

最終更新日：2023年6月19日

Last Update: 19-Jun-23

# *Fact Book 2023*

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

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# 阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

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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11ヵ年推移	Consolidated Decade Summary	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>経営成績</b>	<b>Result of Operations</b>											
営業収益	Operating revenue	682,439	679,157	685,906	746,792	736,763	760,252	791,427	762,650	568,900	746,217	968,300
営業利益	Operating profit	87,921	91,828	94,026	110,293	104,058	105,211	114,937	95,170	2,066	39,212	89,350
EBITDA *1	EBITDA (Earnings Before Interest Taxes Depreciation and Amortization) *1	145,100	149,200	150,100	166,500	159,300	160,800	171,400	154,100	60,300	100,700	153,700
経常利益	Ordinary profit	74,914	81,191	85,590	104,479	100,607	103,774	110,543	88,795	(7,623)	38,450	88,432
税金等調整前当期純利益	Profit before income taxes	62,192	83,542	77,620	96,087	100,805	101,410	88,562	86,746	(41,013)	38,592	75,012
親会社株主に帰属する当期純利益	Profit attributable to owners of parent	39,702	46,352	54,201	69,971	71,302	66,361	65,476	54,859	(36,702)	21,418	46,952
設備投資額	Capital expenditure	59,512	80,722	68,115	66,639	86,212	86,404	114,368	81,090	108,472	120,302	63,039
減価償却費	Depreciation and amortization	54,540	54,474	53,143	53,701	52,800	53,276	54,172	56,542	55,733	59,107	62,037
<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	127,655	146,991	131,881	124,838	115,633	135,821	126,035	123,086	(32,501)	81,844	132,091
投資活動によるキャッシュ・フロー	Cash flows from investing activities	(58,923)	(45,517)	(52,529)	(78,843)	(84,845)	(88,351)	(116,160)	(128,498)	(102,151)	(96,442)	(113,216)
財務活動によるキャッシュ・フロー	Cash flows from financing activities	(69,195)	(105,079)	(81,746)	(47,278)	(30,595)	(43,242)	(11,171)	964	134,631	15,141	(8,981)
現金及び現金同等物の期中増減額	Increase (decrease) in cash and cash equivalents	817	(1,840)	(1,125)	(1,978)	(480)	4,588	(1,848)	(4,454)	(375)	1,983	11,797
現金及び現金同等物の期末残高	Cash and cash equivalents at end of year	25,581	24,497	23,497	22,363	22,530	27,501	27,589	23,526	25,222	29,422	41,375
<b>財務状態</b>	<b>Financial Position</b>											
純資産額	Total net assets	573,154	617,598	679,482	724,237	804,659	866,512	915,381	937,672	909,985	915,363	980,940
総資産額	Total assets	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	2,722,841	2,865,410
有利子負債	Interest-bearing debt	1,126,633	1,032,307	955,828	916,570	899,523	866,758	877,055	903,480	1,063,048	1,095,965	1,106,351
<b>1株当たり情報(円)</b>	<b>Per Share Data (yen)</b>											
当期純利益(基本的)	Profit — Basic	31.48	36.76	42.98	277.88	285.11	267.91	266.86	225.69	(151.72)	88.89	194.88
当期純利益(潜在株式調整後)	Profit — Diluted	31.47	36.75	42.95	277.67	284.86	267.81	266.86	—	—	88.83	194.78
純資産額	Net assets	443.63	477.69	525.56	2,815.96	3,150.67	3,391.35	3,615.52	3,738.56	3,598.83	3,612.17	3,764.17
年間配当金	Dividend	5.00	6.00	6.00	35.00	35.00	40.00	40.00	50.00	50.00	50.00	50.00
<b>財務指標</b>	<b>Ratios</b>											
営業収益営業利益率(%)	Operating profit margin (%)	12.9	13.5	13.7	14.8	14.1	13.8	14.5	12.5	0.4	5.3	9.2
総資産営業利益率(ROA)(%) *2	Return On Assets (ROA) (%) *2	3.9	4.0	4.1	4.8	4.5	4.4	4.7	3.8	0.1	1.5	3.2
自己資本利益率(ROE)(%) *3	Return On Equity (ROE) (%) *3	7.4	8.0	8.6	10.3	9.4	8.2	7.6	6.1	(4.1)	2.5	5.3
有利子負債/EBITDA倍率(倍)	Interest-bearing debt/EBITDA (times)	7.8	6.9	6.4	5.5	5.6	5.4	5.1	5.9	17.6	10.9	7.2
自己資本比率(%)	Equity ratio (%)	24.5	26.3	29.1	31.0	33.5	34.8	35.9	36.4	33.1	32.0	31.6
D/Eレシオ(倍) *4	Debt/equity (D/E) ratio (times) *4	2.0	1.7	1.4	1.3	1.1	1.0	1.0	1.0	1.2	1.3	1.2
株価収益率(PER)(倍)	Price Earnings Ratio (PER)	18.07	15.29	17.29	12.92	12.70	14.73	15.55	16.11	—	39.88	20.14
<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	254,281	254,281	254,281	254,281	254,281	254,281	254,281	254,281
従業員数(人)	Number of employees	20,751	20,913	21,037	21,607	21,860	22,152	22,654	22,800	23,192	22,869	22,527

\*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 profit + depreciation expenses + amortization of goodwill attendant on the management integration of Hankyu and Hanshin

\*2 ROA = operating profit / 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.

※ 2022/3期より、収益認識に関する会計基準(企業会計基準第29号)等を適用しています。

※ From fiscal 2022, ASBJ 29 (Accounting Standard for Revenue Recognition) has been applied.



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Hankyu Hanshin Holdings, Inc.

単位: 百万円 Millions of yen  
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連結損益計算書	Consolidated Statements of Income	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
営業収益	Operating revenue	682,439	679,157	685,906	746,792	736,763	760,252	791,427	762,650	568,900	746,217	968,300
営業費	Total costs of revenues from operations	594,518	587,329	591,879	636,499	632,704	655,041	676,489	667,480	566,833	707,005	878,949
運輸業等営業費及び売上原価	Operating expenses and costs of sales of transportation	560,143	556,346	562,762	605,512	603,260	625,407	650,127	640,441	542,159	679,865	849,136
販売費及び一般管理費	Selling, general and administrative expenses	34,375	30,983	29,116	30,987	29,443	29,633	26,361	27,039	24,674	27,139	29,813
営業利益	Operating profit	87,921	91,828	94,026	110,293	104,058	105,211	114,937	95,170	2,066	39,212	89,350
営業外収益	Total non-operating income	7,895	7,845	8,425	9,158	11,789	12,791	9,377	7,331	3,572	10,885	12,145
受取利息	Interest income	111	130	124	106	115	119	123	149	122	179	314
受取配当金	Dividends income	1,186	1,341	1,399	1,017	976	1,212	1,372	1,339	980	928	957
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	4,302	3,798	4,543	5,748	8,630	9,232	4,962	3,389	—	7,167	8,325
雑収入	Miscellaneous income	2,294	2,575	2,358	2,285	2,066	2,227	2,918	2,005	1,813	2,609	2,547
営業外費用	Total non-operating expenses	20,902	18,481	16,862	14,972	15,240	14,228	13,771	13,706	13,262	11,648	13,063
支払利息	Interest expenses	18,646	16,235	14,013	12,506	11,166	10,059	9,615	9,267	8,885	8,516	8,768
持分法による投資損失	Equity in loss of affiliates	—	—	—	—	—	—	—	—	1,622	—	—
固定資産売却損	Loss on disposal of property and equipment	—	—	—	—	—	—	1,825	1,756	1,487	—	1,034
雑支出	Miscellaneous expenses	2,256	2,246	2,848	2,465	4,073	2,342	2,399	2,951	2,754	2,097	2,510
経常利益	Ordinary profit	74,914	81,191	85,590	104,479	100,607	103,774	110,543	88,795	(7,623)	38,450	88,432
特別利益	Total extraordinary income	8,193	11,718	9,249	38,802	4,255	35,168	7,221	6,038	13,167	42,969	7,927
工事負担金等受入額	Gain on contributions for construction works	5,783	1,885	4,557	37,820	2,114	32,483	3,657	4,643	3,485	28,239	2,530
固定資産売却益	Gain on sale of property and equipment	806	8,508	973	126	453	1,276	2,758	304	—	366	1,394
投資有価証券売却益	Gain on sale of investment securities	1,206	641	3,436	33	872	—	—	—	222	3,702	1,942
雇用調整助成金	Employment adjustment subsidies	—	—	—	—	—	—	—	—	8,715	9,234	—
その他	Other	397	682	282	822	815	1,408	806	1,090	743	1,426	2,060
特別損失	Total extraordinary losses	20,915	9,367	17,219	47,194	4,057	37,533	29,202	8,086	46,557	42,827	21,348
固定資産売却損	Loss on sale of property and equipment	211	—	—	—	—	—	—	—	—	—	—
固定資産圧縮損	Loss on reduction of property and equipment	5,717	1,910	4,408	37,818	2,180	33,702	4,042	4,636	3,568	28,302	4,986
固定資産売却損	Loss on disposal of property and equipment	1,730	—	—	951	546	—	—	—	—	—	—
減損損失	Loss on impairment of fixed assets	5,402	2,297	5,125	2,692	901	819	19,262	361	—	631	12,672
新型コロナウイルス関連損失	COVID-19-related losses	—	—	—	—	—	—	—	—	19,382	9,518	—
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	—	—	—
事業整理損	Restructuring costs	2,161	—	—	—	—	—	—	—	—	—	—
その他	Other	1,302	4,009	2,799	5,732	429	3,011	5,497	1,732	4,989	4,374	3,689
税金等調整前当期純利益	Profit before income taxes	62,192	83,542	77,620	96,087	100,805	101,410	88,562	86,746	(41,013)	38,592	75,012
法人税等合計	Total income taxes	21,234	35,620	21,848	24,538	27,931	33,362	20,525	29,834	(6,478)	13,256	23,422
法人税、住民税及び事業税	Income taxes—current	13,701	7,042	25,095	20,495	26,081	28,389	19,104	28,235	4,205	9,963	18,249
法人税等調整額	Income taxes—defferd	7,532	28,578	(3,246)	4,043	1,850	4,972	1,420	1,599	(10,683)	3,292	5,173
当期純利益	Profit	40,957	47,921	55,772	71,549	72,873	68,047	68,036	56,911	(34,535)	25,335	51,589
非支配株主に帰属する当期純利益	Profit attributable to non-controlling interests	1,254	1,569	1,570	1,577	1,570	1,685	2,560	2,051	2,166	3,916	4,636
親会社株主に帰属する当期純利益	Profit attributable to owners of parent	39,702	46,352	54,201	69,971	71,302	66,361	65,476	54,859	(36,702)	21,418	46,952

