☆ finance ～に融資する

☆ the Minister of Finance 大蔵大臣

☆ the Kansai business world 関西財界

P.46

☆ Hideki Yokoi 横井英樹

☆ is in the red every year 毎年赤字だ

☆ the lack of ability 力量不足

☆ Toyo Sugar Refining 東洋精糖

☆ literal 文字通りの

P.48

☆ assume (役目・任務) を引き受ける

☆ Tokyo Express Electric Railway 東京急行電鉄

☆ Keio Electric Tramway 京王電気軌道

☆ Keio Electric Railway 京王電鉄

☆ transportation projects 交通事業

☆ manufacturing industries 製造事業

- ☆ the financial depression 財界不況
- ☆ commit suicide 自殺する
- ☆ come to a crisis (財政的な) 重大危機を迎える
- ☆ The New York Stock Market Crash ニューヨーク株式市場大暴落
- ☆ The Great Depression 大恐慌
- ☆ with desperate courage 捨て身の勇気で
- ☆ in his trainee days 修行時代に

P.50

- ☆ attack Pearl Harbor by surprise 真珠湾を奇襲する
- ☆ the Pacific War 太平洋戦争
- ☆ the Cabinet Counselor 内閣顧問
- ☆ vessels 船舶
- ☆ are commandeered 徴用される
- ☆ the South Sea Islands 南洋諸島
- ☆ coastal ship services 沿岸交通
- ☆ dedicate ～を捧げる
- ☆ inspect 視察する
- ☆ shipyards 造船所
- ☆ Gora Hotel 強羅ホテル
- ☆ is machine-gunned 機銃掃射を浴びる
- ☆ a chalk commander 輸送指揮官

P.52

- ☆ physique 体格
- ☆ my reason for living 私の生き甲斐
- ☆ old handwritten copies of sutras 古写経
- ☆ intensively 激しく
- ☆ the Tojo Cabinet 東條内閣
- ☆ the general resignation of the Cabinet 内閣総辞職
- ☆ Yonosuke Miki 三鬼陽之助
- ☆ ease を緩和する
- ☆ a traffic jam 交通渋滞

- ☆ munition factories 軍需工場
- ☆ Mitsubishi Heavy Industries 三菱重工業
- ☆ Mitsubishi Electric 三菱電機

P.54

- ☆ junctions 乗換駅
- ☆ materials and funds 資材と資金
- ☆ As is expected, it's Keita Gotoh さすがは五島慶太だ
- ☆ the wage increase 賃上げ
- ☆ marine transportation 海上輸送
- ☆ beyond description 言葉では言い表せないほど
- ☆ think little of ⇔ think much of
- ☆ the draft 草案・草稿
- ☆ testimonials 感謝状
- ☆ institutions 各種機関
- ☆ abolishment of the purge of public officials 公職追放解除
- ☆ the head office 本社

P.56

- ☆ suffer (被害など) をこうむる
- ☆ the Extraordinary Postwar Reconstruction Committee
臨時戦後復興委員会
- ☆ vehicles 車両
- ☆ the Excessive Economic Power De-concentration Law 集中排除法
- ☆ monopolies 独占(権)
- ☆ Toyoko Kogyo 東横興業
- ☆ the General Head Quarters (GHQ) 連合軍最高司令部
- ☆ devote oneself to に専念する
- ☆ The rainy season is over. I am now surprised to notice how wide
the sky is. (俳句)
「つゆ晴れて見上げる空の広さかな」
- ☆ chairman of the board 取締役会長

P.58

- ☆ Toei 東映
- ☆ Toyoko Film Company 東横映画
- ☆ Hiroshi Okawa 大川博
- ☆ an expert of accounting 経理の専門家
- ☆ is about to go bankrupt in debt 今にも借金でつぶれかかっている
- ☆ samurai dramas 時代劇
- ☆ Chiezo Kataoka 片岡千恵蔵
- ☆ Utaemon Ichikawa 市川右太衛門
- ☆ The person who makes the most of business affairs (書名)
「事業をいかす人」
- ☆ shaky company ボロ会社
- ☆ overtake 追い越す
- ☆ outdistance (相手) をはるかに引き離す
- ☆ Shochiku 松竹
- ☆ Toho 東宝
- ☆ Daiei Motion Picture Company 大映
- ☆ How lucky I am as a manager to taste such juicy fruit!
経営者冥利に尽きるというものだ (意識)

