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# *Fact Book 2021*

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

9042

掲載データ

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# 阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

単位: 百万円 Millions of yen

( )は負の数

| 連結財務指標10年推移         | Consolidated Decade Summary  | 2012/3    | 2013/3    | 2014/3    | 2015/3    | 2016/3    | 2017/3    | 2018/3    | 2019/3    | 2020/3    | 2021/3    |
|---------------------|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>経営成績</b>         | <b>Result of Operations</b>  |           |           |           |           |           |           |           |           |           |           |
| 営業収益                | Revenues from operations   | 649,703   | 682,439   | 679,157   | 685,906   | 746,792   | 736,763   | 760,252   | 791,427   | 762,650   | 568,900   |
| 営業利益                | Operating income   | 73,809    | 87,921    | 91,828    | 94,026    | 110,293   | 104,058   | 105,211   | 114,937   | 95,170    | 2,066     |
| EBITDA *1           | EBITDA (Earnings Before Interest Taxes Depreciation and Amortization) *1 | 133,500   | 145,100   | 149,200   | 150,100   | 166,500   | 159,300   | 160,800   | 171,400   | 154,100   | 60,300    |
| 経常利益                | Ordinary income  | 65,393    | 74,914    | 81,191    | 85,590    | 104,479   | 100,607   | 103,774   | 110,543   | 88,795    | (7,623)   |
| 税金等調整前当期純利益         | Income before income taxes   | 43,419    | 62,192    | 83,542    | 77,620    | 96,087    | 100,805   | 101,410   | 88,562    | 86,746    | (41,013)  |
| 親会社株主に帰属する当期純利益     | Profit attributable to owners of parent                                  | 39,252    | 39,702    | 46,352    | 54,201    | 69,971    | 71,302    | 66,361    | 65,476    | 54,859    | (36,702)  |
| 設備投資額               | Capital expenditure  | 55,267    | 59,512    | 80,722    | 68,115    | 66,639    | 86,212    | 86,405    | 114,368   | 81,090    | 108,472   |
| 減価償却費               | Depreciation and amortization  | 56,968    | 54,540    | 54,474    | 53,143    | 53,701    | 52,800    | 53,276    | 54,172    | 56,542    | 55,733    |
| <b>キャッシュ・フロー</b>    | <b>Cash Flows</b>  |           |           |           |           |           |           |           |           |           |           |
| 営業活動によるキャッシュ・フロー    | Cash flows from operating activities                                     | 124,525   | 127,655   | 146,991   | 131,881   | 124,838   | 115,633   | 135,821   | 126,035   | 123,086   | (32,501)  |
| 投資活動によるキャッシュ・フロー    | Cash flows from investing activities                                     | (44,295)  | (58,923)  | (45,517)  | (52,529)  | (78,843)  | (84,845)  | (88,351)  | (116,160) | (128,498) | (102,151) |
| 財務活動によるキャッシュ・フロー    | Cash flows from financing activities                                     | (78,978)  | (69,195)  | (105,079) | (81,746)  | (47,278)  | (30,595)  | (43,242)  | (11,171)  | 964       | 134,631   |
| 現金及び現金同等物の期中増減額     | Increase (decrease) in cash and cash equivalents                         | 767       | 817       | (1,840)   | (1,125)   | (1,978)   | (480)     | 4,588     | (1,848)   | (4,454)   | (375)     |
| 現金及び現金同等物の期末残高      | Cash and cash equivalents at end of year                                 | 23,572    | 25,581    | 24,497    | 23,497    | 22,363    | 22,530    | 27,501    | 27,589    | 23,526    | 25,222    |
| <b>財務状態</b>         | <b>Financial Position</b>  |           |           |           |           |           |           |           |           |           |           |
| 純資産額                | Total assets   | 524,801   | 573,154   | 617,598   | 679,482   | 724,237   | 804,659   | 866,512   | 915,381   | 937,672   | 909,985   |
| 総資産額                | Total net assets   | 2,274,380 | 2,281,007 | 2,286,928 | 2,279,638 | 2,282,180 | 2,349,831 | 2,404,926 | 2,466,223 | 2,489,081 | 2,621,028 |
| 有利子負債               | Interest-bearing debt  | 1,183,647 | 1,126,633 | 1,032,307 | 955,828   | 916,570   | 899,523   | 866,758   | 877,055   | 903,480   | 1,063,048 |
| <b>1株当たり情報(円)</b>   | <b>Per Share Data (yen)</b>  |           |           |           |           |           |           |           |           |           |           |
| 当期純利益(基本的)          | Net income—Basic   | 31.13     | 31.48     | 36.76     | 42.98     | 277.88    | 285.11    | 267.91    | 266.86    | 225.69    | (151.72)  |
| 当期純利益(潜在株式調整後)      | Net income—Diluted   | 31.13     | 31.47     | 36.75     | 42.95     | 277.67    | 284.86    | 267.81    | 266.86    | —         | —         |
| 純資産額                | Net assets   | 407.01    | 443.63    | 477.69    | 525.56    | 2,815.96  | 3,150.67  | 3,391.35  | 3,615.52  | 3,738.56  | 3,598.83  |
| 年間配当金               | Dividend   | 5.00      | 5.00      | 6.00      | 6.00      | 35.00     | 35.00     | 40.00     | 40.00     | 50.00     | 50.00     |
| <b>財務指標</b>         | <b>Ratios</b>  |           |           |           |           |           |           |           |           |           |           |
| 営業収益営業利益率(%)        | Operating income margin (%)  | 11.4      | 12.9      | 13.5      | 13.7      | 14.8      | 14.1      | 13.8      | 14.5      | 12.5      | 0.4       |
| 総資産営業利益率(ROA)(%) *2 | Return On Assets (ROA) (%) *2  | 3.2       | 3.9       | 4.0       | 4.1       | 4.8       | 4.5       | 4.4       | 4.7       | 3.8       | 0.1       |
| 自己資本利益率(ROE)(%) *3  | Return On Equity (ROE) (%) *3  | 7.9       | 7.4       | 8.0       | 8.6       | 10.3      | 9.4       | 8.2       | 7.6       | 6.1       | (4.1)     |
| 有利子負債/EBITDA倍率(倍)   | Interest-bearing debt/EBITDA (times)                                     | 8.9       | 7.8       | 6.9       | 6.4       | 5.5       | 5.6       | 5.4       | 5.1       | 5.9       | 17.6      |
| 自己資本比率(%)           | Equity ratio (%)   | 22.6      | 24.5      | 26.3      | 29.1      | 31.0      | 33.5      | 34.8      | 35.9      | 36.4      | 33.1      |
| D/Eレシオ(倍) *4        | Debt/equity (D/E) ratio (times) *4                                       | 2.3       | 2.0       | 1.7       | 1.4       | 1.3       | 1.1       | 1.0       | 1.0       | 1.0       | 1.2       |
| 株価収益率(PER)(倍)       | Price Earnings Ratio (PER)   | 11.60     | 18.07     | 15.29     | 17.29     | 12.92     | 12.70     | 14.73     | 15.55     | 16.11     | —         |
| <b>その他の指標</b>       |  |           |           |           |           |           |           |           |           |           |           |
| 発行済株式総数(千株)         | Number of outstanding shares (thousands)                                 | 1,271,406 | 1,271,406 | 1,271,406 | 1,271,406 | 254,281   | 254,281   | 254,281   | 254,281   | 254,281   | 254,281   |
| 従業員数(人)             | Number of employees  | 21,302    | 20,751    | 20,913    | 21,037    | 21,607    | 21,860    | 22,152    | 22,654    | 22,800    | 23,192    |

\*1 EBITDA=営業利益+減価償却費+阪急・阪神の経営統合に伴うのれん償却額

\*2 ROA=営業利益/総資産の期首期末平均

\*3 ROE=親会社株主に帰属する当期純利益/自己資本の期首期末平均

\*4 D/Eレシオ=有利子負債/自己資本

\*1 EBITDA=operating income+depreciation expenses+amortization of goodwill attendant on the management integration of Hankyu and Hanshin.

\*2 ROA=operating income/total assets (average of period-start and period-end totals)

\*3 ROE=Profit attributable to owners of parent/equity (average of period-start and period-end totals)

\*4 D/E ratio=interest-bearing debt/equity

※ 2017/3期から国際輸送事業の営業収益の計上方法を純額表示から総額表示に変更しました。この変更に伴い、2016/3期の営業収益については、遡及適用後の金額(総額表示)となっています。

※ As of fiscal 2017, the presentation of revenues from the export cargo-related operations of the International Transportation Business has changed from net to gross amounts. Accordingly, this new presentation method has been applied retroactively to the equivalent amounts (gross amounts) in the same period of the previous fiscal year (fiscal 2016).

※ 2016年8月1日付で株式併合(普通株式5株を1株に併合)を実施し、2016/3期の期首に当該株式併合が行われたと仮定して、1株当たり情報を算定しています。

※ The Group conducted a 1-for-5 reverse stock split with an effective date of 1st August 2016. Per Share Data are calculated assuming that this share consolidation was made at the beginning of fiscal 2016.