※ 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.

※ 2022/3期より、収益認識に関する会計基準(企業会計基準第29号)等を適用しています。

※ From fiscal 2022, ASBJ 29 (Accounting Standard for Revenue Recognition) has been applied.

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Hankyu Hanshin Holdings, Inc.

単位:百万円 Millions of yen

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連結包括利益計算書	Consolidated Statements of Comprehensive Income	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
当期純利益	Profit	40,957	47,921	55,772	71,549	72,873	68,047	68,036	56,911	(34,535)	25,335	51,589
その他の包括利益	Total other Comprehensive Income	13,124	8,019	15,262	(7,706)	6,414	5,944	(1,471)	(12,618)	11,732	(8,084)	402
その他有価証券評価差額金	Valuation difference on available-for-sale securities	6,735	4,443	5,920	598	3,213	1,766	(2,635)	(5,122)	4,150	(8,633)	1,860
繰延ヘッジ損益	Deferred gains of losses on hedges	900	(293)	(627)	(786)	1,390	(984)	158	314	32	4	(86)
土地再評価差額金	Surplus from land revaluation	—	(15)	279	124	—	5	—	—	(41)	—	—
為替換算調整勘定	Foreign currency translation adjustment	1,287	2,180	1,564	(855)	(914)	519	(670)	(45)	(386)	2,191	(1,340)
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	(1,754)	(759)
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	4,201	1,704	3,531	(451)	1,824	3,009	(1,268)	(5,364)	4,071	108	727
包括利益	Comprehensive income	54,081	55,941	71,034	63,842	79,288	73,991	66,565	44,292	(22,803)	17,251	51,991

