

# FACT BOOK KEIHAN

2020年3月期

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京阪ホールディングス株式会社

May 13, 2020

Keihan Holdings Co., Ltd.

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「京阪圏」エリアデータ  
“Keihan” Area Data

(単位:km<sup>2</sup>, 千人)

(Unit: Square kilometers, Thousands of people)

		面積 (Area)	人 口 (Population)											
			1985	1990	1995	2000	2005	2010	2015	2016	2017	2018	2019	2020
大阪市	Osaka City	225.30	2,636	2,624	2,602	2,599	2,629	2,667	2,691	2,702	2,713	2,725	2,740	2,744
守口市	Moriguchi City	12.71	159	157	158	152	147	146	143	142	142	142	142	142
門真市	Kadoma City	12.30	141	142	142	136	132	130	123	122	121	120	119	119
寝屋川市	Neyagawa City	24.70	258	257	260	251	242	238	237	235	233	231	229	229
枚方市	Hirakata City	65.12	382	391	397	403	404	408	404	402	402	400	399	398
交野市	Katano City	25.55	64	65	73	77	78	78	76	76	76	76	76	76
(大阪府下計)	(Osaka Pref. Total)	365.68	3,640	3,636	3,632	3,618	3,632	3,667	3,674	3,679	3,687	3,694	3,705	3,708
八幡市	Yawata City	24.35	72	76	76	74	74	74	72	72	71	71	70	70
久御山町	Kumiyama Town	13.86	19	18	18	17	17	16	15	15	15	15	15	15
宇治市	Uji City	67.54	165	177	185	189	190	190	184	183	182	182	180	180
京都市	Kyoto City	827.83	1,479	1,461	1,449	1,468	1,475	1,474	1,475	1,474	1,472	1,468	1,466	1,462
(京都府下計)	(Kyoto Pref. Total)	933.58	1,735	1,732	1,728	1,748	1,756	1,754	1,746	1,744	1,740	1,736	1,731	1,727
大津市	Otsu City	464.51	235	260	279	288	303	335	340	340	341	341	342	342
沿線合計	Keihan area total	1,763.77	5,610	5,628	5,639	5,654	5,691	5,756	5,760	5,763	5,768	5,771	5,778	5,777
滋賀県	Shiga Pref.	4,017.38	1,156	1,222	1,287	1,343	1,380	1,404	1,412	1,413	1,412	1,412	1,413	1,413
京都府	Kyoto Pref.	4,612.20	2,587	2,602	2,630	2,644	2,647	2,637	2,610	2,605	2,599	2,591	2,583	2,577
大阪府	Osaka Pref.	1,905.29	8,668	8,735	8,797	8,805	8,817	8,865	8,839	8,837	8,831	8,824	8,823	8,820
兵庫県	Hyogo Pref.	8,400.94	5,278	5,405	5,402	5,551	5,590	5,594	5,534	5,520	5,503	5,483	5,463	5,454
奈良県	Nara Pref.	3,690.94	1,305	1,375	1,431	1,443	1,421	1,399	1,364	1,356	1,348	1,340	1,331	1,327
和歌山県	Wakayama Pref.	4,724.65	1,087	1,074	1,080	1,070	1,036	998	963	953	944	934	923	919
関西圏 合計	Kansai area total	27,351.40	20,081	20,413	20,627	20,856	20,891	20,897	20,722	20,684	20,637	20,584	20,536	20,510
比率	Keihan area's ratio	6.4%	27.9%	27.6%	27.3%	27.1%	27.2%	27.5%	27.8%	27.9%	27.9%	28.0%	28.1%	28.2%
全国	Japan	377,975.21	121,049	123,611	125,570	126,926	127,756	128,056	127,094	126,933	126,706	126,443	126,167	125,950
全国比率	Keihan area's ratio	0.5%	4.6%	4.6%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.6%	4.6%	4.6%	4.6%