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| 連結貸借対照表            | Consolidated Balance Sheets                          | 2012/3           | 2013/3           | 2014/3           | 2015/3           | 2016/3           | 2017/3           | 2018/3           | 2019/3           | 2020/3           | 2021/3           |
|--------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>流動資産</b>        | <b>Total current assets</b>                          | <b>275,286</b>   | <b>274,773</b>   | <b>270,919</b>   | <b>254,188</b>   | <b>255,535</b>   | <b>269,992</b>   | <b>290,448</b>   | <b>302,963</b>   | <b>262,984</b>   | <b>325,307</b>   |
| 現金及び預金             | Cash and deposits                                    | 24,280           | 26,602           | 25,368           | 25,614           | 24,225           | 24,255           | 28,836           | 28,856           | 25,023           | 27,546           |
| 受取手形及び売掛金          | Trade receivables                                    | 73,404           | 75,181           | 80,063           | 80,673           | 73,141           | 83,492           | 92,619           | 93,154           | 68,366           | 72,991           |
| 販売土地及び建物           | Land and buildings for sale                          | 118,415          | 112,192          | 105,147          | 97,587           | 103,060          | 107,234          | 116,177          | 119,918          | 121,813          | 158,899          |
| 商品及び製品             | Finished products and merchandise                    | 7,219            | 7,024            | 2,503            | 2,300            | 2,605            | 2,368            | 2,609            | 2,568            | 2,596            | 2,509            |
| 仕掛金                | Work in progress                                     | 4,288            | 3,389            | 4,079            | 4,440            | 4,656            | 3,724            | 3,364            | 3,864            | 4,061            | 4,242            |
| 原材料及び貯蔵品           | Materials and supplies                               | 3,858            | 3,971            | 4,206            | 4,321            | 4,466            | 4,524            | 4,644            | 4,762            | 4,862            | 4,859            |
| 繰延税金資産             | Deferred tax assets                                  | 7,625            | 6,802            | 5,736            | 6,195            | 6,427            | 7,044            | —                | —                | —                | —                |
| その他                | Other  | 36,445           | 39,928           | 44,163           | 33,347           | 37,188           | 37,606           | 42,435           | 50,095           | 36,476           | 54,608           |
| 貸倒引当金              | Allowance for doubtful receivables                   | (251)            | (318)            | (349)            | (291)            | (234)            | (260)            | (239)            | (254)            | (216)            | (350)            |
| <b>固定資産</b>        | <b>Total noncurrent assets</b>                       | <b>1,999,093</b> | <b>2,006,234</b> | <b>2,016,009</b> | <b>2,025,449</b> | <b>2,026,644</b> | <b>2,079,839</b> | <b>2,114,477</b> | <b>2,163,259</b> | <b>2,226,097</b> | <b>2,295,721</b> |
| <b>有形固定資産</b>      | <b>Total property and equipment</b>                  | <b>1,668,366</b> | <b>1,666,249</b> | <b>1,676,624</b> | <b>1,686,763</b> | <b>1,697,070</b> | <b>1,734,702</b> | <b>1,749,531</b> | <b>1,783,789</b> | <b>1,811,760</b> | <b>1,847,720</b> |
| 建物及び構築物(純額)        | Buildings and structures—net                         | 578,925          | 594,669          | 596,308          | 580,155          | 572,227          | 563,652          | 565,783          | 572,410          | 574,481          | 556,183          |
| 機械装置及び運搬具(純額)      | Machinery, equipment and vehicles—net                | 47,404           | 44,521           | 44,762           | 49,576           | 53,529           | 57,525           | 64,081           | 65,672           | 66,263           | 63,112           |
| 土地                 | Land   | 892,356          | 890,683          | 921,004          | 919,147          | 931,355          | 935,126          | 940,894          | 955,012          | 950,100          | 962,837          |
| 建設仮勘定              | Construction in progress                             | 131,434          | 115,722          | 94,200           | 119,077          | 120,589          | 158,847          | 160,931          | 171,336          | 198,838          | 244,591          |
| その他(純額)            | Other  | 18,246           | 20,652           | 20,349           | 18,806           | 19,369           | 19,552           | 17,840           | 19,358           | 22,076           | 20,995           |
| <b>無形固定資産</b>      | <b>Total intangible assets</b>                       | <b>55,594</b>    | <b>53,624</b>    | <b>51,406</b>    | <b>47,565</b>    | <b>40,507</b>    | <b>37,284</b>    | <b>35,214</b>    | <b>35,734</b>    | <b>36,550</b>    | <b>33,923</b>    |
| のれん                | Goodwill   | 38,437           | 36,219           | 33,687           | 30,845           | 23,295           | 20,822           | 18,457           | 16,214           | 14,223           | 12,014           |
| その他                | Other  | 17,157           | 17,405           | 17,718           | 16,720           | 17,211           | 16,461           | 16,756           | 19,520           | 22,327           | 21,908           |
| <b>投資その他の資産</b>    | <b>Total investments and other assets</b>            | <b>275,133</b>   | <b>286,360</b>   | <b>287,978</b>   | <b>291,120</b>   | <b>289,066</b>   | <b>307,852</b>   | <b>329,731</b>   | <b>343,735</b>   | <b>377,786</b>   | <b>414,077</b>   |
| 投資有価証券             | Investment securities                                | 227,417          | 239,997          | 246,617          | 244,626          | 248,097          | 267,979          | 285,953          | 291,771          | 302,951          | 333,743          |
| 繰延税金資産             | Deferred tax assets                                  | 4,002            | 5,224            | 4,906            | 4,245            | 4,323            | 4,146            | 5,038            | 6,965            | 6,956            | 6,792            |
| 退職給付に係る資産          | Net defined benefit asset                            | —                | —                | 2,395            | 8,709            | 5,947            | 7,194            | 10,061           | 14,595           | 13,636           | 20,186           |
| その他                | Other  | 44,321           | 41,675           | 34,532           | 33,871           | 31,046           | 28,810           | 28,894           | 30,610           | 54,436           | 53,612           |
| 貸倒引当金              | Allowance for doubtful receivables                   | (608)            | (536)            | (473)            | (332)            | (347)            | (279)            | (217)            | (208)            | (195)            | (256)            |
| <b>資産合計</b>        | <b>Total assets</b>                                  | <b>2,274,380</b> | <b>2,281,007</b> | <b>2,286,928</b> | <b>2,279,638</b> | <b>2,282,180</b> | <b>2,349,831</b> | <b>2,404,926</b> | <b>2,466,223</b> | <b>2,489,081</b> | <b>2,621,028</b> |
| <b>流動負債</b>        | <b>Total current liabilities</b>                     | <b>567,043</b>   | <b>578,140</b>   | <b>564,220</b>   | <b>471,774</b>   | <b>456,134</b>   | <b>419,291</b>   | <b>406,909</b>   | <b>404,286</b>   | <b>394,634</b>   | <b>380,618</b>   |
| 支払手形及び買掛金          | Trade payables                                       | 43,410           | 44,110           | 42,943           | 42,429           | 37,480           | 40,086           | 46,891           | 48,054           | 29,508           | 29,138           |
| 未払費用               | Accrued expenses                                     | 21,275           | 20,983           | 19,373           | 18,938           | 18,199           | 17,938           | 21,032           | 21,380           | 16,727           | 16,374           |
| 短期借入金              | Short-term borrowings                                | 316,545          | 354,358          | 313,305          | 239,566          | 205,909          | 178,408          | 142,091          | 137,036          | 158,406          | 151,235          |
| コマーシャル・ペーパー        | Commercial paper                                     | —                | —                | —                | —                | —                | —                | —                | —                | —                | 30,000           |
| 1年内償還予定の社債         | Current portion of bonds                             | 35,000           | 10,000           | 20,000           | —                | 30,000           | 10,000           | —                | 20,000           | 25,000           | 10,000           |
| リース債務              | Lease obligations                                    | —                | —                | 2,028            | 1,831            | 1,794            | 1,795            | 1,493            | 1,567            | 2,404            | 3,206            |
| 未払法人税等             | Income taxes payable                                 | 4,170            | 8,883            | 5,729            | 15,220           | 6,188            | 9,704            | 11,811           | 4,576            | 13,683           | 2,192            |
| 賞与引当金              | Provision for bonuses                                | 3,702            | 4,079            | 4,214            | 4,148            | 4,638            | 4,620            | 4,405            | 4,345            | 3,986            | 4,033            |
| その他                | Other  | 142,937          | 135,724          | 156,626          | 149,639          | 151,924          | 156,737          | 179,183          | 167,324          | 144,917          | 134,437          |
| <b>固定負債</b>        | <b>Total long-term liabilities</b>                   | <b>1,182,535</b> | <b>1,129,712</b> | <b>1,105,109</b> | <b>1,128,381</b> | <b>1,101,807</b> | <b>1,125,879</b> | <b>1,131,503</b> | <b>1,146,555</b> | <b>1,156,774</b> | <b>1,330,424</b> |
| 長期借入金              | Long-term debt                                       | 720,782          | 637,624          | 585,300          | 594,047          | 589,100          | 610,523          | 625,340          | 621,375          | 615,058          | 673,387          |
| 社債                 | Bonds  | 102,000          | 112,000          | 102,000          | 112,000          | 82,000           | 92,000           | 92,000           | 92,000           | 97,000           | 187,000          |
| リース債務              | Lease obligations                                    | —                | —                | 9,673            | 8,382            | 7,765            | 6,795            | 5,832            | 5,076            | 5,609            | 8,219            |
| 繰延税金負債             | Deferred tax liabilities                             | 147,840          | 160,017          | 189,178          | 189,698          | 189,812          | 179,530          | 179,375          | 183,167          | 181,590          | 176,839          |
| 再評価に係る繰延税金負債       | Deferred tax liabilities related to land revaluation | 5,493            | 5,572            | 5,557            | 5,277            | 5,152            | 5,152            | 5,152            | 5,152            | 5,146            | 5,187            |
| 退職給付引当金            | Provision for retirement benefits                    | 59,194           | 59,439           | —                | —                | —                | —                | —                | —                | —                | —                |
| 退職給付に係る負債          | Net defined benefit liability                        | —                | —                | 60,093           | 56,950           | 61,839           | 61,459           | 61,654           | 62,209           | 63,020           | 62,890           |
| 役員退職慰労引当金          | Provision for director's retirement benefits         | 875              | 724              | —                | —                | —                | —                | —                | —                | —                | —                |
| 長期前受工事負担金          | Long-term deferred contribution for construction     | 21,555           | 28,483           | 37,258           | 44,941           | 54,614           | 60,846           | 52,586           | 63,375           | 74,657           | 91,792           |
| その他                | Other  | 124,792          | 125,849          | 116,047          | 117,082          | 111,521          | 109,571          | 109,561          | 114,198          | 114,690          | 125,106          |
| <b>負債合計</b>        | <b>Total liabilities</b>                             | <b>1,749,578</b> | <b>1,707,853</b> | <b>1,669,330</b> | <b>1,600,155</b> | <b>1,557,942</b> | <b>1,545,171</b> | <b>1,538,413</b> | <b>1,550,842</b> | <b>1,551,409</b> | <b>1,711,042</b> |
| <b>株主資本</b>        | <b>Total shareholder's equity</b>                    | <b>521,421</b>   | <b>552,400</b>   | <b>588,969</b>   | <b>634,479</b>   | <b>686,695</b>   | <b>759,875</b>   | <b>804,764</b>   | <b>853,397</b>   | <b>886,935</b>   | <b>833,640</b>   |
| 資本金                | Common stock   | 99,474           | 99,474           | 99,474           | 99,474           | 99,474           | 99,474           | 99,474           | 99,474           | 99,474           | 99,474           |
| 資本剰余金              | Capital surplus                                      | 150,027          | 150,027          | 150,027          | 150,027          | 145,974          | 146,053          | 146,053          | 146,591          | 146,598          | 146,772          |
| 利益剰余金              | Retained earnings                                    | 276,059          | 307,108          | 344,020          | 389,511          | 449,535          | 527,884          | 583,482          | 641,731          | 685,087          | 636,095          |
| 自己株式               | Less treasury stock, at cost                         | (4,140)          | (4,209)          | (4,553)          | (4,534)          | (8,289)          | (13,537)         | (24,247)         | (34,400)         | (44,224)         | (48,701)         |
| <b>その他の包括利益累計額</b> | <b>Accumulated Other Comprehensive Income</b>        | <b>(8,128)</b>   | <b>6,999</b>     | <b>13,081</b>    | <b>28,116</b>    | <b>20,639</b>    | <b>27,074</b>    | <b>32,961</b>    | <b>31,465</b>    | <b>18,711</b>    | <b>33,511</b>    |
| その他有価証券評価差額金       | Net unrealised holdings gains on securities          | (8,044)          | 2,817            | 8,885            | 18,052           | 17,684           | 22,545           | 27,146           | 24,144           | 13,792           | 24,600           |
| 繰延ヘッジ損益            | Net unrealised gains on hedging derivatives          | (131)            | 770              | 480              | (143)            | (896)            | 472              | (494)            | (325)            | (28)             | 3                |
| 土地再評価差額金           | Surplus from land revaluation                        | 2,972            | 5,130            | 5,060            | 5,417            | 5,598            | 5,546            | 5,575            | 5,523            | 5,511            | 5,483            |
| 為替換算調整勘定           | Foreign currency translation adjustments             | (2,924)          | (1,719)          | 366              | 1,756            | 1,072            | 100              | 607              | (163)            | (427)            | (615)            |
| 退職給付に係る調整累計額       | Remeasurements of defined benefit plans              | —                | —                | (1,712)          | 3,033            | (2,818)          | (1,591)          | 125              | 2,287            | (136)            | 4,038            |
| 新株予約権              | Stock Option   | 32               | 112              | 208              | 318              | 424              | 496              | —                | —                | —                | —                |
| 非支配株主持分            | Non-controlling interests                            | 11,476           | 13,642           | 15,338           | 16,566           | 16,478           | 17,213           | 28,786           | 30,517           | 32,025           | 42,834           |
| <b>純資産合計</b>       | <b>Total net assets</b>                              | <b>524,801</b>   | <b>573,154</b>   | <b>617,598</b>   | <b>679,482</b>   | <b>724,237</b>   | <b>804,659</b>   | <b>866,512</b>   | <b>915,381</b>   | <b>937,672</b>   | <b>909,985</b>   |
| <b>負債純資産合計</b>     | <b>Total liabilities and net assets</b>              | <b>2,274,380</b> | <b>2,281,007</b> | <b>2,286,928</b> | <b>2,279,638</b> | <b>2,282,180</b> | <b>2,349,831</b> | <b>2,404,926</b> | <b>2,466,223</b> | <b>2,489,081</b> | <b>2,621,028</b> |