P.60

- ☆ urbanize ～を都市化する
- ☆ conviction 確信、信念
- ☆ Toshiki Karasawa 唐沢俊樹
- ☆ the nation building 国家 (日本) 再建
- ☆ many educational institutions 多数の教育機関

P.62

- ☆ in Shimouma 下馬にある
- ☆ Aoyama Normal School 青山師範学校
- ☆ Metropolitan School under the old education system 旧制府立高校
- ☆ Tokyo Metropolitan University 都立大学・首都大学東京
- ☆ Nippon Medical School 日本医大

- ☆ enthusiastically 熱心に
- ☆ Toyoko Girls' Commercial School 東横女子商業学校
- ☆ Toyoko Gakuen Senior High School 東横学園高校
- ☆ via ～経由で
- ☆ Eiichi Ogawa 小川栄一
- ☆ Fujita Tourist Enterprise 藤田観光
- ☆ take over ～を引き継ぐ

P.64

- ☆ the nucleus 中心、中核
- ☆ Yuhei Yagi 八木勇平
- ☆ Educational Corporation 学校法人
- ☆ the first secretary-general 初代事務局長
- ☆ chairman of Tokyu Construction 東急建設会長
- ☆ trustees (大学などの) 理事
- ☆ President Masanobu Akano 赤野正信学長
- ☆ school riot 学校騒動
- ☆ Yusaku Nishimura 西村有作
- ☆ leave ~ in one's charge ～を人に託す

P.66

- ☆ well-informed of scholarship 学問への造詣が深い
- ☆ the Seventy-five Year School History of Musashi Institute of Technology (書名)
「武蔵工業大学 75 年史」
- ☆ has no little relationship 少なからず関係がある

P.68

- ☆ kindergarten 幼稚園
- ☆ a general university 総合大学
- ☆ the main affairs of education and culture おもな教育文化事業
- ☆ Gotoh Planetarium 五島プラネタリウム
- ☆ the extension construction of Asia University 亜細亜大学の増改築

☆ for your reference 因みに

☆ about between twelve and thirteen thousand yen 1万2,3千円程度

P.70

☆ the inaugural ceremony 就任式

☆ facilities 施設設備

☆ strengthen 強化する

☆ reinforced concrete 鉄筋コンクリート

☆ university bonds 大学債

☆ around the clock 昼夜を問わず

☆ attached schools 付属学校

☆ new departments 新学科

☆ the Tokyo Metropolitan government 東京都

☆ the flood plain 河川敷

☆ track and field 陸上競技

☆ authorities in academic circles 学界の権威者達

P.72

☆ the House of Council 参議院

☆ Kozo Ota 太田耕造

☆ Minister of Education 文部大臣

☆ deteriorate 悪化する

☆ the advanced radio wave school (目黒) 高等無線学校

☆ the unified education systems 一貫教育体制

P.74

☆ educational and cultural affairs 教育文化事業

☆ Tokyu Culture Hall 東急文化会館

☆ Tokyo Tanaka Chiyo Fashion Gakuen 東京田中千代服装学園

☆ Tokyo Forum for Planetarium Establishment Promotion

東京プラネタリウム設立促進懇話会

☆ Seiji Kaya (President of the Science Council of Japan)

茅誠司・日本学術会議議長

- ☆ Yusuke Hagiwara (Director of Tokyo Astronomical Observatory)
萩原雄祐・東京天文台長
- ☆ Kaname Okada (Director-General of Ueno Museum of Nature and Science)
岡田要・上野科学博物館長
- ☆ Carl Zeiss Corporation カール・ツァイス社
- ☆ Shinobu Yamamoto 山本忍
- ☆ Hideto Ito 伊藤日出登
- ☆ the anniversary affairs 記念事業

P.76

- ☆ Great Tokyo Reorganization Memorial Library
大東急再編記念図書館
- ☆ The Gotoh Museum 五島美術館
- ☆ Ofuna Kannon 大船観音
- ☆ the Japanese and Oriental antique works 日本と東洋の古美術品
- ☆ Shimizu Corp. 清水建設
- ☆ Isoya Yoshida (Member of the Japan Art Academy)
吉田五十八・日本芸術院会員
- ☆ Shinden-zukuri 寝殿造り
- ☆ the Heian era 平安時代
- ☆ Genji Monogatari Emaki 源氏物語絵巻
- ☆ Murasakishikibu Nikki Emaki 紫式部日記絵巻