出典:【人口】国勢調査資料及び総務省・各府県による各年10月現在の推計人口資料。2020年は総務省・各府県による推計人口資料(3月1日現在、概算値)  
【面積】国土交通省国土地理院「全国都道府県市区町村別面積調」(2020年1月1日現在)

Source: [Population] Population census data and population estimates by the Ministry of Internal Affairs and Communication and prefectural governments as of October each year.  
For 2020, population estimates by the Ministry of Internal Affairs and Communication and prefectural governments (Approximate figures as of March 1. (\*))  
[Area] "Areas of Municipalities and Prefectures of Japan" by the Geospatial Information Authority of Japan of the Ministry of Land, Infrastructure, Transport and Tourism (as of January 1, 2020)

## 財務データ(連結) Financial Data (Consolidated)

(単位:百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
営業収益 Operating revenue	259,511	265,629	279,156	289,203	294,906	300,188	302,917	322,276	326,159	317,103
営業利益 Operating income	16,269	18,160	23,289	25,085	29,437	31,524	32,343	31,458	33,715	31,123
経常利益 Ordinary income	11,846	13,580	18,933	21,457	27,435	28,461	30,335	29,630	32,108	29,886
親会社株主に帰属する当期純利益 Profit attributable to owners of parent	6,478	7,005	11,077	14,420	17,864	22,385	22,636	22,712	21,480	20,121
総資産 Total assets	606,229	642,502	653,462	671,182	664,236	670,333	679,631	*2 698,786	731,750	732,824
純資産 Net assets	136,352	145,788	158,121	169,864	190,513	191,790	203,455	223,559	238,695	254,058
有利子負債 Interest-bearing debt	310,269	335,864	327,880	321,044	311,010	325,714	314,539	316,399	334,346	327,132
設備投資額 Capital expenditure	29,781	32,487	19,977	31,179	15,878	31,398	39,173	39,745	43,631	29,324
減価償却費 Depreciation	17,715	18,109	17,071	16,603	17,107	17,571	18,074	19,113	19,819	20,784
営業活動によるキャッシュ・フロー Cash flows from operating activities	27,558	14,818	43,901	29,573	21,459	36,334	38,569	44,438	36,473	32,033
投資活動によるキャッシュ・フロー Cash flows from investing activities	△ 26,044	△ 40,872	△ 28,489	△ 15,132	△ 4,473	△ 27,750	△ 29,597	△ 32,603	△ 48,059	△ 26,363
フリーキャッシュ・フロー Free cash flow	1,514	△ 26,053	15,412	14,441	16,985	8,584	8,971	11,835	△ 11,586	5,670
財務活動によるキャッシュ・フロー Cash flows from financing activities	△ 3,776	18,420	△ 11,941	△ 11,412	△ 16,275	△ 5,768	△ 20,020	△ 9,858	12,655	△ 12,138
現金及び現金同等物の増減額 Net Increase (decrease) in cash and cash equivalents	△ 2,262	△ 7,633	3,470	3,028	710	2,816	△ 11,048	1,976	1,069	△ 6,468
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	26,746	19,127	22,802	25,831	26,552	29,372	18,324	20,300	21,377	14,911
1株当たり当期純利益(円)*1 Earnings per share (yen)*1	11.52	12.46	19.70	25.65	31.78	39.95	211.01	211.87	200.40	187.72
潜在株式調整後1株当たり当期純利益(円)*1 Diluted earnings per share (yen)*1	—	—	—	—	—	—	211.00	211.85	200.36	187.68
1株当たり純資産(円)*1 Net assets per share (yen)*1	238.08	254.57	276.40	297.08	334.67	349.13	1,870.99	2,055.87	2,193.68	2,329.94
1株当たり配当額(円)*1 Dividend per share (yen)*1	5.00	5.00	5.00	6.00	6.00	6.00	30.00	35.00	35.00	35.00
自己資本当期純利益率(ROE)(%) Return on equity (ROE) (%)	4.9	5.1	7.4	8.9	10.1	11.9	11.6	10.8	9.4	8.3
総資産営業利益率(ROA)(%) Return on assets (ROA) (%)	2.7	2.9	3.6	3.8	4.4	4.7	4.8	*2 4.6	4.7	4.3
自己資本比率(%) Capital adequacy ratio (%)	22.1	22.3	23.8	24.9	28.3	28.2	29.5	*2 31.5	32.1	34.1
有利子負債/EBITDA倍率(倍) Interest-bearing debt / EBITDA multiple (Times)	9.1	9.3	8.1	7.7	6.7	6.6	6.2	6.3	6.3	6.3
ネット有利子負債/EBITDA倍率(倍) Net interest-bearing debt / EBITDA multiple (Times)	8.3	8.7	7.6	7.1	6.1	6.1	5.9	5.9	5.9	6.0