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

単位:百万円 Millions of yen  
( )は負の数

| 連結損益計算書         | Consolidated Statements of Income                                       | 2012/3  | 2013/3  | 2014/3  | 2015/3  | 2016/3  | 2017/3  | 2018/3  | 2019/3  | 2020/3  | 2021/3   |
|-----------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| 営業収益            | Revenues from operations  | 649,703 | 682,439 | 679,157 | 685,906 | 746,792 | 736,763 | 760,252 | 791,427 | 762,650 | 568,900  |
| 営業費             | Total costs of revenues from operations                                 | 575,894 | 594,518 | 587,329 | 591,879 | 636,499 | 632,704 | 655,041 | 676,489 | 667,480 | 566,833  |
| 運輸業等営業費及び売上原価   | Operating expenses and costs of sales of transportation                 | 542,653 | 560,143 | 556,346 | 562,762 | 605,512 | 603,260 | 625,407 | 650,127 | 640,441 | 542,159  |
| 販売費及び一般管理費      | Selling, general and administrative expenses                            | 33,240  | 34,375  | 30,983  | 29,116  | 30,987  | 29,443  | 29,633  | 26,361  | 27,039  | 24,674   |
| 営業利益            | Operating income  | 73,809  | 87,921  | 91,828  | 94,026  | 110,293 | 104,058 | 105,211 | 114,937 | 95,170  | 2,066    |
| 営業外収益           | Total non-operating income  | 14,805  | 7,895   | 7,845   | 8,425   | 9,158   | 11,789  | 12,791  | 9,377   | 7,331   | 3,572    |
| 受取利息            | Interest income   | 94      | 111     | 130     | 124     | 106     | 115     | 119     | 123     | 149     | 122      |
| 受取配当金           | Dividends income  | 1,184   | 1,186   | 1,341   | 1,399   | 1,017   | 976     | 1,212   | 1,372   | 1,339   | 980      |
| 為替差益            | Gain on foreign exchange  | —       | —       | —       | —       | —       | —       | —       | —       | 387     | 656      |
| 持分法による投資利益      | Equity in income of affiliates  | 10,024  | 4,302   | 3,798   | 4,543   | 5,748   | 8,630   | 9,232   | 4,962   | 3,389   | —        |
| 雑収入             | Miscellaneous income  | 3,501   | 2,294   | 2,575   | 2,358   | 2,285   | 2,066   | 2,227   | 2,918   | 2,005   | 1,813    |
| 営業外費用           | Total non-operating expenses  | 23,221  | 20,902  | 18,481  | 16,862  | 14,972  | 15,240  | 14,228  | 13,771  | 13,706  | 13,262   |
| 支払利息            | Interest expenses   | 20,558  | 18,646  | 16,235  | 14,013  | 12,506  | 11,166  | 10,059  | 9,615   | 9,267   | 8,885    |
| 持分法による投資損失      | Equity in loss of affiliates  | —       | —       | —       | —       | —       | —       | —       | —       | —       | 1,622    |
| 固定資産除却損         | Loss on disposal of property and equipment                              | —       | —       | —       | —       | —       | —       | 1,825   | 1,756   | 1,487   | —        |
| 雑支出             | Miscellaneous expenses  | 2,662   | 2,256   | 2,246   | 2,848   | 2,465   | 4,073   | 2,342   | 2,399   | 2,951   | 2,754    |
| 経常利益            | Ordinary income   | 65,393  | 74,914  | 81,191  | 85,590  | 104,479 | 100,607 | 103,774 | 110,543 | 88,795  | (7,623)  |
| 特別利益            | Total extraordinary income  | 13,064  | 8,193   | 11,718  | 9,249   | 38,802  | 4,255   | 35,168  | 7,221   | 6,038   | 13,167   |
| 工事負担金等受入額       | Gain on contributions for construction works                            | 10,957  | 5,783   | 1,885   | 4,557   | 37,820  | 2,114   | 32,483  | 3,657   | 4,643   | 3,485    |
| 雇用調整助成金         | Employment adjustment subsidies   | —       | —       | —       | —       | —       | —       | —       | —       | —       | 8,715    |
| 固定資産売却益         | Gain on sale of property and equipment                                  | 619     | 806     | 8,508   | 973     | 126     | 453     | 1,276   | 2,758   | 304     | —        |
| 投資有価証券売却益       | Gain on sale of investment securities                                   | 534     | 1,206   | 641     | 3,436   | 33      | 872     | —       | —       | —       | —        |
| その他             | Other   | 953     | 397     | 682     | 282     | 822     | 815     | 1,408   | 806     | 1,090   | 966      |
| 特別損失            | Total extraordinary loss  | 35,038  | 20,915  | 9,367   | 17,219  | 47,194  | 4,057   | 37,533  | 29,202  | 8,086   | 46,557   |
| 固定資産売却損         | Loss on sale of property and equipment                                  | 58      | 211     | —       | —       | —       | —       | —       | —       | —       | —        |
| 固定資産圧縮損         | Loss on reduction of property and equipment                             | 10,962  | 5,717   | 1,910   | 4,408   | 37,818  | 2,180   | 33,702  | 4,042   | 4,636   | 3,568    |
| 固定資産除却損         | Loss on disposal of property and equipment                              | 499     | 1,730   | —       | —       | 951     | 546     | —       | —       | —       | —        |
| 減損損失            | Loss on impairment of fixed assets                                      | 20,212  | 5,402   | 2,297   | 5,125   | 2,692   | 901     | 819     | 19,262  | 361     | —        |
| 新型コロナウイルス関連損失   | COVID-19-related losses   | —       | —       | —       | —       | —       | —       | —       | —       | —       | 19,382   |
| 構造改革損失          | Structural reform-related loss  | —       | —       | —       | —       | —       | —       | —       | —       | —       | 18,618   |
| 固定資産撤去損失引当金繰入額  | Provision of allowance for loss on withdrawal of property and equipment | —       | 4,391   | 1,146   | —       | —       | —       | —       | —       | —       | —        |
| 投資有価証券売却損       | Loss on sale of investment securities                                   | —       | —       | 4       | 4,886   | —       | —       | —       | —       | —       | —        |
| 投資有価証券評価損       | Loss on valuation of investment securities                              | —       | —       | —       | —       | —       | —       | —       | 399     | 1,356   | —        |
| 貸倒引当金繰入額        | Special allowance for doubtful receivables                              | 43      | —       | —       | —       | —       | —       | —       | —       | —       | —        |
| 投資損失引当金繰入額      | Special reserve for investment losses                                   | 6       | —       | —       | —       | —       | —       | —       | —       | —       | —        |
| 事業整理損           | Restructuring costs   | —       | 2,161   | —       | —       | —       | —       | —       | —       | —       | —        |
| その他             | Other   | 3,255   | 1,302   | 4,009   | 2,799   | 5,732   | 429     | 3,011   | 5,497   | 1,732   | 4,989    |
| 税金等調整前当期純利益     | Income before income taxes  | 43,419  | 62,192  | 83,542  | 77,620  | 96,087  | 100,805 | 101,410 | 88,562  | 86,746  | (41,013) |
| 法人税等合計          | Total income taxes  | 3,219   | 21,234  | 35,620  | 21,848  | 24,538  | 27,931  | 33,362  | 20,525  | 29,834  | (6,478)  |
| 法人税、住民税及び事業税    | Income taxes—current  | 6,074   | 13,701  | 7,042   | 25,095  | 20,495  | 26,081  | 28,389  | 19,104  | 28,235  | 4,205    |
| 法人税等調整額         | Income taxes—defferd  | (2,855) | 7,532   | 28,578  | (3,246) | 4,043   | 1,850   | 4,972   | 1,420   | 1,599   | (10,683) |
| 当期純利益           | Net income  | 40,200  | 40,957  | 47,921  | 55,772  | 71,549  | 72,873  | 68,047  | 68,036  | 56,911  | (34,535) |
| 非支配株主に帰属する当期純利益 | Profit attributable to non-controlling interests                        | 947     | 1,254   | 1,569   | 1,570   | 1,577   | 1,570   | 1,685   | 2,560   | 2,051   | 2,166    |
| 親会社株主に帰属する当期純利益 | Profit attributable to owners of parent                                 | 39,252  | 39,702  | 46,352  | 54,201  | 69,971  | 71,302  | 66,361  | 65,476  | 54,859  | (36,702) |

※ 2017/3期から国際輸送事業の営業収益の計上方法を純額表示から総額表示に変更しました。この変更に伴い、2016/3期の営業収益については、遡及適用後の金額(総額表示)となっています。

※ As of fiscal 2017, the presentation of revenues from the export cargo-related operations of the International Transportation Business has changed from net to gross amounts. Accordingly, this new presentation method has been applied retroactively to the equivalent amounts (gross amounts) in the same period of the previous fiscal year(fiscal 2016).

※ 2021/3期の構造改革損失は、阪急阪神ホテルズにおける構造改革に伴う損失です。減損損失(9,676百万円)及び固定資産撤去損失引当金繰入額(6,786百万円)等を構造改革損失として特別損失に計上しました。

※ The structural reform-related loss in fiscal 2021 is of hotels business. The loss on impairment of fixed assets of ¥9,676 million and the provision of allowance for loss on withdrawal of property and equipment of ¥6,786 million were recorded in the structural reform-related loss.

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

単位:百万円 Millions of yen  
( )は負の数

| 連結包括利益計算書        | Consolidated Statements of Comprehensive Income                                     | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3  | 2017/3 | 2018/3 | 2019/3  | 2020/3   | 2021/3   |
|------------------|---|--------|--------|--------|--------|---------|--------|--------|---------|----------|----------|
| 当期純利益            | Net income  | 40,200 | 40,957 | 47,921 | 55,772 | 71,549  | 72,873 | 68,047 | 68,036  | 56,911   | (34,535) |
| その他の包括利益         | Total other Comprehensive Income  | 4,792  | 13,124 | 8,019  | 15,262 | (7,706) | 6,414  | 5,944  | (1,471) | (12,618) | 11,732   |
| その他有価証券評価差額金     | Valuation difference on available-for-sale securities                               | 2,756  | 6,735  | 4,443  | 5,920  | 598     | 3,213  | 1,766  | (2,635) | (5,122)  | 4,150    |
| 繰延ヘッジ損益          | Deferred gains of losses on hedges  | 96     | 900    | (293)  | (627)  | (786)   | 1,390  | (984)  | 158     | 314      | 32       |
| 土地再評価差額金         | Surplus from land revaluation   | 1,136  | —      | (15)   | 279    | 124     | —      | 5      | —       | —        | (41)     |
| 為替換算調整勘定         | Foreign currency translation adjustment   | (504)  | 1,287  | 2,180  | 1,564  | (855)   | (914)  | 519    | (670)   | (45)     | (386)    |
| 退職給付に係る調整額       | Adjustments of defined benefit plans  | —      | —      | —      | 4,594  | (6,336) | 901    | 1,625  | 2,945   | (2,401)  | 3,904    |
| 持分法適用会社に対する持分相当額 | Share of other comprehensive income of associates accounted for using equity method | 1,306  | 4,201  | 1,704  | 3,531  | (451)   | 1,824  | 3,009  | (1,268) | (5,364)  | 4,071    |
| 包括利益             | Comprehensive income  | 44,992 | 54,081 | 55,941 | 71,034 | 63,842  | 79,288 | 73,991 | 66,565  | 44,292   | (22,803) |