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連結キャッシュ・フロー計算書	Consolidated Statements of Cash Flows	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<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>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>	<b>81,844</b>	<b>132,091</b>
税金等調整前当期純利益	Profit before income taxes	62,192	83,542	77,620	96,087	100,805	101,410	88,562	86,746	(41,013)	38,592	75,012
減価償却費	Depreciation and amortization	54,540	54,474	53,143	53,701	52,800	53,276	54,172	56,542	57,502	59,945	62,223
減損損失	Loss on impairment of fixed assets	5,402	2,297	5,125	2,692	901	819	19,262	361	—	631	12,672
構造改革損失	Structural reform-related loss	—	—	—	—	—	—	—	—	18,618	—	—
のれん償却額	Amortization of goodwill	2,875	2,916	2,929	2,471	2,426	2,323	2,240	2,426	2,508	2,366	2,326
持分法による投資損益 (負の数は益)	Equity in (income) losses of affiliates	(4,302)	(3,798)	(4,543)	(5,748)	(8,630)	(9,232)	(4,962)	(3,389)	1,622	(7,167)	(8,325)
退職給付引当金の増減額 (負の数は減少)	Increase (decrease) in provision for retirement benefits	(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)	(1,242)	(2,105)
貸倒引当金の増減額 (負の数は減少)	Increase (decrease) in allowance for doubtful receivables	(24)	34	(137)	(42)	20	(52)	9	(49)	197	128	377
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)	—	—	—	—	—	—	—	—
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	(1,297)	(1,471)	(1,523)	(1,124)	(1,092)	(1,331)	(1,496)	(1,548)	(1,102)	(1,108)	(1,272)
支払利息	Interest expense	18,646	16,235	14,013	12,506	11,166	10,059	9,615	9,267	8,885	8,516	8,768
固定資産圧縮損	Loss on reduction of property and equipment	5,717	1,910	4,408	37,818	2,180	33,702	4,042	4,636	3,568	28,302	4,986
固定資産除却損	Loss on disposal of property and equipment	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	(594)	(8,133)	(492)	183	(426)	(1,046)	(2,746)	(214)	—	(290)	(1,394)
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)	—	—	—	(222)	(3,680)	(1,937)
工事負担金等受入額	Gain on contributions for construction works	(5,783)	(1,885)	(4,557)	(37,820)	(2,114)	(32,483)	(3,657)	(4,643)	(3,485)	(28,239)	(2,530)
売上債権の増減額 (負の数は増加)	Decrease (increase) in trade receivables	(4,058)	(4,200)	(216)	6,129	(10,595)	(8,806)	(718)	25,035	(4,354)	(38,870)	(7,652)
たな卸資産の増減額 (負の数は増加)	Decrease (increase) in inventories	8,516	12,106	8,362	(1,174)	(2,506)	(9,254)	(4,003)	2,803	(36,799)	(2,560)	(29,286)
仕入債務の増減額 (負の数は減少)	(Increase) decrease in trade payables	659	877	(48)	(5,028)	3,083	6,525	1,094	(17,884)	(632)	11,561	1,308
その他の負債の増減額 (負の数は減少)	Increase (decrease) in other liabilities	5,289	—	—	—	—	—	—	—	—	—	—
その他	Other	(3,023)	20,078	3,540	4,436	(1,096)	20,412	(1,965)	(16,361)	(2,039)	13,433	41,781
小計	Subtotal	151,530	174,766	154,204	163,930	146,420	167,824	161,672	143,400	2,140	80,318	154,951
利息及び配当金の受取額	Interest and dividends received	2,701	3,036	2,876	3,156	3,208	4,155	4,533	4,362	4,129	3,148	3,795
利息の支払額	Interest paid	(19,028)	(16,797)	(14,363)	(12,591)	(11,282)	(10,154)	(9,627)	(9,381)	(8,899)	(8,557)	(8,626)
法人税等の支払額又は還付額 (負の数は支払)	Income taxes (paid) refunded	(7,548)	(14,013)	(10,836)	(29,656)	(22,714)	(26,005)	(30,542)	(15,295)	(29,871)	6,934	(18,029)
<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>(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>	<b>(96,442)</b>	<b>(113,216)</b>
固定資産の取得による支出	Purchases of property and equipment	(83,506)	(89,845)	(86,970)	(92,686)	(92,767)	(102,863)	(137,809)	(96,028)	(136,958)	(131,491)	(92,775)
固定資産の売却による収入	Proceeds from sale of property and equipment	5,600	21,619	5,588	5,064	2,186	2,010	16,310	884	19,911	681	320
投資有価証券の取得による支出	Purchases of investment securities	(2,353)	(2,438)	(10,353)	(14,228)	(11,527)	(7,807)	(11,744)	(27,660)	(14,137)	(5,142)	(21,672)
投資有価証券の売却による収入	Proceeds from sale of investment securities	4,515	1,010	19,747	618	1,611	—	—	—	1,664	9,187	4,733
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	—	3,285	—	—	—	—	—	—	—	—	—
連結の範囲の変更を伴う子会社株式の取得による支出	Purchases of shares in subsidiaries resulting in change in scope of consolidation	—	—	—	—	—	—	—	—	—	—	(28,636)
短期貸付金の純増減額 (負の数は増加)	Net decrease (increase) in short-term loans receivable	21	2,335	—	—	—	—	—	—	—	—	—
長期貸付けによる支出	Long-term loans advanced	—	—	—	—	—	—	(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	389	—	—	—	—	—	—	—	—	—	—
工事負担金等受入による収入	Receipt of contributions for construction works	16,134	14,115	21,098	20,623	13,973	21,222	18,252	19,631	29,249	31,242	22,680
その他	Other	277	4,401	(1,640)	1,765	1,677	(914)	(739)	(1,557)	(1,136)	(920)	2,132
<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>(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>	<b>15,141</b>	<b>(8,981)</b>
短期借入金の純増減額 (負の数は減少)	Net increase (decrease) in short-term borrowings	(8,924)	(13,191)	2,363	(21,628)	(546)	(33,954)	1,949	21,039	(17,446)	(14,797)	5,180
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	20,000	(40,000)
長期借入れによる収入	Proceeds from long-term borrowings	100,754	105,350	90,100	65,830	65,190	56,140	30,450	28,330	103,350	30,360	60,210
長期借入金の返済による支出	Repayment of long-term debt	(137,064)	(184,737)	(153,170)	(76,570)	(68,576)	(43,293)	(41,278)	(34,365)	(34,696)	(44,971)	(54,337)
社債の発行による収入	Proceeds from new bonds issued	19,882	9,934	9,930	—	19,858	—	19,866	29,766	99,474	49,712	29,841
社債の償還による支出	Redemption of bonds	(35,010)	(10,000)	(20,000)	—	(30,000)	(10,000)	—	(20,000)	(25,000)	(10,000)	(7,000)
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)	(47)	(53)
配当金の支払額	Dividends paid	(6,334)	(9,500)	(8,229)	(8,227)	(8,803)	(9,360)	(9,896)	(11,020)	(12,188)	(12,126)	(12,125)
非支配株主への配当金の支払額	Dividends paid to non-controlling interests	(344)	(329)	(485)	(331)	(406)	(363)	(378)	(526)	(724)	(564)	(853)
連結子会社設立に伴う非支配株主からの払込みによる収入	Proceeds from non-controlling interests associated with establishing consolidated subsidiaries	—	—	—	—	—	—	—	—	—	—	14,756
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	(2,154)	(2,606)	(2,085)	(2,571)	(2,038)	(1,836)	(1,703)	(2,298)	(3,476)	(2,424)	(4,600)
<b>現金及び現金同等物に係る換算差額</b>	<b>Effect of exchange rate changes on cash and cash equivalents</b>	<b>1,280</b>	<b>1,765</b>	<b>1,270</b>	<b>(694)</b>	<b>(673)</b>	<b>360</b>	<b>(551)</b>	<b>(7)</b>	<b>(354)</b>	<b>1,441</b>	<b>1,904</b>
<b>現金及び現金同等物の増減額 (負の数は減少)</b>	<b>Increase (decrease) in cash and cash equivalents</b>	<b>817</b>	<b>(1,840)</b>	<b>(1,125)</b>	<b>(1,978)</b>	<b>(480)</b>	<b>4,588</b>	<b>(1,848)</b>	<b>(4,454)</b>	<b>(375)</b>	<b>1,983</b>	<b>11,797</b>
<b>現金及び現金同等物の期首残高</b>	<b>Cash and cash equivalents at beginning of year</b>	<b>23,572</b>	<b>25,581</b>	<b>24,497</b>	<b>23,497</b>	<b>22,363</b>	<b>22,530</b>	<b>27,501</b>	<b>27,589</b>	<b>23,526</b>	<b>25,222</b>	<b>29,422</b>
<b>新規連結に伴う現金及び現金同等物の増加額</b>	<b>Increase in cash and cash equivalents from newly consolidated subsidiaries</b>	<b>1,191</b>	<b>755</b>	<b>125</b>	<b>844</b>	<b>648</b>	<b>383</b>	<b>1,935</b>	<b>391</b>	<b>2,072</b>	<b>2,215</b>	<b>—</b>
<b>非連結子会社との合併に伴う現金及び現金同等物の増加額</b>	<b>Increase in cash and cash equivalents following merger with non-consolidated subsidiaries</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>155</b>
<b>現金及び現金同等物の期末残高</b>	<b>Cash and cash equivalents at end of year</b>	<b>25,581</b>	<b>24,497</b>	<b>23,497</b>	<b>22,363</b>	<b>22,530</b>	<b>27,501</b>	<b>27,589</b>	<b>23,526</b>	<b>25,222</b>	<b>29,422</b>	<b>41,375</b>

※ 2021/3期、2022/3期、2023/3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, fiscal 2022 and fiscal 2023 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)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>営業収益</b>	<b>Operating revenue</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>	<b>746,217</b>	<b>968,300</b>
都市交通事業	Urban Transportation	249,342	234,555	233,419	239,544	237,136	235,967	238,562	227,176	156,926	161,623	185,581
不動産事業	Real Estate	198,343	208,610	206,444	220,923	215,709	222,586	237,276	236,046	188,360	246,584	282,049
エンタテインメント・コミュニケーション事業	Entertainment and Communications	102,695	110,350	112,632	112,490	115,193	121,078					
エンタテインメント事業	Entertainment							74,518	74,020	42,192	62,864	72,289
情報・通信事業	Information and Communication Technology							53,533	58,576	58,083	59,181	60,355
旅行事業	Travel	34,086	33,006	31,965	30,502	29,938	34,022	35,528	33,766	11,960	60,419	191,400
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	143,296	163,269
ホテル事業	Hotels	64,697	63,695	63,031	68,042	65,640	67,248	64,923	60,280	19,145		
その他事業	Other	36,045	34,713	41,678	38,859	42,646	42,811	43,417	42,486	49,840	51,666	55,649
調整額	Eliminations or Corporate	(39,516)	(43,469)	(42,684)	(39,660)	(41,172)	(47,169)	(46,322)	(45,887)	(43,160)	(39,417)	(42,295)
<b>営業利益又は営業損失</b>	<b>Operating profit (losses)</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>	<b>39,212</b>	<b>89,350</b>
都市交通事業	Urban Transportation	37,208	38,494	38,553	41,270	42,237	41,586	43,455	40,056	(5,108)	5,629	22,435
不動産事業	Real Estate	37,278	38,008	37,173	49,851	41,970	40,954	49,250	41,510	28,923	19,425	27,851
エンタテインメント・コミュニケーション事業	Entertainment and Communications	11,238	14,172	14,993	15,301	15,655	17,750					
エンタテインメント事業	Entertainment							13,439	11,695	(2,258)	9,263	12,622
情報・通信事業	Information and Communication Technology							5,279	5,598	5,556	5,867	5,917
旅行事業	Travel	2,451	1,224	1,227	680	637	2,055	1,764	232	(7,397)	(5,748)	15,257
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	8,019	8,381
ホテル事業	Hotels	525	809	1,216	3,298	2,795	2,216	1,214	(3,142)	(17,927)		
その他事業	Other	307	849	1,032	967	1,340	1,929	2,333	2,381	1,881	2,385	2,752
調整額	Eliminations or Corporate	(2,898)	(3,781)	(3,223)	(2,866)	(2,167)	(4,058)	(4,191)	(3,332)	(3,911)	(5,628)	(5,866)
<b>資産</b>	<b>Assets</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>2,722,841</b>	<b>2,865,410</b>
都市交通事業	Urban Transportation	760,596	764,053	778,565	794,261	802,238	799,345	800,209	816,195	814,650	833,681	861,185
不動産事業	Real Estate	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	1,449,581	1,537,946
エンタテインメント・コミュニケーション事業	Entertainment and Communications	141,616	142,827	143,239	142,705	147,307	150,931					
エンタテインメント事業	Entertainment							106,258	107,608	106,310	112,522	113,100
情報・通信事業	Information and Communication Technology							53,537	55,658	58,743	68,338	72,196
旅行事業	Travel	71,804	74,473	68,037	65,239	73,938	85,570	91,603	47,286	29,626	46,154	88,245
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	69,188	72,019
ホテル事業	Hotels	87,232	85,730	82,199	82,754	82,562	83,652	84,071	88,030	91,230		
その他事業	Other	45,532	46,094	43,769	35,849	34,144	35,364	37,520	38,040	39,985	42,004	42,742
調整額	Eliminations or Corporate	125,365	124,554	124,694	98,899	114,261	111,454	99,582	109,672	129,750	101,369	77,974
<b>減価償却費</b>	<b>Depreciation and amortization</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>	<b>59,107</b>	<b>62,037</b>
都市交通事業	Urban Transportation	26,948	25,951	25,433	25,691	25,919	26,661	27,354	27,621	27,052	27,222	26,235
不動産事業	Real Estate	16,424	18,017	17,218	17,916	16,800	16,536	16,640	17,150	17,302	21,816	24,867
エンタテインメント・コミュニケーション事業	Entertainment and Communications	7,607	7,059	7,010	6,656	6,729	6,792					
エンタテインメント事業	Entertainment							3,684	3,751	2,942	3,487	3,719
情報・通信事業	Information and Communication Technology							3,414	3,752	4,246	4,775	5,115
旅行事業	Travel	624	806	809	773	726	680	653	761	886	912	943
国際輸送事業	International Transportation	673	703	738	730	680	662	619	1,310	1,288	1,592	1,767
ホテル事業	Hotels	2,194	2,089	2,035	1,838	1,877	2,099	2,140	2,503	2,369		
その他事業	Other	362	349	479	537	546	411	360	381	456	396	427
調整額	Eliminations or Corporate	(296)	(503)	(582)	(443)	(480)	(569)	(696)	(691)	(812)	(1,095)	(1,038)