\*1 2017年10月1日付で普通株式5株につき1株の割合で株式併合を行っており、前期の期首に当該株式併合が行われたと仮定して、1株当たり当期純利益、潜在株式調整後1株当たり当期純利益、1株当たり純資産、1株当たり配当額を算定しております。  
Keihan Holdings Co., Ltd. has conducted a consolidation of common shares at a rate of one share for every five shares with an effective date of October 1, 2017.

Earnings per share, diluted earnings per share, net assets per share and dividend per share have been calculated as if this consolidation of shares was conducted at the beginning of the previous fiscal year.

\*2 「『税効果会計に係る会計基準』の一部改正」(企業会計基準第28号 平成30年2月16日)等の適用に伴い、総資産・総資産営業利益率・自己資本比率は当該会計基準等を遡及適用した数値となっております。

Accompanying the application of "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan, Statement No. 28, February 16, 2018), etc., the figures for Total assets, Return on assets and Capital adequacy ratio have been restated.

連結貸借対照表(資産の部) Consolidated Balance Sheet (Assets)

(単位:百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>流動資産 Current assets</b>	<b>132,791</b>	<b>137,064</b>	<b>134,596</b>	<b>147,216</b>	<b>171,449</b>	<b>168,510</b>	<b>157,655</b>	<b>168,266</b>	<b>180,080</b>	<b>177,016</b>
現金及び預金 Cash and deposits	26,853	18,626	22,851	25,880	26,600	25,072	18,372	20,317	21,385	14,918
受取手形及び売掛金 Notes and accounts receivable - trade	21,397	25,845	22,354	24,603	30,892	23,702	25,760	31,199	31,189	21,947
未収還付法人税等 Income taxes receivable	—	—	—	—	—	—	—	—	—	—
有価証券 Securities	21	560	347	860	352	2,188	70	51	809	2,178
たな卸資産 Inventories	—	—	—	—	—	—	—	—	—	—
販売土地及び建物 Land and buildings for sale	71,752	81,055	75,764	83,075	101,243	100,742	99,541	105,070	112,710	123,881
商品 Merchandise	1,824	1,816	1,733	1,729	1,894	1,976	1,878	1,772	1,813	1,836
繰延税金資産 Deferred tax assets	3,003	2,329	2,637	2,855	2,614	2,533	2,670	—	—	—
その他 Other	8,102	7,148	9,187	8,430	8,110	12,565	9,970	10,099	12,440	12,617
貸倒引当金 Allowance for doubtful accounts	△ 164	△ 316	△ 280	△ 218	△ 260	△ 270	△ 609	△ 243	△ 267	△ 364
<b>固定資産 Non-current assets</b>	<b>473,437</b>	<b>505,438</b>	<b>518,866</b>	<b>523,965</b>	<b>492,787</b>	<b>501,822</b>	<b>521,976</b>	<b>530,519</b>	<b>551,669</b>	<b>555,808</b>
<b>有形固定資産 Property, plant and equipment</b>	<b>422,503</b>	<b>449,878</b>	<b>452,086</b>	<b>457,887</b>	<b>418,141</b>	<b>441,247</b>	<b>456,920</b>	<b>455,624</b>	<b>473,522</b>	<b>479,049</b>
建物及び構築物 Building and structures	183,133	185,268	182,195	190,767	187,950	198,994	198,409	193,388	207,375	222,247
機械装置及び運搬具 Machinery, equipment and vehicles	12,684	11,628	12,460	11,604	12,979	13,466	16,575	16,672	17,686	17,412
土地 Land	197,557	221,993	222,783	219,359	206,616	213,810	222,847	217,866	218,789	223,746
建設仮勘定 Construction in progress	21,060	22,684	26,004	26,917	2,119	6,076	10,623	19,065	19,272	5,477
その他 Other	8,067	8,303	8,643	9,238	8,476	8,898	8,464	8,632	10,397	10,166
<b>無形固定資産 Intangible assets</b>	<b>7,816</b>	<b>8,370</b>	<b>7,593</b>	<b>8,043</b>	<b>8,820</b>	<b>8,245</b>	<b>8,044</b>	<b>9,267</b>	<b>9,210</b>	<b>8,576</b>
<b>投資その他の資産 Investments and other assets</b>	<b>43,117</b>	<b>47,188</b>	<b>59,186</b>	<b>58,034</b>	<b>65,825</b>	<b>52,329</b>	<b>57,011</b>	<b>65,627</b>	<b>68,937</b>	<b>68,182</b>
投資有価証券 Investment securities	28,513	32,149	37,661	38,569	47,358	39,959	38,229	43,676	45,362	44,680
長期貸付金 Long-term loans receivable	375	644	395	388	388	388	682	689	539	411
繰延税金資産 Deferred tax assets	4,681	4,840	2,333	2,483	1,656	2,208	7,209	*1 9,500	9,904	10,163
退職給付に係る資産 Net defined benefit asset	—	—	—	553	1,464	21	266	704	1,072	598
その他 Other	9,704	9,639	18,851	16,097	15,033	9,811	10,843	11,340	12,331	12,614
貸倒引当金 Allowance for doubtful accounts	△ 157	△ 85	△ 54	△ 57	△ 75	△ 59	△ 219	△ 283	△ 272	△ 286
<b>資産合計 Total assets</b>	<b>606,229</b>	<b>642,502</b>	<b>653,462</b>	<b>671,182</b>	<b>664,236</b>	<b>670,333</b>	<b>679,631</b>	<b>*2 698,786</b>	<b>731,750</b>	<b>732,824</b>