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

単位: 百万円 Millions of yen

( )は負の数

| 連結キャッシュ・フロー計算書            | Consolidated Statements of Cash Flows   | 2012/3          | 2013/3          | 2014/3           | 2015/3          | 2016/3          | 2017/3          | 2018/3          | 2019/3           | 2020/3           | 2021/3           |
|---------------------------|---|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|
| <b>営業活動によるキャッシュ・フロー</b>   | <b>Cash flows from operating activities [Net]</b>   | <b>124,525</b>  | <b>127,655</b>  | <b>146,991</b>   | <b>131,881</b>  | <b>124,838</b>  | <b>115,633</b>  | <b>135,821</b>  | <b>126,035</b>   | <b>123,086</b>   | <b>(32,501)</b>  |
| 税金等調整前当期純利益               | Income before income taxes  | 43,419          | 62,192          | 83,542           | 77,620          | 96,087          | 100,805         | 101,410         | 88,562           | 86,746           | (41,013)         |
| 減価償却費                     | Depreciation and amortisation   | 56,968          | 54,540          | 54,474           | 53,143          | 53,701          | 52,800          | 53,276          | 54,172           | 56,542           | 57,502           |
| 減損損失                      | Loss on impairment of fixed assets  | 20,212          | 5,402           | 2,297            | 5,125           | 2,692           | 901             | 819             | 19,262           | 361              | —                |
| 構造改革損失                    | Structural reform-related loss  | —               | —               | —                | —               | —               | —               | —               | —                | —                | 18,618           |
| のれん償却額                    | Amortization of goodwill  | 2,806           | 2,875           | 2,916            | 2,929           | 2,471           | 2,426           | 2,323           | 2,240            | 2,426            | 2,508            |
| 持分法による投資損益 (負の数は益)        | Equity in (income) losses of affiliates   | (10,024)        | (4,302)         | (3,798)          | (4,543)         | (5,748)         | (8,630)         | (9,232)         | (4,962)          | (3,389)          | 1,622            |
| 退職給付引当金の増減額 (負の数は減少)      | Increase (decrease) in provision for retirement benefits  | 329             | (340)           | —                | —               | —               | —               | —               | —                | —                | —                |
| 退職給付に係る負債の増減額 (負の数は減少)    | Increase (decrease) in net defined benefit liability  | —               | —               | (726)            | (4,485)         | (2,077)         | (179)           | (323)           | 464              | (1,813)          | (1,112)          |
| 貸倒引当金の増減額 (負の数は減少)        | Increase (decrease) in allowance for doubtful receivables                                       | (635)           | (24)            | 34               | (137)           | (42)            | 20              | (52)            | 9                | (49)             | 197              |
| 固定資産撤去損失引当金の増減額 (負の数は減少)  | Increase (decrease) in allowance for loss on withdrawal of property and equipment               | —               | 4,391           | 1,146            | (383)           | —               | —               | —               | —                | —                | —                |
| 投資損失引当金の増減額 (負の数は減少)      | Increase (decrease) in reserve for investment losses  | (352)           | —               | —                | —               | —               | —               | —               | —                | —                | —                |
| 事業整理損失                    | Restructuring costs   | —               | 2,161           | —                | —               | —               | —               | —               | —                | —                | —                |
| 受取利息及び受取配当金               | Interest and dividend income  | (1,278)         | (1,297)         | (1,471)          | (1,523)         | (1,124)         | (1,092)         | (1,331)         | (1,496)          | (1,548)          | (1,102)          |
| 支払利息                      | Interest expense  | 20,558          | 18,646          | 16,235           | 14,013          | 12,506          | 11,166          | 10,059          | 9,615            | 9,267            | 8,885            |
| 固定資産圧縮損                   | Loss on reduction of property and equipment   | 10,962          | 5,717           | 1,910            | 4,408           | 37,818          | 2,180           | 33,702          | 4,042            | 4,636            | 3,568            |
| 固定資産除却損                   | Loss on disposal of property and equipment  | 499             | 1,730           | —                | —               | 951             | 546             | 1,825           | 1,756            | 1,487            | —                |
| 固定資産売却損益 (負の数は益)          | Loss (gain) on sale of property and equipment   | (567)           | (594)           | (8,133)          | (492)           | 183             | (426)           | (1,046)         | (2,746)          | (214)            | —                |
| 投資有価証券売却損益 (純額) (負の数は益)   | Loss (gain) on sale of investment securities—net  | —               | (1,164)         | (637)            | 1,450           | (33)            | (869)           | —               | —                | —                | —                |
| 工事負担金等受入額                 | Gain on contributions for construction works  | (10,957)        | (5,783)         | (1,885)          | (4,557)         | (37,820)        | (2,114)         | (32,483)        | (3,657)          | (4,643)          | (3,485)          |
| 売上債権の増減額 (負の数は増加)         | Decrease (increase) in trade receivables  | (5,153)         | (4,058)         | (4,200)          | (216)           | 6,129           | (10,595)        | (8,806)         | (718)            | 25,035           | (4,354)          |
| たな卸資産の増減額 (負の数は増加)        | Decrease (increase) in inventories  | 15,316          | 8,516           | 12,106           | 8,362           | (1,174)         | (2,506)         | (9,254)         | (4,003)          | 2,803            | (36,799)         |
| 仕入債務の増減額 (負の数は減少)         | (Increase) decrease in trade payables   | 3,184           | 659             | 877              | (48)            | (5,028)         | 3,083           | 6,525           | 1,094            | (17,884)         | (632)            |
| その他の負債の増減額 (負の数は減少)       | Increase (decrease) in other liabilities  | (4,328)         | 5,289           | —                | —               | —               | —               | —               | —                | —                | —                |
| その他                       | Other   | 5,418           | (3,023)         | 20,078           | 3,540           | 4,436           | (1,096)         | 20,412          | (1,965)          | (16,361)         | (2,261)          |
| 小計                        | Subtotal  | 146,380         | 151,530         | 174,766          | 154,204         | 163,930         | 146,420         | 167,824         | 161,672          | 143,400          | 2,140            |
| 利息及び配当金の受取額               | Interest and dividends received   | 2,678           | 2,701           | 3,036            | 2,876           | 3,156           | 3,208           | 4,155           | 4,533            | 4,362            | 4,129            |
| 利息の支払額                    | Interest paid   | (20,815)        | (19,028)        | (16,797)         | (14,363)        | (12,591)        | (11,282)        | (10,154)        | (9,627)          | (9,381)          | (8,899)          |
| 法人税等の支払額又は還付額 (負の数は支払)    | Income taxes (paid) refunded  | (3,717)         | (7,548)         | (14,013)         | (10,836)        | (29,656)        | (22,714)        | (26,005)        | (30,542)         | (15,295)         | (29,871)         |
| <b>投資活動によるキャッシュ・フロー</b>   | <b>Cash flows from investing activities [Net]</b>   | <b>(44,295)</b> | <b>(58,923)</b> | <b>(45,517)</b>  | <b>(52,529)</b> | <b>(78,843)</b> | <b>(84,845)</b> | <b>(88,351)</b> | <b>(116,160)</b> | <b>(128,498)</b> | <b>(102,151)</b> |
| 固定資産の取得による支出              | Purchases of property and equipment   | (76,901)        | (83,506)        | (89,845)         | (86,970)        | (92,686)        | (92,767)        | (102,863)       | (137,809)        | (96,028)         | (136,958)        |
| 固定資産の売却による収入              | Proceeds from sale of property and equipment  | 6,291           | 5,600           | 21,619           | 5,588           | 5,064           | 2,186           | 2,010           | 16,310           | 884              | 19,911           |
| 投資有価証券の取得による支出            | Purchases of investment securities  | (3,185)         | (2,353)         | (2,438)          | (10,353)        | (14,228)        | (11,527)        | (7,807)         | (11,744)         | (27,660)         | (14,137)         |
| 投資有価証券の売却による収入            | Proceeds from sale of investment securities   | 2,597           | 4,515           | 1,010            | 19,747          | 618             | 1,611           | —               | —                | —                | —                |
| 連結の範囲の変更を伴う子会社株式の売却による収入  | Proceeds from sale of investments in consolidated subsidiaries affecting scope of consolidation | 602             | —               | 3,285            | —               | —               | —               | —               | —                | —                | —                |
| 短期貸付金の純増減額 (負の数は増加)       | Net decrease (increase) in short-term loans receivable  | 184             | 21              | 2,335            | —               | —               | —               | —               | —                | —                | —                |
| 長期貸付けによる支出                | Long-term loans advanced  | (340)           | —               | —                | —               | —               | —               | —               | (430)            | (23,767)         | (744)            |
| 長期貸付金の回収による収入             | Proceeds from collection of long-term loans receivable  | 1,291           | 389             | —                | —               | —               | —               | —               | —                | —                | —                |
| 工事負担金等受入による収入             | Receipt of contributions for construction works   | 20,530          | 16,134          | 14,115           | 21,098          | 20,623          | 13,973          | 21,222          | 18,252           | 19,631           | 29,249           |
| その他                       | Other   | 4,634           | 277             | 4,401            | (1,640)         | 1,765           | 1,677           | (914)           | (739)            | (1,557)          | 528              |
| <b>財務活動によるキャッシュ・フロー</b>   | <b>Cash flows from financing activities [Net]</b>   | <b>(79,978)</b> | <b>(69,195)</b> | <b>(105,079)</b> | <b>(81,746)</b> | <b>(47,278)</b> | <b>(30,595)</b> | <b>(43,242)</b> | <b>(11,171)</b>  | <b>964</b>       | <b>134,631</b>   |
| 短期借入金の純増減額 (負の数は減少)       | Net increase (decrease) in short-term borrowings  | 4,153           | (8,924)         | (13,191)         | 2,363           | (21,628)        | (546)           | (33,954)        | 1,949            | 21,039           | (17,446)         |
| コマーシャル・ペーパーの純増減額 (負の数は減少) | Net increase (decrease) in commercial paper   | —               | —               | —                | —               | —               | —               | —               | —                | —                | 30,000           |
| 長期借入れによる収入                | Proceeds from long-term borrowings  | 79,960          | 100,754         | 105,350          | 90,100          | 65,830          | 65,190          | 56,140          | 30,450           | 28,330           | 103,350          |
| 長期借入金の返済による支出             | Repayment of long-term debt   | (124,695)       | (137,064)       | (184,737)        | (153,170)       | (76,570)        | (68,576)        | (43,293)        | (41,278)         | (34,365)         | (34,696)         |
| 社債の発行による収入                | Proceeds from new bonds issued  | 9,941           | 19,882          | 9,934            | 9,930           | —               | 19,858          | —               | 19,866           | 29,766           | 99,474           |
| 社債の償還による支出                | Redemption of bonds   | (40,000)        | (35,010)        | (10,000)         | (20,000)        | —               | (30,000)        | (10,000)        | —                | (20,000)         | (25,000)         |
| 自己株式の取得による支出              | Purchase of treasury stock  | —               | —               | —                | (169)           | (3,779)         | (5,271)         | (10,689)        | (10,199)         | (9,960)          | (4,660)          |
| 配当金の支払額                   | Dividends paid  | (6,334)         | (6,334)         | (9,500)          | (8,229)         | (8,227)         | (8,803)         | (9,360)         | (9,896)          | (11,020)         | (12,188)         |
| 非支配株主への配当金の支払額            | Dividends paid to non-controlling interests   | (314)           | (344)           | (329)            | (485)           | (331)           | (406)           | (363)           | (378)            | (526)            | (724)            |
| 非支配株主からの払込みによる収入          | Proceeds from non-controlling interests   | —               | —               | —                | —               | —               | —               | 10,115          | 18               | —                | —                |
| その他                       | Other   | (1,689)         | (2,154)         | (2,606)          | (2,085)         | (2,571)         | (2,038)         | (1,836)         | (1,703)          | (2,298)          | (3,476)          |
| 現金及び現金同等物に係る換算差額          | Effect of exchange rate changes on cash and cash equivalents                                    | (483)           | 1,280           | 1,765            | 1,270           | (694)           | (673)           | 360             | (551)            | (7)              | (354)            |
| 現金及び現金同等物の増減額 (負の数は減少)    | Increase (decrease) in cash and cash equivalents  | 767             | 817             | (1,840)          | (1,125)         | (1,978)         | (480)           | 4,588           | (1,848)          | (4,454)          | (375)            |
| 現金及び現金同等物の期首残高            | Cash and cash equivalents at beginning of year  | 22,592          | 23,572          | 25,581           | 24,497          | 23,497          | 22,363          | 22,530          | 27,501           | 27,589           | 23,526           |
| 新規連結に伴う現金及び現金同等物の増加額      | Increase in cash and cash equivalents from newly consolidated subsidiaries                      | 212             | 1,191           | 755              | 125             | 844             | 648             | 383             | 1,935            | 391              | 2,072            |
| 現金及び現金同等物の期末残高            | Cash and cash equivalents at end of year  | 23,572          | 25,581          | 24,497           | 23,497          | 22,363          | 22,530          | 27,501          | 27,589           | 23,526           | 25,222           |

※ 2021/3期の減価償却費には、新型コロナウイルス関連損失として特別損失に計上している償却費を含めています。

※ Depreciation and amortization in fiscal 2021 includes amortization recognized as extraordinary losses related to the COVID-19.

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

単位: 百万円 Millions of yen  
( )は負の数

| セグメント情報(連結)           | Segment Information(Consolidated)        | 2012/3           | 2013/3           | 2014/3           | 2015/3           | 2016/3           | 2017/3           | 2018/3           | 2019/3           | 2020/3           | 2021/3           |
|-----------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>営業収益</b>           | <b>Revenues from Operations</b>          | <b>649,703</b>   | <b>682,439</b>   | <b>679,157</b>   | <b>685,906</b>   | <b>746,792</b>   | <b>736,763</b>   | <b>760,252</b>   | <b>791,427</b>   | <b>762,650</b>   | <b>568,900</b>   |
| 都市交通事業                | Urban Transportation                     | 192,718          | 249,342          | 234,555          | 233,419          | 239,544          | 237,136          | 235,967          | 238,562          | 227,176          | 156,926          |
| 不動産事業                 | Real Estate                              | 176,114          | 198,343          | 208,610          | 206,444          | 220,923          | 215,709          | 222,586          | 237,276          | 236,046          | 188,360          |
| エンタテインメント・コミュニケーション事業 | Entertainment and Communications         | 102,313          | 102,695          | 110,350          | 112,632          | 112,490          | 115,193          | 121,078          | 126,531          |                  |                  |
| エンタテインメント事業           | Entertainment                            |                  |                  |                  |                  |                  |                  |                  |                  | 74,020           | 42,192           |
| 情報・通信事業               | Information and Communication Technology |                  |                  |                  |                  |                  |                  |                  |                  | 58,576           | 58,083           |
| 旅行・国際輸送事業             | Travel and International Transportation  | 67,571           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 旅行事業                  | Travel                                   |                  | 34,086           | 33,006           | 31,965           | 30,502           | 29,938           | 34,022           | 35,528           | 33,766           | 11,960           |
| 国際輸送事業                | International Transportation             |                  | 36,745           | 37,696           | 39,419           | 76,092           | 71,670           | 83,707           | 89,990           | 76,186           | 85,552           |
| ホテル事業                 | Hotels                                   | 64,090           | 64,697           | 63,695           | 63,031           | 68,042           | 65,640           | 67,248           | 64,923           | 60,280           | 19,145           |
| 流通事業                  | Retailing                                | 53,853           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| その他事業                 | Other                                    | 31,334           | 36,045           | 34,713           | 41,678           | 38,859           | 42,646           | 42,811           | 43,417           | 42,486           | 49,840           |
| 調整額                   | Eliminations or Corporate                | (38,293)         | (39,516)         | (43,469)         | (42,684)         | (39,660)         | (41,172)         | (47,169)         | (44,803)         | (45,887)         | (43,160)         |
| <b>営業利益又は営業損失</b>     | <b>Operating income (losses)</b>         | <b>73,809</b>    | <b>87,921</b>    | <b>91,828</b>    | <b>94,026</b>    | <b>110,293</b>   | <b>104,058</b>   | <b>105,211</b>   | <b>114,937</b>   | <b>95,170</b>    | <b>2,066</b>     |
| 都市交通事業                | Urban Transportation                     | 32,342           | 37,208           | 38,494           | 38,553           | 41,270           | 42,237           | 41,586           | 43,455           | 40,056           | (5,108)          |
| 不動産事業                 | Real Estate                              | 29,133           | 37,278           | 38,008           | 37,173           | 49,851           | 41,970           | 40,954           | 49,250           | 41,510           | 28,923           |
| エンタテインメント・コミュニケーション事業 | Entertainment and Communications         | 10,141           | 11,238           | 14,172           | 14,993           | 15,301           | 15,655           | 17,750           | 18,759           |                  |                  |
| エンタテインメント事業           | Entertainment                            |                  |                  |                  |                  |                  |                  |                  |                  | 11,695           | (2,258)          |
| 情報・通信事業               | Information and Communication Technology |                  |                  |                  |                  |                  |                  |                  |                  | 5,598            | 5,556            |
| 旅行・国際輸送事業             | Travel and International Transportation  | 3,171            |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 旅行事業                  | Travel                                   |                  | 2,451            | 1,224            | 1,227            | 680              | 637              | 2,055            | 1,764            | 232              | (7,397)          |
| 国際輸送事業                | International Transportation             |                  | 1,809            | 2,051            | 3,053            | 1,788            | 1,587            | 2,777            | 2,392            | 170              | 2,308            |
| ホテル事業                 | Hotels                                   | (269)            | 525              | 809              | 1,216            | 3,298            | 2,795            | 2,216            | 1,214            | (3,142)          | (17,927)         |
| 流通事業                  | Retailing                                | 1,333            |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| その他事業                 | Other                                    | 761              | 307              | 849              | 1,032            | 967              | 1,340            | 1,929            | 2,333            | 2,381            | 1,881            |
| 調整額                   | Eliminations or Corporate                | (2,804)          | (2,898)          | (3,781)          | (3,223)          | (2,866)          | (2,167)          | (4,058)          | (4,231)          | (3,332)          | (3,911)          |
| <b>資産</b>             | <b>Assets</b>                            | <b>2,274,380</b> | <b>2,281,007</b> | <b>2,286,928</b> | <b>2,279,638</b> | <b>2,282,180</b> | <b>2,349,831</b> | <b>2,404,926</b> | <b>2,466,223</b> | <b>2,489,081</b> | <b>2,621,028</b> |
| 都市交通事業                | Urban Transportation                     | 738,681          | 760,596          | 764,053          | 778,565          | 794,261          | 802,238          | 799,345          | 800,209          | 816,195          | 814,650          |
| 不動産事業                 | Real Estate                              | 1,008,850        | 1,016,188        | 1,009,407        | 993,303          | 1,022,570        | 1,056,719        | 1,086,146        | 1,144,513        | 1,178,160        | 1,298,114        |
| エンタテインメント・コミュニケーション事業 | Entertainment and Communications         | 140,578          | 141,616          | 142,827          | 143,239          | 142,705          | 147,307          | 150,931          | 158,555          |                  |                  |
| エンタテインメント事業           | Entertainment                            |                  |                  |                  |                  |                  |                  |                  |                  | 107,608          | 106,310          |
| 情報・通信事業               | Information and Communication Technology |                  |                  |                  |                  |                  |                  |                  |                  | 55,658           | 58,743           |
| 旅行・国際輸送事業             | Travel and International Transportation  | 100,497          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 旅行事業                  | Travel                                   |                  | 71,804           | 74,473           | 68,037           | 65,239           | 73,938           | 85,570           | 91,603           | 47,286           | 29,626           |
| 国際輸送事業                | International Transportation             |                  | 32,672           | 39,786           | 45,828           | 39,899           | 38,658           | 52,460           | 48,925           | 48,429           | 52,616           |
| ホテル事業                 | Hotels                                   | 88,144           | 87,232           | 85,730           | 82,199           | 82,754           | 82,562           | 83,652           | 84,071           | 88,030           | 91,230           |
| 流通事業                  | Retailing                                | 17,870           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| その他事業                 | Other                                    | 37,866           | 45,532           | 46,094           | 43,769           | 35,849           | 34,144           | 35,364           | 37,520           | 38,040           | 39,985           |
| 調整額                   | Eliminations or Corporate                | 141,890          | 125,365          | 124,554          | 124,694          | 98,899           | 114,261          | 111,454          | 100,823          | 109,672          | 129,750          |
| <b>減価償却費</b>          | <b>Depreciation and amortization</b>     | <b>56,968</b>    | <b>54,540</b>    | <b>54,474</b>    | <b>53,143</b>    | <b>53,701</b>    | <b>52,800</b>    | <b>53,276</b>    | <b>54,172</b>    | <b>56,542</b>    | <b>55,733</b>    |
| 都市交通事業                | Urban Transportation                     | 28,018           | 26,948           | 25,951           | 25,433           | 25,691           | 25,919           | 26,661           | 27,354           | 27,621           | 27,052           |
| 不動産事業                 | Real Estate                              | 16,768           | 16,424           | 18,017           | 17,218           | 17,916           | 16,800           | 16,536           | 16,640           | 17,150           | 17,302           |
| エンタテインメント・コミュニケーション事業 | Entertainment and Communications         | 7,524            | 7,607            | 7,059            | 7,010            | 6,656            | 6,729            | 6,792            | 7,037            |                  |                  |
| エンタテインメント事業           | Entertainment                            |                  |                  |                  |                  |                  |                  |                  |                  | 3,751            | 2,942            |
| 情報・通信事業               | Information and Communication Technology |                  |                  |                  |                  |                  |                  |                  |                  | 3,752            | 4,246            |
| 旅行・国際輸送事業             | Travel and International Transportation  | 1,477            |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 旅行事業                  | Travel                                   |                  | 624              | 806              | 809              | 773              | 726              | 680              | 653              | 761              | 886              |
| 国際輸送事業                | International Transportation             |                  | 673              | 703              | 738              | 730              | 680              | 662              | 619              | 1,310            | 1,288            |
| ホテル事業                 | Hotels                                   | 2,526            | 2,194            | 2,089            | 2,035            | 1,838            | 1,877            | 2,099            | 2,140            | 2,503            | 2,369            |
| 流通事業                  | Retailing                                | 821              |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| その他事業                 | Other                                    | 362              | 362              | 349              | 479              | 537              | 546              | 411              | 360              | 381              | 456              |
| 調整額                   | Eliminations or Corporate                | (530)            | (296)            | (503)            | (582)            | (443)            | (480)            | (569)            | (634)            | (691)            | (812)            |