※ 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.

※ 2022/3期より、収益認識に関する会計基準(企業会計基準第29号)等を適用しています。

※ From fiscal 2022, ASBJ 29 (Accounting Standard for Revenue Recognition) has been applied.

※ 2023/3期から実施したセグメントの変更に伴い、2022/3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 2023, the segment information for the fiscal 2022 is based on the new classification.



# 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)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>減損損失</b>	<b>Loss on impairment of fixed assets</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>631</b>	<b>12,672</b>
都市交通事業	Urban Transportation	704	69	54	391	72	44	19,227	-	-	-	29
不動産事業	Real Estate	1,711	547	291	240	16	407	-	-	-	-	12,626
エンタテインメント・コミュニケーション事業	Entertainment and Communications	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	-	-	-	-	-	-	-	-	-	-	9
旅行事業	Travel	-	-	-	-	-	5	-	-	-	-	7
国際輸送事業	International Transportation	-	-	551	-	-	259	15	-	-	-	-
ホテル事業	Hotels	404	434	4,055	2,033	290	101	20	-	-	-	-
その他事業	Other	11	-	-	-	520	-	-	-	-	-	-
調整額	Eliminations or Corporate	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>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>	<b>120,302</b>	<b>63,039</b>
都市交通事業	Urban Transportation	26,199	27,522	32,072	27,977	31,158	35,001	33,791	32,928	29,515	30,274	27,396
不動産事業	Real Estate	25,325	43,451	25,828	28,287	43,144	39,928	62,448	32,212	68,762	77,521	24,549
エンタテインメント・コミュニケーション事業	Entertainment and Communications	4,124	5,561	6,092	5,919	7,388	7,559	-	-	-	-	-
エンタテインメント事業	Entertainment	-	-	-	-	-	-	2,637	4,161	1,716	5,102	2,400
情報・通信事業	Information and Communication Technology	-	-	-	-	-	-	5,307	4,865	4,544	5,104	5,629
旅行事業	Travel	1,075	1,178	660	507	528	538	831	1,244	1,352	738	716
国際輸送事業	International Transportation	533	578	476	1,049	384	732	678	1,111	687	2,474	2,401
ホテル事業	Hotels	1,931	1,817	1,497	2,233	3,182	2,298	1,961	4,814	1,922	-	-
その他事業	Other	401	510	960	717	618	665	1,452	198	329	364	422
調整額	Eliminations or Corporate	(79)	103	527	(52)	(193)	(321)	5,259	(446)	(358)	(1,276)	(477)

※ 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.

※ 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.

※ 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 as they have little 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.

※ 2023/3期から実施したセグメントの変更に伴い、2022/3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 2023, the segment information for the fiscal 2022 is based on the new classification.

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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)	Segment changed					Segment changed			Segment changed		
		Old 旧区分	New 新区分	Old 旧区分	New 新区分	Old 旧区分	New 新区分	Old 旧区分	New 新区分			
		2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>営業収益</b>	<b>Operating revenue</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>	<b>746,217</b>	<b>968,300</b>
都市交通事業	Urban Transportation	193,631	234,555	233,419	239,544	237,136	235,967	238,562	227,176	156,926	161,623	185,581
不動産事業	Real Estate	196,711	208,610	206,444	220,923	215,709	222,586	237,276	236,046	188,360	230,526	282,049
エンタテインメント・コミュニケーション事業	Entertainment and Communications	108,608	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	62,864	72,289
情報・通信事業	Information and Communication Technology								58,576	58,083	59,181	60,355
旅行・国際輸送事業	Travel and International Transportation	70,840										
旅行事業	Travel		33,006	31,965	30,502	29,938	34,022	35,528	33,766	11,960	60,419	191,400
国際輸送事業	International Transportation		37,696	39,419	76,092	71,670	83,707	89,990	76,186	85,552	143,296	163,269
ホテル事業	Hotels	64,697	63,695	63,031	68,042	65,640	67,248	64,923	60,280	19,145	25,554	
流通事業	Retailing	53,253										
その他事業	Other	36,045	34,713	41,678	38,859	42,646	42,811	43,417	42,486	49,840	51,666	55,649
調整額	Eliminations or Corporate	(41,348)	(43,469)	(42,684)	(39,660)	(41,172)	(47,169)	(44,803)	(45,887)	(43,160)	(48,914)	(42,295)
<b>営業利益又は営業損失</b>	<b>Operating profit (losses)</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>	<b>39,212</b>	<b>89,350</b>
都市交通事業	Urban Transportation	34,711	38,494	38,553	41,270	42,237	41,586	43,455	40,056	(5,108)	5,629	22,435
不動産事業	Real Estate	36,994	38,008	37,173	49,851	41,970	40,954	49,250	41,510	28,923	32,952	27,851
エンタテインメント・コミュニケーション事業	Entertainment and Communications	12,584	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)	9,263	12,622
情報・通信事業	Information and Communication Technology								5,598	5,556	5,867	5,917
旅行・国際輸送事業	Travel and International Transportation	4,441										
旅行事業	Travel		1,224	1,227	680	637	2,055	1,764	232	(7,397)	(5,748)	15,257
国際輸送事業	International Transportation		2,051	3,053	1,788	1,587	2,777	2,392	170	2,308	8,019	8,381
ホテル事業	Hotels	525	809	1,216	3,298	2,795	2,216	1,214	(3,142)	(17,927)	(13,176)	
流通事業	Retailing	1,387										
その他事業	Other	307	849	1,032	967	1,340	1,929	2,333	2,381	1,881	2,385	2,752
調整額	Eliminations or Corporate	(3,031)	(3,781)	(3,223)	(2,866)	(2,167)	(4,058)	(4,231)	(3,332)	(3,911)	(5,979)	(5,866)

※ 2017/3期より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、前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.