P.78

- ☆ devote oneself to ～に心を砕く
- ☆ tea ceremony 茶道
- ☆ My life for seventy years (書名) 「七十年の人生」
- ☆ “cut-throat” society 生き馬の目を抜くような社会
- ☆ nuclear energy industry 原子力産業
- ☆ radiation 放射線
- ☆ a railway business operator 鉄道事業者
- ☆ a research institute 研究所

☆ a nuclear reactor 原子炉

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☆ Tokyu Atomic Research Group 東急原子力研究グループ

☆ a man-made satellite 人工衛星

☆ Sputnik 1 スプートニク 1号

☆ concurrently 兼任して

☆ Director-General of Science and Technology Agency

科学技術庁長官

☆ Chairman of Atomic Energy Commission 原子力委員長

☆ Nobusuke Kishi 岸信介

☆ medical treatment of cancers ガンの治療

☆ disinfection of foodstuff 食品の滅菌

☆ the internal structure 体内構造

☆ magnificently 盛大に

☆ decommission ~の就労を解く (=廃炉にする)

☆ Nippon Television Network 日本テレビ

P.82

☆ the board of directors 重役会議

P.84

☆ realization 実現

☆ The budget is equal to the settlement

予算は決算と同じである (予算即決算)

☆ realizable 実現可能な

☆ epoch-making 画期的な

☆ interest 金利

☆ legal depreciation 法定償却

☆ executive officers 経営陣

P.86

☆ executive trainees 幹部候補生

☆ his view of getting on in the world 彼の処世観

☆ the sages 聖賢

☆ practice swing 素振り

P.88

☆ stay fit 健康を維持する

☆ make it a rule to ~ することになっている

☆ having his underarms held 両脇を抱えられながら

☆ the spirits of his ancestors 先祖の霊

☆ confidence 自信

☆ warmhearted 人情深い、心の温かい

☆ innocent 天真爛漫な

☆ Izu Peninsula 伊豆半島

☆ as if with a bulldozer まるでブルドーザーのように

☆ Director-General of Hokkaido Development Agency

北海道開発庁長官

P.90

☆ Jozankei Railway 定山溪鉄道

☆ real estate 不動産

☆ the local Izu-Hakone Railway 地元の伊豆箱根鉄道

☆ splash 新聞などが大きく報じる

P.92

☆ Bunroku Shishi 獅子文六

☆ the tourism development 観光開発

☆ Pistol Tsutsumi ピストル堤

☆ skirmish 小競り合いをする

☆ conflict (名詞) 争い

☆ court battles 訴訟合戦

☆ Izu-Shimoda Electric Railway (Izukyū)

伊豆下田電気鉄道 (伊豆急行)

P.94

- ☆ land acquisition 用地買収
- ☆ estate(s) 土地
- ☆ Nesugatayama 寢姿山
- ☆ hardening of the artery 動脈硬化
- ☆ cerebral thrombosis 脳血栓
- ☆ diabetes 糖尿病
- ☆ for his lifetime achievements 彼の生涯の（生前の）功績に対して
- ☆ be awarded（勲章を）もらう
- ☆ The First Class Order of Senior Third Rank 正三位勲一等
- ☆ Tsukiji-Honganji Temple 築地本願寺
- ☆ Memorial Number of Mr. Gotoh Keita（書名）
「五島慶太先生追悼号」
- ☆ compile 編集する
- ☆ condolences 弔辞

P.96

- ☆ the office 研究室
- ☆ Hiekawa Pass 冷川峠
- ☆ the tree-planting program 植林事業
- ☆ Toshiji Yoshitsugu 吉次利二
- ☆ Tokyu Car Corporation 東急車両製造
- ☆ Japanese cypresses ヒノキ
- ☆ Japanese cedars 杉
- ☆ wild cherry trees 山桜
- ☆ roaring with laughter 大声で笑いながら
- ☆ Old Keita Gotoh himself and his thought（書名）
「五島慶太翁・その人と思想」
- ☆ Society for the Study of Keita Gotoh's Instructions
五島慶太遺訓研究会
- ☆ tower 高くそびえる

P.98

☆ more than anybody else 他の誰よりも

☆ with outpourings of the enthusiasm ほとばしる情熱で

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