※ 2014/3期から実施したセグメントの変更に伴い、2013/3期のセグメント情報は、変更後の区分に基づき記載しています。

※ Due to the organizational changes implemented from the fiscal 2014, the segment information for the fiscal 2013 is based on the new classification.

※ 2017/3期から国際輸送事業の営業収益の計上方法を純額表示から総額表示に変更しました。この変更に伴い、2016/3期の営業収益については、遡及適用後の金額(総額表示)となっています。

※ As of fiscal 2017, the presentation of revenues from the export cargo-related operations of the International Transportation Business has changed from net to gross amounts. Accordingly, this new presentation method has been applied retroactively to the equivalent amounts (gross amounts) in the same period of the previous fiscal year(fiscal 2016).

※ 2020/3期から実施したセグメントの変更に伴い、2019/3期のセグメント情報は、変更後の区分に基づき記載しています。

※ Due to the organizational changes implemented from the fiscal 2020, the segment information for the fiscal 2019 is based on the new classification.



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単位:百万円 Millions of yen  
( )は負の数

| セグメント情報(連結)                      | Segment Information(Consolidated)         | 2012/3        | 2013/3        | 2014/3        | 2015/3        | 2016/3        | 2017/3        | 2018/3        | 2019/3         | 2020/3        | 2021/3         |
|----------------------------------|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|----------------|
| <b>減損損失</b>                      | <b>Loss on impairment of fixed assets</b> | <b>20,212</b> | <b>5,402</b>  | <b>2,297</b>  | <b>5,125</b>  | <b>2,692</b>  | <b>901</b>    | <b>819</b>    | <b>19,262</b>  | <b>361</b>    | <b>—</b>       |
| 都市交通事業                           | Urban Transportation                      | 12            | 704           | 69            | 54            | 391           | 72            | 44            | 19,227         | —             | —              |
| 不動産事業                            | Real Estate                               | 17,139        | 1,711         | 547           | 291           | 240           | 16            | 407           | —              | —             | —              |
| エンタテインメント・コミュニケーション事業            | Entertainment and Communications          | 762           | 1,135         | 1,214         | 46            | 22            | —             | —             | —              | —             | —              |
| エンタテインメント事業                      | Entertainment                             | —             | —             | —             | —             | —             | —             | —             | —              | —             | —              |
| 情報・通信事業                          | Information and Communication Technology  | —             | —             | —             | —             | —             | —             | —             | —              | —             | —              |
| 旅行・国際輸送事業                        | Travel and International Transportation   | 54            | —             | —             | —             | —             | —             | 5             | —              | —             | —              |
| 旅行事業                             | Travel                                    | —             | —             | —             | —             | —             | —             | —             | —              | —             | —              |
| 国際輸送事業                           | International Transportation              | —             | —             | —             | 551           | —             | —             | 259           | 15             | —             | —              |
| ホテル事業                            | Hotels                                    | 349           | 404           | 434           | 4,055         | 2,033         | 290           | 101           | 20             | —             | —              |
| 流通事業                             | Retailing                                 | 84            | —             | —             | —             | —             | —             | —             | —              | —             | —              |
| その他事業                            | Other                                     | —             | 11            | —             | —             | —             | 520           | —             | —              | —             | —              |
| 調整額                              | Eliminations or Corporate                 | 1,810         | 1,433         | 30            | 125           | 3             | 1             | —             | —              | —             | —              |
| <b>有形固定資産及び無形固定資産の増加額(資本的支出)</b> | <b>Capital expenditures</b>               | <b>55,267</b> | <b>59,512</b> | <b>80,722</b> | <b>68,115</b> | <b>66,639</b> | <b>86,212</b> | <b>86,404</b> | <b>114,368</b> | <b>81,090</b> | <b>108,472</b> |
| 都市交通事業                           | Urban Transportation                      | 20,333        | 26,199        | 27,522        | 32,072        | 27,977        | 31,158        | 35,001        | 33,791         | 32,928        | 29,515         |
| 不動産事業                            | Real Estate                               | 27,363        | 25,325        | 43,451        | 25,828        | 28,287        | 43,144        | 39,928        | 62,448         | 32,212        | 68,762         |
| エンタテインメント・コミュニケーション事業            | Entertainment and Communications          | 4,434         | 4,124         | 5,561         | 6,092         | 5,919         | 7,388         | 7,559         | 7,923          | —             | —              |
| エンタテインメント事業                      | Entertainment                             | —             | —             | —             | —             | —             | —             | —             | —              | 4,161         | 1,716          |
| 情報・通信事業                          | Information and Communication Technology  | —             | —             | —             | —             | —             | —             | —             | —              | 4,865         | 4,544          |
| 旅行・国際輸送事業                        | Travel and International Transportation   | 995           | —             | —             | —             | —             | —             | —             | —              | —             | —              |
| 旅行事業                             | Travel                                    | —             | 1,075         | 1,178         | 660           | 507           | 528           | 538           | 831            | 1,244         | 1,352          |
| 国際輸送事業                           | International Transportation              | —             | 533           | 578           | 476           | 1,049         | 384           | 732           | 678            | 1,111         | 687            |
| ホテル事業                            | Hotels                                    | 1,305         | 1,931         | 1,817         | 1,497         | 2,233         | 3,182         | 2,298         | 1,961          | 4,814         | 1,922          |
| 流通事業                             | Retailing                                 | 724           | —             | —             | —             | —             | —             | —             | —              | —             | —              |
| その他事業                            | Other                                     | 324           | 401           | 510           | 960           | 717           | 618           | 665           | 1,452          | 198           | 329            |
| 調整額                              | Eliminations or Corporate                 | (213)         | (79)          | 103           | 527           | (52)          | (193)         | (321)         | 5,280          | (446)         | (358)          |

※ 2020/3期の減損損失のセグメント情報については、重要性が乏しいため、記載を省略しています。

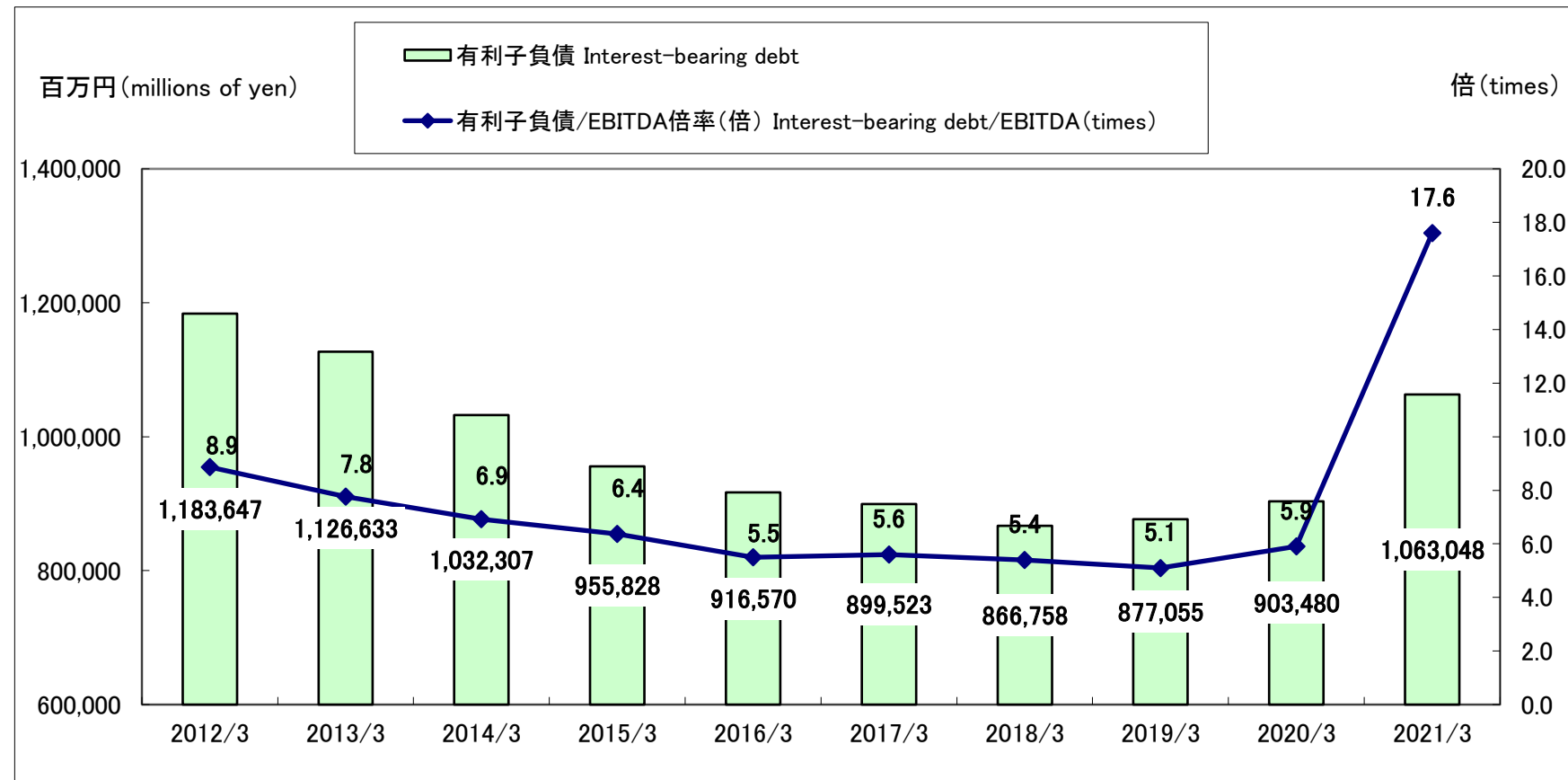
※ The loss on impairment of fixed assets by business segment for the fiscal 2020 is omitted due to its low significance.

※ 2021/3期は、ホテル事業において、減損損失9,676百万円を構造改革損失として特別損失に計上しています。

※ In fiscal 2021, the loss on impairment of fixed assets of ¥9,676 million in the hotel business was recorded as the structural reform-related loss in the extraordinary loss.

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.