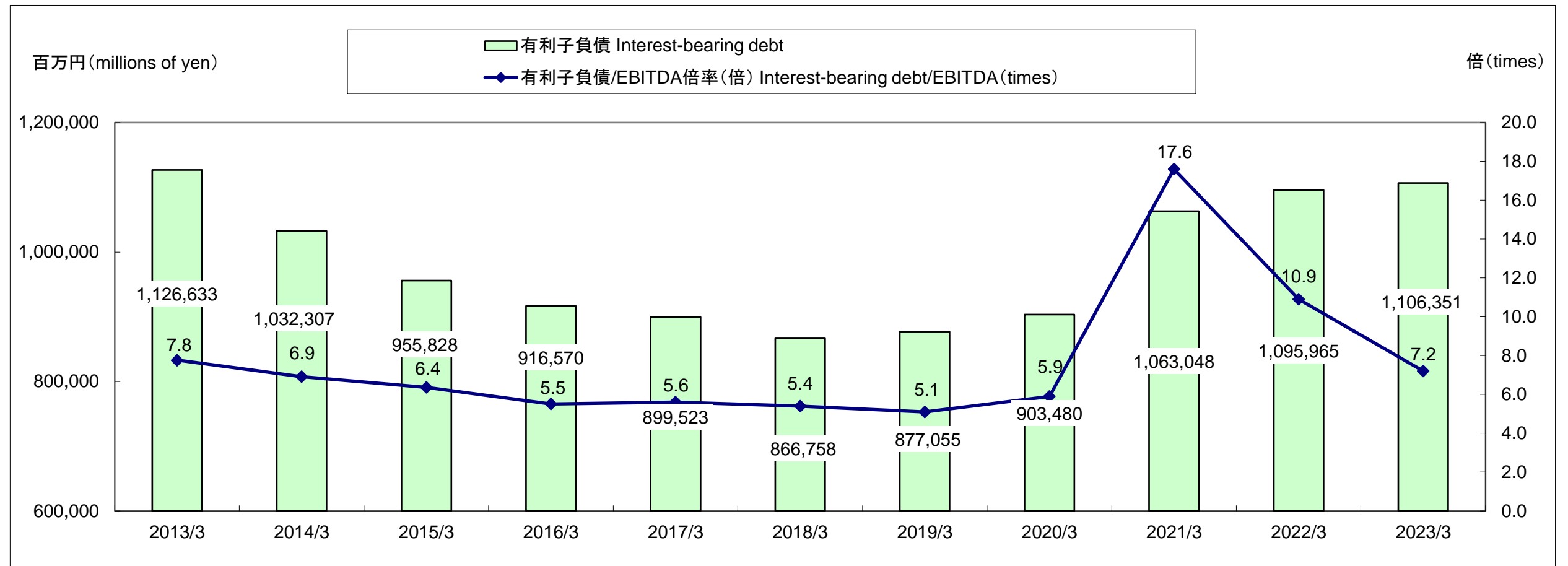
(ご参考)

セグメント変更後の  
区分に基づき記載

セグメント情報(連結)	Segment Information (Consolidated)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>営業収益</b>	<b>Operating revenue</b>	<b>682,439</b>	<b>679,157</b>					<b>791,427</b>	<b>762,650</b>		<b>746,217</b>	<b>968,300</b>
都市交通事業	Urban Transportation	249,342	234,555					238,562	227,176		161,623	185,581
不動産事業	Real Estate	198,343	208,610					237,276	236,046		246,584	282,049
エンタテインメント・コミュニケーション事業	Entertainment and Communications	102,695	110,350									
エンタテインメント事業	Entertainment							74,518	74,020		62,864	72,289
情報・通信事業	Information and Communication Technology							53,533	58,576		59,181	60,355
旅行・国際輸送事業	Travel and International Transportation											
旅行事業	Travel	34,086	33,006					35,528	33,766		60,419	191,400
国際輸送事業	International Transportation	36,745	37,696					89,990	76,186		143,296	163,269
ホテル事業	Hotels	64,697	63,695					64,923	60,280			
流通事業	Retailing											
その他事業	Other	36,045	34,713					43,417	42,486		51,666	55,619
調整額	Eliminations or Corporate	(39,516)	(43,469)					(46,322)	(45,887)		(39,417)	(42,295)
<b>営業利益又は営業損失</b>	<b>Operating profit (losses)</b>	<b>87,921</b>	<b>91,828</b>					<b>114,937</b>	<b>95,170</b>		<b>39,212</b>	<b>89,350</b>
都市交通事業	Urban Transportation	37,208	38,494					43,455	40,056		5,629	22,435
不動産事業	Real Estate	37,278	38,008					49,250	41,510		19,425	27,851
エンタテインメント・コミュニケーション事業	Entertainment and Communications	11,238	14,172									
エンタテインメント事業	Entertainment							13,439	11,695		9,263	12,622
情報・通信事業	Information and Communication Technology							5,279	5,598		5,867	5,917
旅行・国際輸送事業	Travel and International Transportation											
旅行事業	Travel	2,451	1,224					1,764	232		(5,748)	15,257
国際輸送事業	International Transportation	1,809	2,051					2,392	170		8,019	8,381
ホテル事業	Hotels	525	809					1,214	(3,142)			
流通事業	Retailing											
その他事業	Other	307	849					2,333	2,381		2,385	2,752
調整額	Eliminations or Corporate	(2,898)	(3,781)					(4,191)	(3,332)		(5,628)	(5,866)

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Hankyu Hanshin Holdings, Inc.



単位: 百万円 Millions of yen

		2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
有利子負債	Interest-bearing debt	1,126,633	1,032,307	955,828	916,570	899,523	866,758	877,055	903,480	1,063,048	1,095,965	1,106,351
EBITDA	EBITDA	145,100	149,200	150,100	166,500	159,300	160,800	171,400	154,100	60,300	100,700	153,700
有利子負債/EBITDA倍率(倍)	Interest-bearing debt/EBITDA (times)	7.8	6.9	6.4	5.5	5.6	5.4	5.1	5.9	17.6	10.9	7.2

\* 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 profit + 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)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>鉄道事業営業費</b>	<b>Operating expenses and cost of sales of railway business</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>72,679</b>	<b>76,693</b>
<b>運送営業費</b>	<b>Operating expenses of transportation</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>	<b>48,098</b>	<b>52,322</b>
給与	Payroll costs	22,704	22,746	22,750	23,057	22,753	23,650	23,411	23,274	22,664	22,189	22,194
動力費	Power costs	5,138	6,478	6,800	6,728	6,032	6,157	5,171	5,101	4,529	4,923	6,936
修繕費	Repair expenses	7,532	8,658	7,724	8,420	7,917	7,369	7,213	7,793	7,371	6,790	7,955
<b>一般管理費</b>	<b>General and administrative expenses</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>	<b>3,777</b>	<b>4,024</b>
人件費	Personal expenses	2,247	1,987	1,938	1,923	2,166	2,185	1,255	1,060	968	744	765
経費	Expenses	2,995	3,099	3,126	3,199	3,239	3,199	3,400	3,638	3,560	3,032	3,258
<b>諸税</b>	<b>Taxes</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>3,838</b>	<b>3,902</b>
<b>減価償却費</b>	<b>Depreciation and amortisation</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>16,965</b>	<b>16,443</b>
<b>その他事業営業費</b>	<b>Operating expenses and cost of sales of the other business</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>60,546</b>	<b>66,695</b>
<b>売上原価</b>	<b>Cost of sales</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>	<b>42,419</b>	<b>46,764</b>
分譲等商品原価	Cost of goods	5,918	15,065	14,726	11,161	4,881	3,209	2,515	1,016	756	805	968
賃貸等営業原価	Operating cost	36,851	38,186	38,998	39,803	40,485	42,201	41,770	43,370	35,939	41,613	45,795
<b>販売費及び一般管理費</b>	<b>Selling, general and administrative expenses</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>	<b>3,615</b>	<b>3,991</b>
人件費	Personal expenses	1,686	1,530	1,524	1,519	1,761	1,790	1,096	952	754	731	762
経費	Expenses	2,916	3,046	3,086	3,256	3,172	2,990	3,125	3,333	2,758	2,883	3,228
<b>諸税</b>	<b>Taxes</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>4,814</b>	<b>5,310</b>
<b>減価償却費</b>	<b>Depreciation and amortization</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>9,697</b>	<b>10,630</b>
<b>全事業営業費合計</b>	<b>Total cost of revenues from operations</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>	<b>133,225</b>	<b>143,389</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)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>鉄道事業営業費</b>	<b>Operating expenses and cost of sales of railway business</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>27,721</b>	<b>29,154</b>
<b>運送営業費</b>	<b>Operating expenses of transportation</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>	<b>19,054</b>	<b>20,414</b>
給与	Payroll costs	6,488	6,464	6,504	6,926	6,949	6,897	7,079	7,115	6,787	6,982	7,052
修繕費	Repair expenses	2,423	3,021	2,925	3,351	3,226	3,410	3,411	3,375	3,210	3,129	3,299
電力費	Power costs	1,637	1,920	2,199	2,114	1,990	2,046	1,755	1,742	1,561	1,683	2,360
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	1,923	1,897
<b>一般管理費</b>	<b>General and administrative expenses</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>	<b>2,398</b>	<b>2,365</b>
人件費	Personal expenses	972	984	1,059	1,026	1,043	1,134	1,029	938	919	943	912
経費	Expenses	1,400	1,434	1,406	1,351	1,264	1,263	1,641	1,669	1,614	1,455	1,452
<b>諸税</b>	<b>Taxes</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>1,481</b>	<b>1,517</b>
<b>減価償却費</b>	<b>Depreciation and amortisation</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>4,787</b>	<b>4,856</b>
<b>兼業営業費</b>	<b>Operating expenses and cost of sales of the other business</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>27,317</b>	<b>34,297</b>
<b>売上原価</b>	<b>Cost of sales</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>	<b>90</b>	<b>690</b>
土地建物売上原価	Cost of real estate business	4,739	5,590	7,431	8,652	11,525	6,999	87	3,805	107	-	268
スポーツ・レジャー(その他)事業売上原価	Cost of sports & leisure business	2,989	2,996	3,177	3,309	3,467	3,749	3,952	3,561	823	90	421
<b>販売費及び一般管理費</b>	<b>Selling, general and administrative expenses</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>	<b>17,663</b>	<b>21,691</b>
人件費	Personal expenses	2,326	2,491	2,713	2,782	2,983	2,933	1,617	1,676	1,502	1,595	1,717
経費	Expenses	13,931	14,085	14,136	14,416	14,492	15,702	15,751	17,225	14,487	16,068	19,974
<b>諸税</b>	<b>Taxes</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>3,674</b>	<b>4,462</b>
<b>減価償却費</b>	<b>Depreciation and amortization</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>5,889</b>	<b>7,452</b>
<b>全事業営業費合計</b>	<b>Total cost of revenues from operations</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>	<b>55,039</b>	<b>63,451</b>