\*1 「『税効果会計に係る会計基準』の一部改正」(企業会計基準第28号 平成30年2月16日)等の適用に伴い、繰延税金資産(流動資産)は投資その他の資産(固定資産)に組替えて表示しております。

Accompanying the application of "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan, Statement No. 28, February 16, 2018), etc., Deferred tax assets previously recorded under Current assets are included under Investments and other assets.

\*2 「『税効果会計に係る会計基準』の一部改正」(企業会計基準第28号 平成30年2月16日)等の適用に伴い、総資産は当該会計基準等を遡及適用した数値となっております。

Accompanying the application of "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan, Statement No. 28, February 16, 2018), etc., the figures for Total assets have been restated.

連結貸借対照表(負債・純資産の部) Consolidated Balance Sheet (Liabilities and Net Assets)

(単位:百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>流動負債 Current Liabilities</b>	<b>176,890</b>	<b>184,947</b>	<b>176,940</b>	<b>179,858</b>	<b>192,141</b>	<b>152,337</b>	<b>136,217</b>	<b>161,600</b>	<b>178,310</b>	<b>167,695</b>
支払手形及び買掛金 Notes and accounts payable – trade	9,603	10,295	10,096	11,258	11,404	10,775	11,248	11,588	11,544	9,450
短期借入金 Short-term loans payable	90,756	107,000	80,546	78,823	106,105	68,780	65,363	80,202	96,076	75,224
短期社債 Short-term bonds payable	2,000	—	1,000	—	—	5,000	—	—	—	7,999
1年内償還予定の社債 Current portion of bonds	10,287	420	10,376	10,331	10,251	10,245	45	10,045	10,045	20,039
未払法人税等 Income taxes payable	3,873	2,489	4,777	4,995	4,191	5,619	5,990	4,524	5,505	4,187
繰延税金負債 Deferred tax liabilities	3	2	0	0	2	1	—	—	—	—
前受金 Advances received	18,383	22,066	24,091	25,031	10,207	8,011	6,979	7,521	8,439	6,293
賞与引当金 Provision for bonuses	2,606	2,611	2,634	2,793	2,637	2,667	2,630	2,555	2,867	2,971
商品券等引換損失引当金 Provision for loss on unused gift certificate	280	309	331	355	384	407	508	565	634	702
関係会社整理損失引当金 Provision for loss on liquidation of subsidiaries and associates	166	—	—	—	—	—	—	—	—	—
その他 Other	38,928	39,752	43,086	46,267	46,956	40,829	43,450	44,596	43,196	40,827
<b>固定負債 Non-current liabilities</b>	<b>292,985</b>	<b>311,767</b>	<b>318,400</b>	<b>321,459</b>	<b>281,581</b>	<b>326,204</b>	<b>339,959</b>	<b>*2 313,626</b>	<b>314,744</b>	<b>311,069</b>