単位:百万円 Millions of yen

|                   |                                     | 2012/3    | 2013/3    | 2014/3    | 2015/3  | 2016/3  | 2017/3  | 2018/3  | 2019/3  | 2020/3  | 2021/3    |
|-------------------|-------------------------------------|-----------|-----------|-----------|---------|---------|---------|---------|---------|---------|-----------|
| 有利子負債             | Interest-bearing debt               | 1,183,647 | 1,126,633 | 1,032,307 | 955,828 | 916,570 | 899,523 | 866,758 | 877,055 | 903,480 | 1,063,048 |
| EBITDA            | EBITDA                              | 133,500   | 145,100   | 149,200   | 150,100 | 166,500 | 159,300 | 160,800 | 171,400 | 154,100 | 60,300    |
| 有利子負債/EBITDA倍率(倍) | Interest-bearing debt/EBITDA(times) | 8.9       | 7.8       | 6.9       | 6.4     | 5.5     | 5.6     | 5.4     | 5.1     | 5.9     | 17.6      |

\* EBITDA=営業利益+減価償却費+阪急・阪神の経営統合に伴うのれん償却額  
 EBITDA=operating income+depreciation expenses+amortization of goodwill attendant on the management integration of Hankyu and Hanshin.

| 営業費明細(単体)         | Detailed Statement of costs in revenues from operations (Non-consolidated) | 2012/3         | 2013/3         | 2014/3         | 2015/3         | 2016/3         | 2017/3         | 2018/3         | 2019/3         | 2020/3         | 2021/3         |
|-------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>鉄道事業営業費</b>    | <b>Operating expenses and cost of sales of railway business</b>            | <b>75,997</b>  | <b>75,393</b>  | <b>76,452</b>  | <b>76,283</b>  | <b>76,926</b>  | <b>76,639</b>  | <b>78,555</b>  | <b>76,014</b>  | <b>77,664</b>  | <b>74,727</b>  |
| <b>運送営業費</b>      | <b>Operating expenses of transportation</b>                                | <b>51,665</b>  | <b>52,277</b>  | <b>53,508</b>  | <b>53,228</b>  | <b>53,477</b>  | <b>52,925</b>  | <b>54,434</b>  | <b>52,014</b>  | <b>53,236</b>  | <b>49,974</b>  |
| 給与                | Payroll costs  | 20,644         | 22,704         | 22,746         | 22,750         | 23,057         | 22,753         | 23,650         | 23,411         | 23,274         | 22,664         |
| 動力費               | Power costs  | 5,006          | 5,138          | 6,478          | 6,800          | 6,728          | 6,032          | 6,157          | 5,171          | 5,101          | 4,529          |
| 修繕費               | Repair expenses  | 9,675          | 7,532          | 8,658          | 7,724          | 8,420          | 7,917          | 7,369          | 7,213          | 7,793          | 7,371          |
| <b>一般管理費</b>      | <b>General and administrative expenses</b>                                 | <b>5,201</b>   | <b>5,242</b>   | <b>5,087</b>   | <b>5,064</b>   | <b>5,122</b>   | <b>5,406</b>   | <b>5,384</b>   | <b>4,655</b>   | <b>4,699</b>   | <b>4,529</b>   |
| 人件費               | Personal expenses  | 2,219          | 2,247          | 1,987          | 1,938          | 1,923          | 2,166          | 2,185          | 1,255          | 1,060          | 968            |
| 経費                | Expenses   | 2,982          | 2,995          | 3,099          | 3,126          | 3,199          | 3,239          | 3,199          | 3,400          | 3,638          | 3,560          |
| <b>諸税</b>         | <b>Taxes</b>   | <b>3,473</b>   | <b>3,481</b>   | <b>3,482</b>   | <b>3,558</b>   | <b>3,615</b>   | <b>3,611</b>   | <b>3,659</b>   | <b>3,771</b>   | <b>3,747</b>   | <b>3,801</b>   |
| <b>減価償却費</b>      | <b>Depreciation and amortisation</b>                                       | <b>15,656</b>  | <b>14,391</b>  | <b>14,374</b>  | <b>14,431</b>  | <b>14,711</b>  | <b>14,695</b>  | <b>15,075</b>  | <b>15,572</b>  | <b>15,980</b>  | <b>16,421</b>  |
| <b>その他事業営業費</b>   | <b>Operating expenses and cost of sales of the other business</b>          | <b>64,497</b>  | <b>59,748</b>  | <b>72,208</b>  | <b>72,093</b>  | <b>69,221</b>  | <b>63,292</b>  | <b>63,023</b>  | <b>61,643</b>  | <b>61,921</b>  | <b>53,194</b>  |
| <b>売上原価</b>       | <b>Cost of sales</b>   | <b>47,064</b>  | <b>42,769</b>  | <b>53,251</b>  | <b>53,725</b>  | <b>50,965</b>  | <b>45,367</b>  | <b>45,411</b>  | <b>44,286</b>  | <b>44,387</b>  | <b>36,696</b>  |
| 分譲等商品原価           | Cost of goods  | 11,509         | 5,918          | 15,065         | 14,726         | 11,161         | 4,881          | 3,209          | 2,515          | 1,016          | 756            |
| 賃貸等営業原価           | Operating cost   | 35,554         | 36,851         | 38,186         | 38,998         | 39,803         | 40,485         | 42,201         | 41,770         | 43,370         | 35,939         |
| <b>販売費及び一般管理費</b> | <b>Selling, general and administrative expenses</b>                        | <b>4,783</b>   | <b>4,602</b>   | <b>4,576</b>   | <b>4,610</b>   | <b>4,775</b>   | <b>4,934</b>   | <b>4,781</b>   | <b>4,222</b>   | <b>4,285</b>   | <b>3,512</b>   |
| 人件費               | Personal expenses  | 1,647          | 1,686          | 1,530          | 1,524          | 1,519          | 1,761          | 1,790          | 1,096          | 952            | 754            |
| 経費                | Expenses   | 3,136          | 2,916          | 3,046          | 3,086          | 3,256          | 3,172          | 2,990          | 3,125          | 3,333          | 2,758          |
| <b>諸税</b>         | <b>Taxes</b>   | <b>4,270</b>   | <b>3,971</b>   | <b>4,531</b>   | <b>4,375</b>   | <b>4,529</b>   | <b>4,391</b>   | <b>4,405</b>   | <b>4,555</b>   | <b>4,694</b>   | <b>4,724</b>   |
| <b>減価償却費</b>      | <b>Depreciation and amortization</b>                                       | <b>8,378</b>   | <b>8,404</b>   | <b>9,848</b>   | <b>9,382</b>   | <b>8,951</b>   | <b>8,599</b>   | <b>8,424</b>   | <b>8,578</b>   | <b>8,554</b>   | <b>8,261</b>   |
| <b>全事業営業費合計</b>   | <b>Total cost of revenues from operations</b>                              | <b>140,494</b> | <b>135,141</b> | <b>148,661</b> | <b>148,377</b> | <b>146,147</b> | <b>139,932</b> | <b>141,578</b> | <b>137,657</b> | <b>139,586</b> | <b>127,922</b> |

※ 2016年4月1日付の業務組織の一部改正に伴い、2017/3期から、従来「鉄道事業営業費」に含めていた駅施設における広告事業に係る費用を「その他事業営業費」に含めて表示しています。  
なお、2016/3期については、上記の変更を遡及させて表示しています。

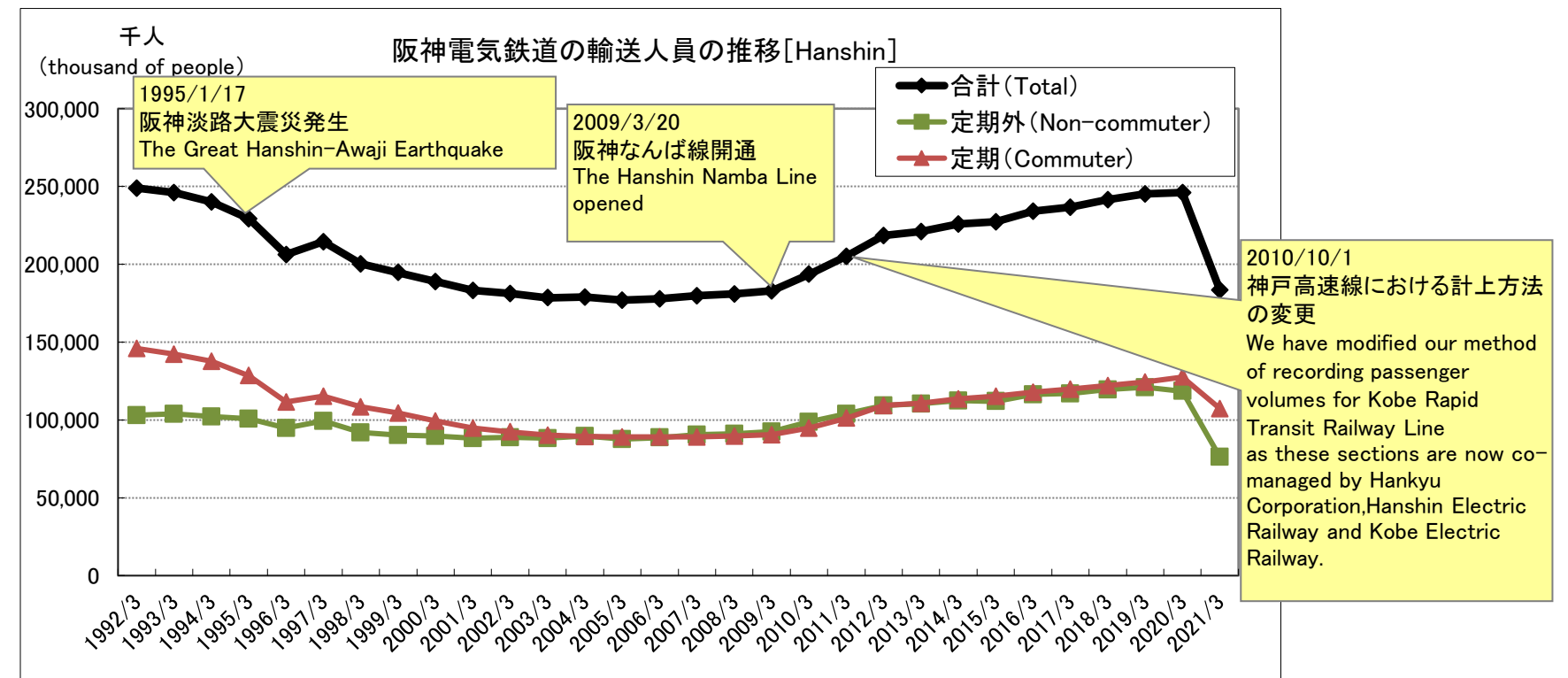
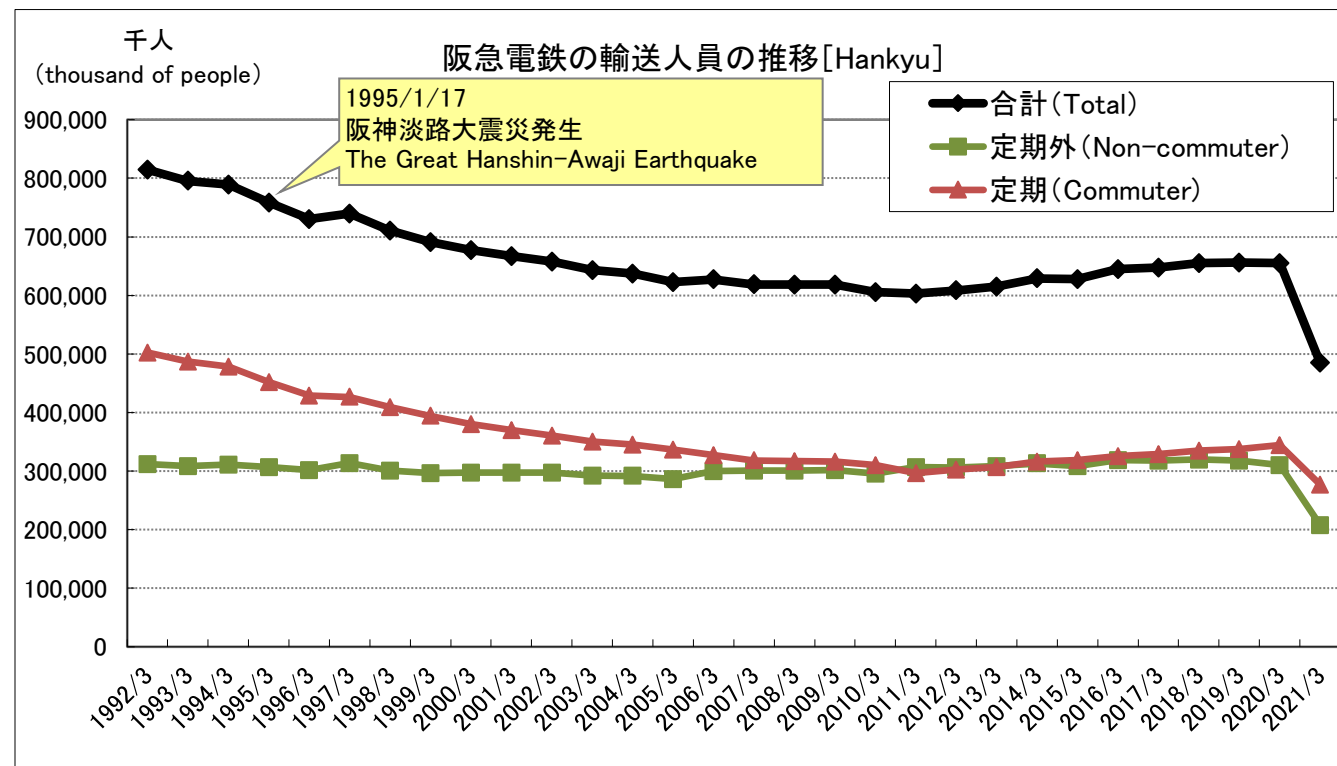
| 営業費明細(単体)            | Detailed Statement of costs in revenues from operations (Non-consolidated) | 2012/3        | 2013/3        | 2014/3        | 2015/3        | 2016/3        | 2017/3        | 2018/3        | 2019/3        | 2020/3        | 2021/3        |
|----------------------|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>鉄道事業営業費</b>       | <b>Operating expenses and cost of sales of railway business</b>            | <b>28,406</b> | <b>27,953</b> | <b>28,298</b> | <b>28,236</b> | <b>28,618</b> | <b>28,350</b> | <b>28,708</b> | <b>28,945</b> | <b>28,967</b> | <b>27,360</b> |
| <b>運送営業費</b>         | <b>Operating expenses of transportation</b>                                | <b>18,997</b> | <b>19,057</b> | <b>19,837</b> | <b>19,985</b> | <b>20,543</b> | <b>20,283</b> | <b>20,449</b> | <b>20,441</b> | <b>20,211</b> | <b>18,806</b> |
| 給与                   | Payroll costs  | 6,491         | 6,488         | 6,464         | 6,504         | 6,926         | 6,949         | 6,897         | 7,079         | 7,115         | 6,787         |
| 修繕費                  | Repair expenses  | 2,652         | 2,423         | 3,021         | 2,925         | 3,351         | 3,226         | 3,410         | 3,411         | 3,375         | 3,210         |
| 電力費                  | Power costs  | 1,612         | 1,637         | 1,920         | 2,199         | 2,114         | 1,990         | 2,046         | 1,755         | 1,742         | 1,561         |
| 鉄道線路使用料              | Rental costs of railway  | 2,053         | 2,053         | 2,053         | 2,053         | 2,053         | 2,053         | 2,053         | 2,053         | 2,053         | 2,053         |
| <b>一般管理費</b>         | <b>General and administrative expenses</b>                                 | <b>2,396</b>  | <b>2,373</b>  | <b>2,419</b>  | <b>2,465</b>  | <b>2,377</b>  | <b>2,307</b>  | <b>2,398</b>  | <b>2,670</b>  | <b>2,607</b>  | <b>2,534</b>  |
| 人件費                  | Personal expenses  | 984           | 972           | 984           | 1,059         | 1,026         | 1,043         | 1,134         | 1,029         | 938           | 919           |
| 経費                   | Expenses   | 1,412         | 1,400         | 1,434         | 1,406         | 1,351         | 1,264         | 1,263         | 1,641         | 1,669         | 1,614         |
| <b>諸税</b>            | <b>Taxes</b>   | <b>1,414</b>  | <b>1,347</b>  | <b>1,362</b>  | <b>1,375</b>  | <b>1,436</b>  | <b>1,575</b>  | <b>1,684</b>  | <b>1,545</b>  | <b>1,571</b>  | <b>1,419</b>  |
| <b>減価償却費</b>         | <b>Depreciation and amortisation</b>                                       | <b>5,597</b>  | <b>5,174</b>  | <b>4,679</b>  | <b>4,410</b>  | <b>4,260</b>  | <b>4,183</b>  | <b>4,175</b>  | <b>4,288</b>  | <b>4,576</b>  | <b>4,599</b>  |
| <b>兼業営業費</b>         | <b>Operating expenses and cost of sales of the other business</b>          | <b>32,714</b> | <b>33,253</b> | <b>33,926</b> | <b>35,987</b> | <b>38,947</b> | <b>41,626</b> | <b>38,478</b> | <b>30,114</b> | <b>35,903</b> | <b>25,960</b> |
| <b>売上原価</b>          | <b>Cost of sales</b>   | <b>6,358</b>  | <b>7,728</b>  | <b>8,586</b>  | <b>10,609</b> | <b>11,962</b> | <b>14,993</b> | <b>10,748</b> | <b>4,040</b>  | <b>7,366</b>  | <b>931</b>    |
| 土地建物売上原価             | Cost of real estate business   | 3,154         | 4,739         | 5,590         | 7,431         | 8,652         | 11,525        | 6,999         | 87            | 3,805         | 107           |
| スポーツ・レジャー(その他)事業売上原価 | Cost of sports & leisure business  | 3,204         | 2,989         | 2,996         | 3,177         | 3,309         | 3,467         | 3,749         | 3,952         | 3,561         | 823           |
| <b>販売費及び一般管理費</b>    | <b>Selling, general and administrative expenses</b>                        | <b>16,356</b> | <b>16,257</b> | <b>16,577</b> | <b>16,850</b> | <b>17,199</b> | <b>17,475</b> | <b>18,635</b> | <b>17,369</b> | <b>18,901</b> | <b>15,990</b> |
| 人件費                  | Personal expenses  | 2,268         | 2,326         | 2,491         | 2,713         | 2,782         | 2,983         | 2,933         | 1,617         | 1,676         | 1,502         |
| 経費                   | Expenses   | 14,087        | 13,931        | 14,085        | 14,136        | 14,416        | 14,492        | 15,702        | 15,751        | 17,225        | 14,487        |
| <b>諸税</b>            | <b>Taxes</b>   | <b>3,347</b>  | <b>3,157</b>  | <b>3,212</b>  | <b>3,227</b>  | <b>3,307</b>  | <b>3,495</b>  | <b>3,576</b>  | <b>3,358</b>  | <b>3,976</b>  | <b>3,654</b>  |
| <b>減価償却費</b>         | <b>Depreciation and amortization</b>                                       | <b>6,652</b>  | <b>6,109</b>  | <b>5,550</b>  | <b>5,300</b>  | <b>6,478</b>  | <b>5,661</b>  | <b>5,517</b>  | <b>5,346</b>  | <b>5,658</b>  | <b>5,384</b>  |
| <b>全事業営業費合計</b>      | <b>Total cost of revenues from operations</b>                              | <b>61,120</b> | <b>61,206</b> | <b>62,225</b> | <b>64,224</b> | <b>67,565</b> | <b>69,976</b> | <b>67,186</b> | <b>59,059</b> | <b>64,871</b> | <b>53,321</b> |