# 阪急阪神ホールディングス株式会社

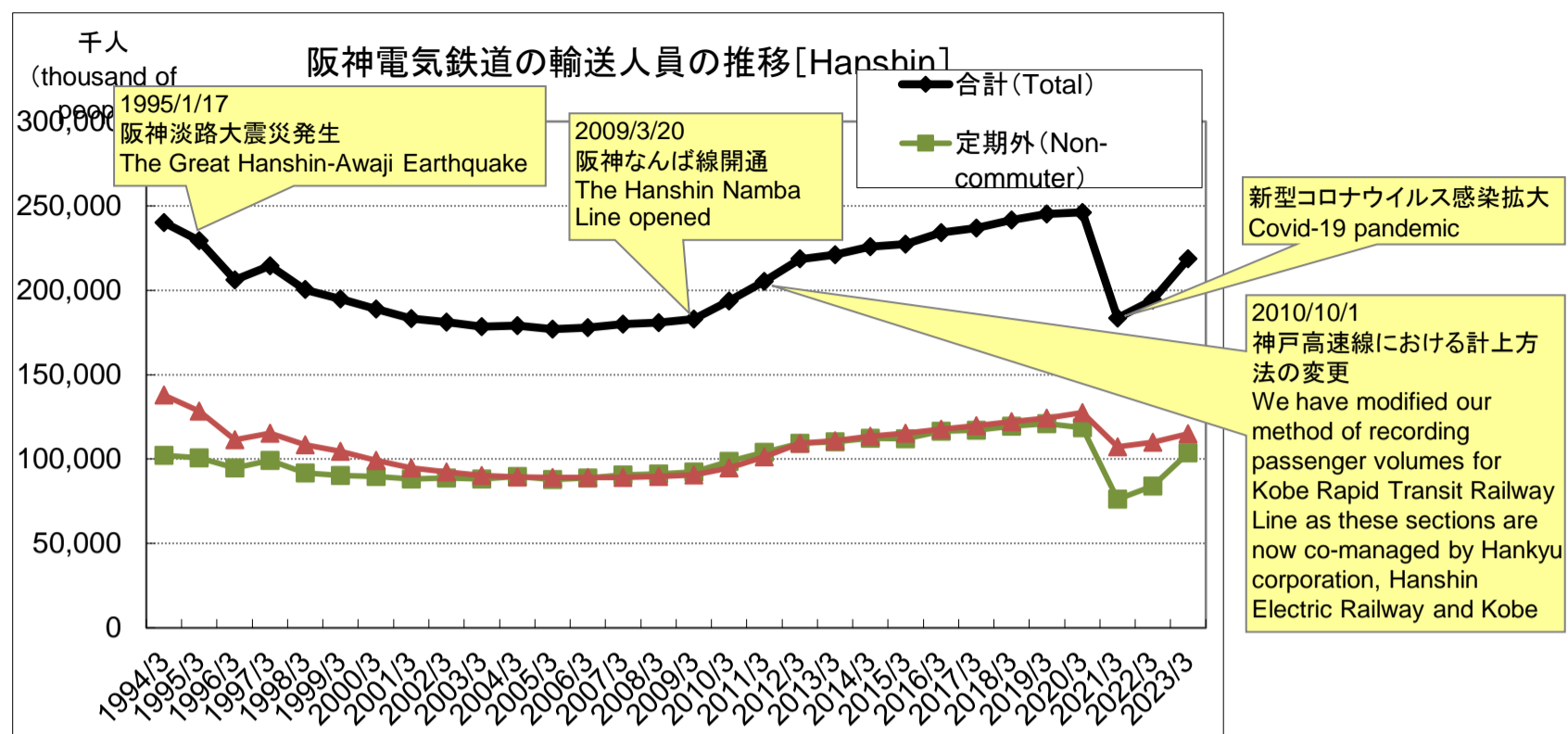
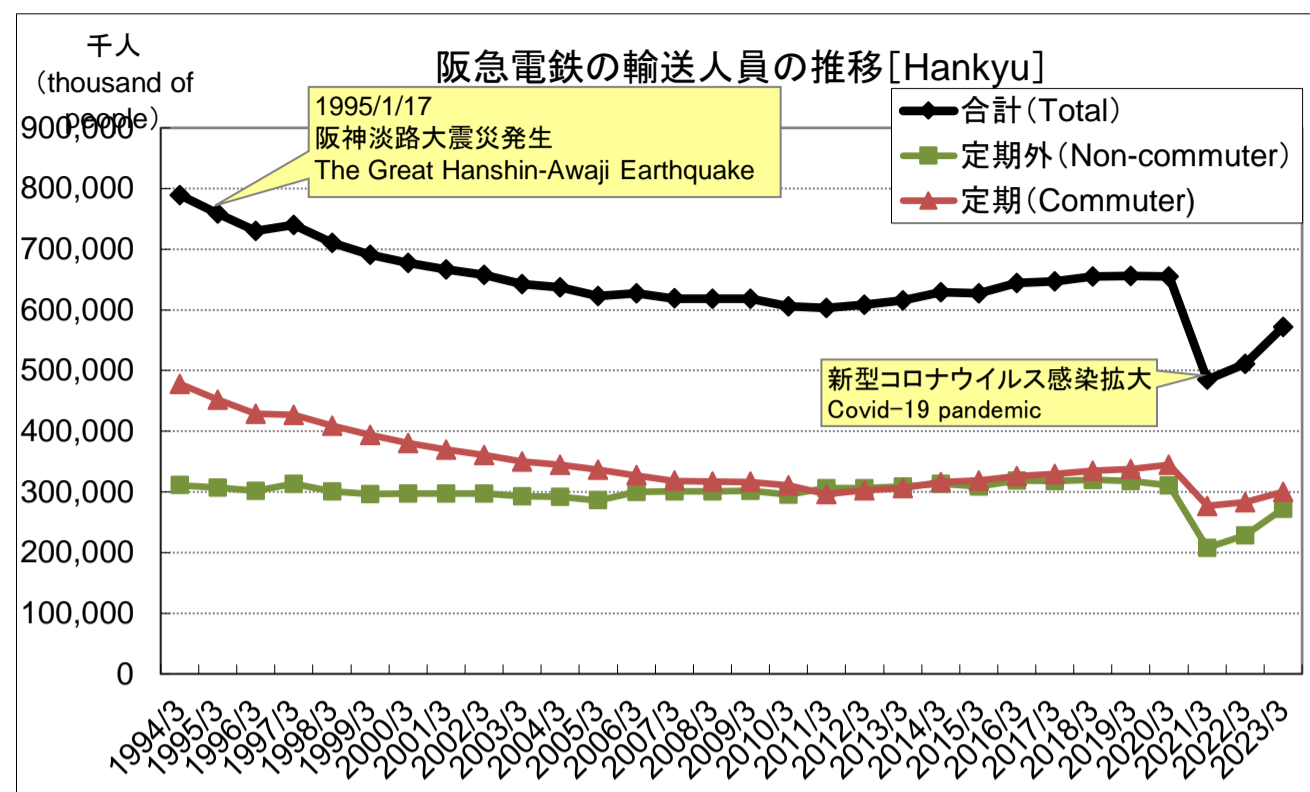
Hankyu Hanshin Holdings, Inc.

単位:人

従業員数(連結)	Number of employees (Consolidated)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
合計	Total	20,751	20,913	21,037	21,607	21,860	22,152	22,654	22,800	23,192	22,869	22,527
都市交通事業	Urban Transportation	8,919	9,607	9,539	9,609	9,420	9,338	9,371	9,295	9,099	8,948	8,705
不動産事業	Real Estate	1,924	1,983	2,033	2,131	2,191	2,276	2,356	2,400	2,453	2,506	4,472
エンタテインメント・コミュニケーション事業	Entertainment and Communications	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	1,124	1,149
情報・通信事業	Information and Communication Technology								1,390	1,545	1,648	1,776
旅行・国際輸送事業	Travel and International Transportation	4,071										
旅行事業	Travel		1,320	1,352	1,618	1,799	1,828	1,941	1,995	2,006	1,801	1,722
国際輸送事業	International Transportation		2,738	2,803	2,792	2,814	2,882	2,946	2,995	2,898	2,942	3,003
ホテル事業	Hotels	2,158	2,181	2,199	2,296	2,383	2,480	2,530	2,475	2,562	2,228	
流通事業	Retailing	658										
その他事業	Other	800	819	856	870	883	871	864	907	1,204	1,315	1,319
全社(共通)	Headquarters	275	288	283	294	290	310	323	317	332	357	381

# 阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.



単位:千人 Thousand of people

( )は負の数

鉄道輸送人員		Number of passengers carried (railway)		1994/3	1995/3	1996/3	1997/3	1998/3	1999/3	2000/3	2001/3	2002/3	2003/3
<b>阪急電鉄</b>	<b>Hankyu Corporation</b>	<b>合計</b>	<b>Number of passengers carried (Total)</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>	<b>657,942</b>	<b>642,923</b>
前期比増減率(%)	Year on Year (%)			(0.8)	(3.9)	(3.8)	1.4	(4.0)	(2.8)	(1.9)	(1.6)	(1.4)	(2.3)
定期外	Non-commuter			311,178	306,812	301,409	313,334	300,847	296,292	297,268	297,254	297,337	292,640
定期	Commuter			478,190	451,682	428,555	426,735	409,549	394,348	380,352	369,754	360,605	350,282
<b>阪神電気鉄道</b>	<b>Hanshin Electric Railway</b>	<b>合計</b>	<b>Number of passengers carried (Total)</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>	<b>181,196</b>	<b>178,538</b>
前期比増減率(%)	Year on Year (%)			(2.4)	(4.5)	(10.1)	4.0	(6.6)	(2.8)	(3.0)	(3.1)	(1.1)	(1.5)
定期外	Non-commuter			102,213	100,858	94,724	99,252	91,923	90,252	89,679	88,327	88,805	88,249
定期	Commuter			137,862	128,510	111,568	115,276	108,463	104,496	99,235	94,802	92,391	90,289
<b>阪急電鉄</b>	<b>Hankyu Corporation</b>	<b>合計</b>	<b>Number of passengers carried (Total)</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>	<b>608,632</b>	<b>615,324</b>
前期比増減率(%)	Year on Year (%)			(0.9)	(2.2)	0.7	(1.4)	(0.1)	0.0	(2.0)	(0.5)	0.9	1.1
定期外	Non-commuter			291,840	286,130	300,080	300,541	301,123	302,030	295,522	306,481	306,349	308,716
定期	Commuter			345,073	336,797	327,287	318,335	317,250	316,554	310,441	296,751	302,282	306,607
<b>阪神電気鉄道</b>	<b>Hanshin Electric Railway</b>	<b>合計</b>	<b>Number of passengers carried (Total)</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>	<b>218,560</b>	<b>221,133</b>
前期比増減率(%)	Year on Year (%)			0.3	(1.2)	0.5	1.2	0.6	1.2	5.8	6.0	6.5	1.2
定期外	Non-commuter			89,618	87,803	88,678	90,643	91,188	92,492	98,735	103,991	109,284	110,385
定期	Commuter			89,476	89,187	89,130	89,228	89,718	90,505	94,884	101,211	109,275	110,748
<b>阪急電鉄</b>	<b>Hankyu Corporation</b>	<b>合計</b>	<b>Number of passengers carried (Total)</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>	<b>510,661</b>	<b>571,636</b>
前期比増減率(%)	Year on Year (%)			2.2	(0.3)	2.7	0.4	1.2	0.2	(0.1)	(26.0)	(5.3)	11.9
定期外	Non-commuter			313,241	308,843	319,023	318,064	319,939	318,158	310,525	208,035	228,028	272,065
定期	Commuter			315,884	318,692	325,541	329,305	335,005	337,778	344,604	277,068	282,633	299,570
<b>阪神電気鉄道</b>	<b>Hanshin Electric Railway</b>	<b>合計</b>	<b>Number of passengers carried (Total)</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>	<b>194,199</b>	<b>218,671</b>
前期比増減率(%)	Year on Year (%)			2.2	0.5	3.1	1.1	2.1	1.5	0.3	(25.5)	5.8	12.6
定期外	Non-commuter			112,360	112,000	116,440	116,998	119,567	121,013	118,559	76,214	84,103	103,696
定期	Commuter			113,644	115,203	117,786	119,768	122,073	124,354	127,652	107,336	110,096	114,974

※ 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.