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Hankyu Hanshin Holdings, Inc.

単位:人

| 従業員数(連結)              | Number of employees (Consolidated)       | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|-----------------------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 合計                    | Total                                    | 21,302 | 20,811 | 20,751 | 20,913 | 21,037 | 21,607 | 21,860 | 22,152 | 22,654 | 22,800 | 23,192 |
| 都市交通事業                | Urban Transportation                     | 9,162  | 9,047  | 8,919  | 9,607  | 9,539  | 9,609  | 9,420  | 9,338  | 9,371  | 9,295  | 9,099  |
| 不動産事業                 | Real Estate                              | 1,733  | 1,745  | 1,924  | 1,983  | 2,033  | 2,131  | 2,191  | 2,276  | 2,356  | 2,400  | 2,453  |
| エンタテインメント・コミュニケーション事業 | Entertainment and Communications         | 1,859  | 1,867  | 1,946  | 1,977  | 1,972  | 1,997  | 2,080  | 2,167  | 2,323  |        |        |
| エンタテインメント事業           | Entertainment                            |        |        |        |        |        |        |        |        |        | 1,026  | 1,093  |
| 情報・通信事業               | Information and Communication Technology |        |        |        |        |        |        |        |        |        | 1,390  | 1,545  |
| 旅行・国際輸送事業             | Travel and International Transportation  | 3,861  | 4,065  | 4,071  |        |        |        |        |        |        |        |        |
| 旅行事業                  | Travel                                   |        |        |        | 1,320  | 1,352  | 1,618  | 1,799  | 1,828  | 1,941  | 1,995  | 2,006  |
| 国際輸送事業                | International Transportation             |        |        |        | 2,738  | 2,803  | 2,792  | 2,814  | 2,882  | 2,946  | 2,995  | 2,898  |
| ホテル事業                 | Hotels                                   | 2,341  | 2,313  | 2,158  | 2,181  | 2,199  | 2,296  | 2,383  | 2,480  | 2,530  | 2,475  | 2,562  |
| 流通事業                  | Retailing                                | 731    | 692    | 658    |        |        |        |        |        |        |        |        |
| その他事業                 | Other                                    | 1,351  | 818    | 800    | 819    | 856    | 870    | 883    | 871    | 864    | 907    | 1,204  |
| 全社(共通)                | Headquarters                             | 264    | 264    | 275    | 288    | 283    | 294    | 290    | 310    | 323    | 317    | 332    |



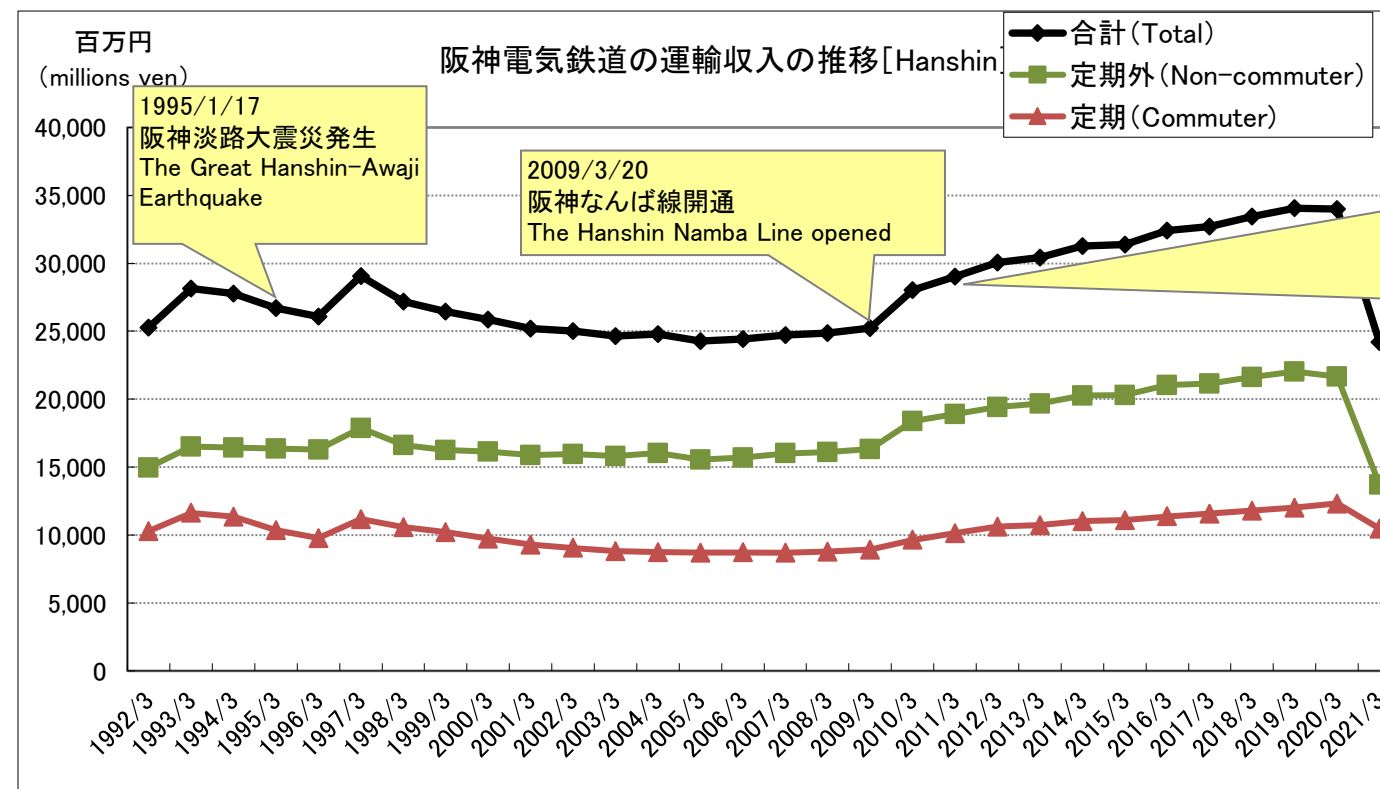
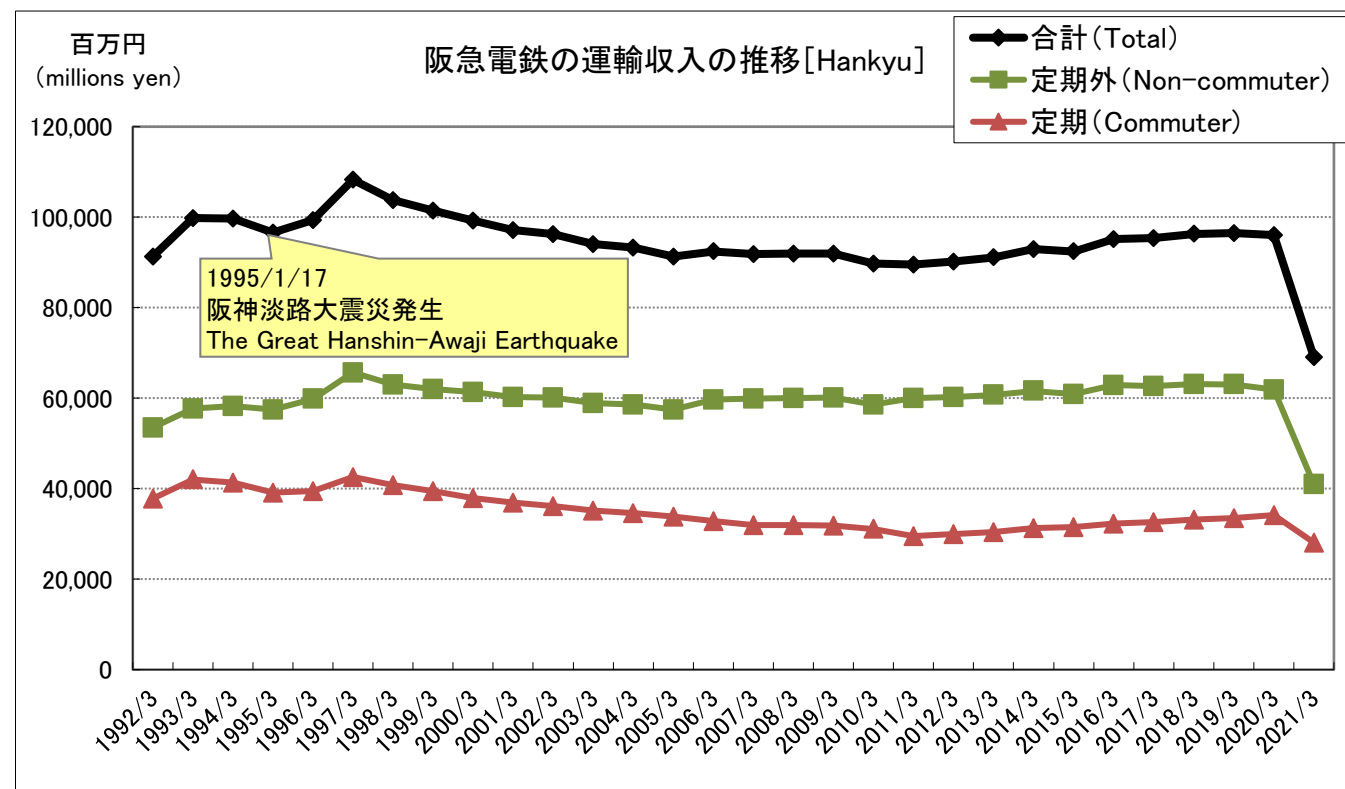
単位:千人 Thousand of people  
( )は負の数