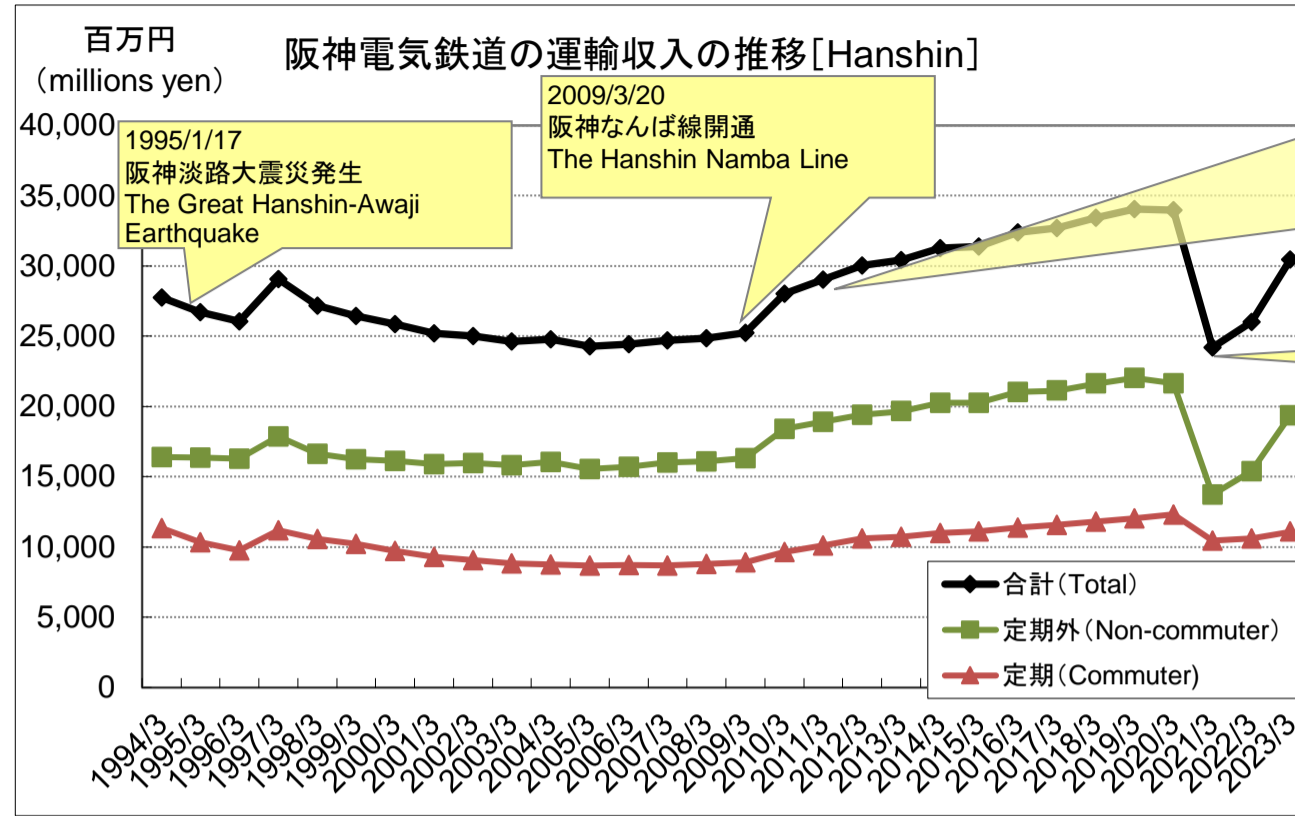
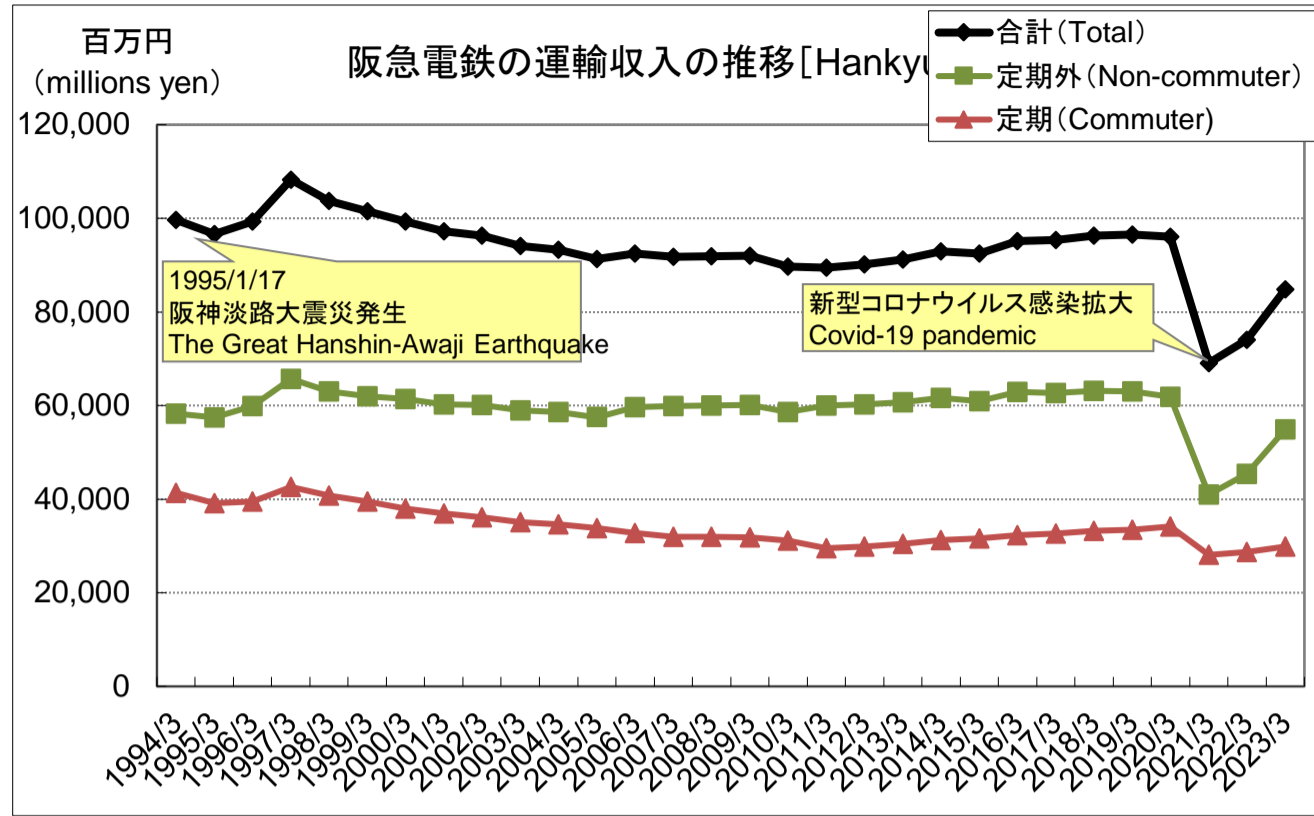
※ 第2種鉄道事業のうち、神戸高速線については、2010年10月から、運営体制の変更に伴い、輸送人員の計上方法を変更しています(阪急電鉄、阪神電気鉄道ともに)。

※ 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.  
新型コロナウイルス感染拡大  
Covid-19 pandemic

単位: 百万円 millions of yen  
( )は負の数

運輸収入		Revenue (railway)		1994/3	1995/3	1996/3	1997/3	1998/3	1999/3	2000/3	2001/3	2002/3	2003/3
阪急電鉄	Hankyu Corporation			99,651	96,587	99,356	108,280	103,758	101,485	99,311	97,172	96,327	94,067
前期比増減率(%)	Year on Year (%)			(0.2)	(3.1)	2.9	9.0	(4.2)	(2.2)	(2.1)	(2.2)	(0.9)	(2.3)
定期外	Non-commuter			58,286	57,472	59,857	65,690	62,980	61,983	61,380	60,207	60,171	58,932
定期	Commuter			41,364	39,115	39,498	42,590	40,778	39,502	37,931	36,965	36,155	35,134
				↑ 運賃改定 (fare revision)		↑ 運賃改定 (fare revision)							
阪神電気鉄道	Hanshin Electric Railway			27,763	26,710	26,067	29,054	27,193	26,458	25,871	25,195	25,018	24,643
前期比増減率(%)	Year on Year (%)			(1.4)	(3.8)	(2.4)	11.5	(6.4)	(2.7)	(2.2)	(2.6)	(0.7)	(1.5)
定期外	Non-commuter			16,421	16,350	16,302	17,867	16,619	16,247	16,145	15,893	15,964	15,816
定期	Commuter			11,342	10,359	9,764	11,186	10,574	10,211	9,726	9,301	9,053	8,826
				↑ 運賃改定 (fare revision)									
				2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
阪急電鉄	Hankyu Corporation			93,243	91,312	92,467	91,813	91,932	91,967	89,708	89,485	90,191	91,141
前期比増減率(%)	Year on Year (%)			(0.9)	(2.1)	1.3	(0.7)	0.1	0.0	(2.5)	(0.2)	0.8	1.1
定期外	Non-commuter			58,599	57,516	59,656	59,907	60,010	60,087	58,582	60,000	60,268	60,749
定期	Commuter			34,644	33,795	32,811	31,905	31,922	31,880	31,126	29,484	29,922	30,391
阪神電気鉄道	Hanshin Electric Railway			24,786	24,266	24,422	24,710	24,878	25,230	28,038	29,025	30,045	30,410
前期比増減率(%)	Year on Year (%)			0.6	(2.1)	0.6	1.2	0.7	1.4	11.1	3.5	3.5	1.2
定期外	Non-commuter			16,043	15,567	15,701	16,014	16,095	16,316	18,396	18,899	19,422	19,669
定期	Commuter			8,743	8,698	8,721	8,695	8,783	8,913	9,642	10,126	10,623	10,740
				2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
阪急電鉄	Hankyu Corporation			92,929	92,459	95,192	95,348	96,335	96,516	96,007	69,075	74,077	84,809
前期比増減率(%)	Year on Year (%)			2.0	(0.5)	3.0	0.2	1.0	0.2	(0.5)	(28.1)	7.2	14.5
定期外	Non-commuter			61,630	60,910	62,920	62,720	63,137	63,059	61,887	40,982	45,422	54,908
定期	Commuter			31,299	31,549	32,272	32,628	33,198	33,456	34,119	28,093	28,654	29,900
阪神電気鉄道	Hanshin Electric Railway			31,269	31,394	32,407	32,699	33,436	34,054	33,993	24,202	26,026	30,462
前期比増減率(%)	Year on Year (%)			2.8	0.4	3.2	0.9	2.3	1.9	(0.2)	(28.8)	7.5	17.0
定期外	Non-commuter			20,260	20,286	21,035	21,136	21,638	22,030	21,665	13,725	15,397	19,365
定期	Commuter			11,008	11,107	11,372	11,563	11,797	12,024	12,327	10,476	10,628	11,096

※ 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、運輸収入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 revenues 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.