| 鉄道輸送人員        |                  | Number of passengers carried (railway) |  | 1992/3         | 1993/3         | 1994/3         | 1995/3         | 1996/3         | 1997/3         | 1998/3         | 1999/3         | 2000/3         | 2001/3         |
|---------------|------------------|--|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>阪急電鉄</b>   |                  | <b>Hankyu Corporation</b>              |  | <b>814,587</b> | <b>795,581</b> | <b>789,368</b> | <b>758,494</b> | <b>729,965</b> | <b>740,069</b> | <b>710,397</b> | <b>690,640</b> | <b>677,620</b> | <b>667,008</b> |
| 前期比増減率(%)     | Year on Year (%) |  |  | 1.0            | (2.3)          | (0.8)          | (3.9)          | (3.8)          | 1.4            | (4.0)          | (2.8)          | (1.9)          | (1.6)          |
| 定期外           | Non-commuter     |  |  | 312,136        | 308,632        | 311,178        | 306,812        | 301,409        | 313,334        | 300,847        | 296,292        | 297,268        | 297,254        |
| 定期            | Commuter         |  |  | 502,451        | 486,949        | 478,190        | 451,682        | 428,555        | 426,735        | 409,549        | 394,348        | 380,352        | 369,754        |
| <b>阪神電気鉄道</b> |                  | <b>Hanshin Electric Railway</b>        |  | <b>249,003</b> | <b>246,064</b> | <b>240,075</b> | <b>229,368</b> | <b>206,292</b> | <b>214,528</b> | <b>200,386</b> | <b>194,748</b> | <b>188,914</b> | <b>183,129</b> |
| 前期比増減率(%)     | Year on Year (%) |  |  | 0.8            | (1.2)          | (2.4)          | (4.5)          | (10.1)         | 4.0            | (6.6)          | (2.8)          | (3.0)          | (3.1)          |
| 定期外           | Non-commuter     |  |  | 103,079        | 103,875        | 102,213        | 100,858        | 94,724         | 99,252         | 91,923         | 90,252         | 89,679         | 88,327         |
| 定期            | Commuter         |  |  | 145,924        | 142,189        | 137,862        | 128,510        | 111,568        | 115,276        | 108,463        | 104,496        | 99,235         | 94,802         |
| <b>阪急電鉄</b>   |                  | <b>Hankyu Corporation</b>              |  | <b>657,942</b> | <b>642,923</b> | <b>636,914</b> | <b>622,928</b> | <b>627,368</b> | <b>618,877</b> | <b>618,373</b> | <b>618,585</b> | <b>605,963</b> | <b>603,233</b> |
| 前期比増減率(%)     | Year on Year (%) |  |  | (1.4)          | (2.3)          | (0.9)          | (2.2)          | 0.7            | (1.4)          | (0.1)          | 0.0            | (2.0)          | (0.5)          |
| 定期外           | Non-commuter     |  |  | 297,337        | 292,640        | 291,840        | 286,130        | 300,080        | 300,541        | 301,123        | 302,030        | 295,522        | 306,481        |
| 定期            | Commuter         |  |  | 360,605        | 350,282        | 345,073        | 336,797        | 327,287        | 318,335        | 317,250        | 316,554        | 310,441        | 296,751        |
| <b>阪神電気鉄道</b> |                  | <b>Hanshin Electric Railway</b>        |  | <b>181,196</b> | <b>178,538</b> | <b>179,094</b> | <b>176,990</b> | <b>177,808</b> | <b>179,871</b> | <b>180,906</b> | <b>182,997</b> | <b>193,620</b> | <b>205,202</b> |
| 前期比増減率(%)     | Year on Year (%) |  |  | (1.1)          | (1.5)          | 0.3            | (1.2)          | 0.5            | 1.2            | 0.6            | 1.2            | 5.8            | 6.0            |
| 定期外           | Non-commuter     |  |  | 88,805         | 88,249         | 89,618         | 87,803         | 88,678         | 90,643         | 91,188         | 92,492         | 98,735         | 103,991        |
| 定期            | Commuter         |  |  | 92,391         | 90,289         | 89,476         | 89,187         | 89,130         | 89,228         | 89,718         | 90,505         | 94,884         | 101,211        |
| <b>阪急電鉄</b>   |                  | <b>Hankyu Corporation</b>              |  | <b>608,632</b> | <b>615,324</b> | <b>629,125</b> | <b>627,536</b> | <b>644,564</b> | <b>647,369</b> | <b>654,945</b> | <b>655,937</b> | <b>655,129</b> | <b>485,104</b> |
| 前期比増減率(%)     | Year on Year (%) |  |  | 0.9            | 1.1            | 2.2            | (0.3)          | 2.7            | 0.4            | 1.2            | 0.2            | (0.1)          | (26.0)         |
| 定期外           | Non-commuter     |  |  | 306,349        | 308,716        | 313,241        | 308,843        | 319,023        | 318,064        | 319,939        | 318,158        | 310,525        | 208,035        |
| 定期            | Commuter         |  |  | 302,282        | 306,607        | 315,884        | 318,692        | 325,541        | 329,305        | 335,005        | 337,778        | 344,604        | 277,068        |
| <b>阪神電気鉄道</b> |                  | <b>Hanshin Electric Railway</b>        |  | <b>218,560</b> | <b>221,133</b> | <b>226,004</b> | <b>227,203</b> | <b>234,226</b> | <b>236,766</b> | <b>241,641</b> | <b>245,367</b> | <b>246,212</b> | <b>183,550</b> |
| 前期比増減率(%)     | Year on Year (%) |  |  | 6.5            | 1.2            | 2.2            | 0.5            | 3.1            | 1.1            | 2.1            | 1.5            | 0.3            | (25.5)         |
| 定期外           | Non-commuter     |  |  | 109,284        | 110,385        | 112,360        | 112,000        | 116,440        | 116,998        | 119,567        | 121,013        | 118,559        | 76,214         |
| 定期            | Commuter         |  |  | 109,275        | 110,748        | 113,644        | 115,203        | 117,786        | 119,768        | 122,073        | 124,354        | 127,652        | 107,336        |

※ 阪急電鉄、阪神電気鉄道ともに第1種鉄道事業及び第2種鉄道事業の合計  
 ※ Total revenues from tier 1 and tier 2 railway operations at both Hankyu Corporation and Hanshin Electric Railway.  
 ※ 第2種鉄道事業のうち、神戸高速線については、2010年10月から、運営体制の変更に伴い、輸送人員の計上方法を変更しています(阪急電鉄、阪神電気鉄道ともに)。  
 ※ In October 2010, we changed procedure for counting passengers in Kobe Rapid Transit Railway at both Hankyu Corporation and Hanshin Electric Railway.  
 It was due to revamp of operation system in Kobe Rapid Transit Railway.

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.



2010/10/1  
神戸高速線における計上方法の変更  
We have modified our method of recording fare revenues for Kobe Rapid Transit Railway Line as these sections are now co-managed by Hankyu Corporation, Hanshin Electric Railway and Kobe Electric Railway.

単位: 百万円 millions of yen  
( )は負の数

| 運輸収入   |                          | Revenue (railway) |              | 1992/3                 | 1993/3 | 1994/3 | 1995/3 | 1996/3                 | 1997/3  | 1998/3  | 1999/3                 | 2000/3 | 2001/3 |
|--------|--------------------------|-------------------|--------------|------------------------|--------|--------|--------|------------------------|---------|---------|------------------------|--------|--------|
| 阪急電鉄   | Hankyu Corporation       | 合計                |              | 91,300                 | 99,803 | 99,651 | 96,587 | 99,356                 | 108,280 | 103,758 | 101,485                | 99,311 | 97,172 |
|        |                          | 前期比増減率(%)         |              | 4.9                    | 9.3    | (0.2)  | (3.1)  | 2.9                    | 9.0     | (4.2)   | (2.2)                  | (2.1)  | (2.2)  |
|        |                          | 定期外               | Non-commuter | 53,536                 | 57,735 | 58,286 | 57,472 | 59,857                 | 65,690  | 62,980  | 61,983                 | 61,380 | 60,207 |
|        |                          | 定期                | Commuter     | 37,764                 | 42,068 | 41,364 | 39,115 | 39,498                 | 42,590  | 40,778  | 39,502                 | 37,931 | 36,965 |
|        |                          |                   |              | ↑ 運賃改定 (fare revision) |        |        |        | ↑ 運賃改定 (fare revision) |         |         | ↑ 運賃改定 (fare revision) |        |        |
| 阪神電気鉄道 | Hanshin Electric Railway | 合計                |              | 25,259                 | 28,149 | 27,763 | 26,710 | 26,067                 | 29,054  | 27,193  | 26,458                 | 25,871 | 25,195 |
|        |                          | 前期比増減率(%)         |              | 5.0                    | 11.4   | (1.4)  | (3.8)  | (2.4)                  | 11.5    | (6.4)   | (2.7)                  | (2.2)  | (2.6)  |
|        |                          | 定期外               | Non-commuter | 14,965                 | 16,520 | 16,421 | 16,350 | 16,302                 | 17,867  | 16,619  | 16,247                 | 16,145 | 15,893 |
|        |                          | 定期                | Commuter     | 10,294                 | 11,629 | 11,342 | 10,359 | 9,764                  | 11,186  | 10,574  | 10,211                 | 9,726  | 9,301  |
|        |                          |                   |              | ↑ 運賃改定 (fare revision) |        |        |        | ↑ 運賃改定 (fare revision) |         |         |                        |        |        |
|        |                          |                   |              | 2002/3                 | 2003/3 | 2004/3 | 2005/3 | 2006/3                 | 2007/3  | 2008/3  | 2009/3                 | 2010/3 | 2011/3 |
| 阪急電鉄   | Hankyu Corporation       | 合計                |              | 96,327                 | 94,067 | 93,243 | 91,312 | 92,467                 | 91,813  | 91,932  | 91,967                 | 89,708 | 89,485 |
|        |                          | 前期比増減率(%)         |              | (0.9)                  | (2.3)  | (0.9)  | (2.1)  | 1.3                    | (0.7)   | 0.1     | 0.0                    | (2.5)  | (0.2)  |
|        |                          | 定期外               | Non-commuter | 60,171                 | 58,932 | 58,599 | 57,516 | 59,656                 | 59,907  | 60,010  | 60,087                 | 58,582 | 60,000 |
|        |                          | 定期                | Commuter     | 36,155                 | 35,134 | 34,644 | 33,795 | 32,811                 | 31,905  | 31,922  | 31,880                 | 31,126 | 29,484 |
| 阪神電気鉄道 | Hanshin Electric Railway | 合計                |              | 25,018                 | 24,643 | 24,786 | 24,266 | 24,422                 | 24,710  | 24,878  | 25,230                 | 28,038 | 29,025 |
|        |                          | 前期比増減率(%)         |              | (0.7)                  | (1.5)  | 0.6    | (2.1)  | 0.6                    | 1.2     | 0.7     | 1.4                    | 11.1   | 3.5    |
|        |                          | 定期外               | Non-commuter | 15,964                 | 15,816 | 16,043 | 15,567 | 15,701                 | 16,014  | 16,095  | 16,316                 | 18,396 | 18,899 |
|        |                          | 定期                | Commuter     | 9,053                  | 8,826  | 8,743  | 8,698  | 8,721                  | 8,695   | 8,783   | 8,913                  | 9,642  | 10,126 |
|        |                          |                   |              | 2012/3                 | 2013/3 | 2014/3 | 2015/3 | 2016/3                 | 2017/3  | 2018/3  | 2019/3                 | 2020/3 | 2021/3 |
| 阪急電鉄   | Hankyu Corporation       | 合計                |              | 90,191                 | 91,141 | 92,929 | 92,459 | 95,192                 | 95,348  | 96,335  | 96,516                 | 96,007 | 69,075 |
|        |                          | 前期比増減率(%)         |              | 0.8                    | 1.1    | 2.0    | (0.5)  | 3.0                    | 0.2     | 1.0     | 0.2                    | (0.5)  | (28.1) |
|        |                          | 定期外               | Non-commuter | 60,268                 | 60,749 | 61,630 | 60,910 | 62,920                 | 62,720  | 63,137  | 63,059                 | 61,887 | 40,982 |
|        |                          | 定期                | Commuter     | 29,922                 | 30,391 | 31,299 | 31,549 | 32,272                 | 32,628  | 33,198  | 33,456                 | 34,119 | 28,093 |
| 阪神電気鉄道 | Hanshin Electric Railway | 合計                |              | 30,045                 | 30,410 | 31,269 | 31,394 | 32,407                 | 32,699  | 33,436  | 34,054                 | 33,993 | 24,202 |
|        |                          | 前期比増減率(%)         |              | 3.5                    | 1.2    | 2.8    | 0.4    | 3.2                    | 0.9     | 2.3     | 1.9                    | (0.2)  | (28.8) |
|        |                          | 定期外               | Non-commuter | 19,422                 | 19,669 | 20,260 | 20,286 | 21,035                 | 21,136  | 21,638  | 22,030                 | 21,665 | 13,725 |
|        |                          | 定期                | Commuter     | 10,623                 | 10,740 | 11,008 | 11,107 | 11,372                 | 11,563  | 11,797  | 12,024                 | 12,327 | 10,476 |

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 ※ Total revenues from tier 1 and tier 2 railway operations at both Hankyu Corporation and Hanshin Electric Railway.  
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