社債 Bonds payable	61,054	81,363	70,987	70,655	60,403	80,257	90,191	80,125	90,059	80,000
長期借入金 Long-term loans payable	136,985	140,450	160,942	159,857	134,234	161,430	158,938	146,026	138,164	143,869
長期未払金 Long-term accounts payable – other	7,844	5,611	2,238	785	253	654	685	536	442	369
繰延税金負債 Deferred tax liabilities	5,907	8,442	8,530	8,646	9,349	7,944	11,236	*1 10,915	9,110	8,825
再評価に係る繰延税金負債 Deferred tax liabilities for land revaluation	41,313	36,203	36,189	36,184	32,715	31,087	33,168	33,137	33,047	33,046
退職給付引当金 Provision for retirement benefits	15,323	14,855	14,558	—	—	—	—	—	—	—
役員退職慰労引当金 Provision for directors' retirement benefits	644	582	628	673	620	447	437	345	297	228
退職給付に係る負債 Net defined benefit liability	—	—	—	19,121	19,665	18,933	20,011	18,790	18,360	19,093
その他 Other	23,912	24,257	24,325	25,535	24,339	25,448	25,289	23,749	25,262	25,636
<b>負債合計 Total liabilities</b>	<b>469,876</b>	<b>496,714</b>	<b>495,340</b>	<b>501,318</b>	<b>473,722</b>	<b>478,542</b>	<b>476,176</b>	<b>*2 475,226</b>	<b>493,055</b>	<b>478,765</b>
<b>株主資本 Shareholders' equity</b>	<b>103,369</b>	<b>107,680</b>	<b>116,170</b>	<b>126,535</b>	<b>139,314</b>	<b>142,165</b>	<b>157,060</b>	<b>176,033</b>	<b>193,189</b>	<b>209,545</b>
資本金 Capital stock	51,466	51,466	51,466	51,466	51,466	51,466	51,466	51,466	51,466	51,466
資本剰余金 Capital surplus	28,819	28,818	28,818	28,819	28,819	28,794	28,782	28,787	28,789	28,792
利益剰余金 Retained earnings	24,430	28,752	37,258	47,700	60,525	79,103	98,392	117,384	134,559	150,926
自己株式 Treasury shares	△ 1,347	△ 1,357	△ 1,373	△ 1,451	△ 1,497	△ 17,199	△ 21,580	△ 21,603	△ 21,626	△ 21,640
<b>その他の包括利益累計額 Accumulated other comprehensive income</b>	<b>30,538</b>	<b>35,493</b>	<b>39,286</b>	<b>40,473</b>	<b>48,801</b>	<b>46,962</b>	<b>43,509</b>	<b>44,341</b>	<b>41,946</b>	<b>40,191</b>
その他有価証券評価差額金 Valuation difference on available-for-sale securities	4,757	4,624	8,423	10,966	15,187	12,221	11,266	10,787	8,191	6,648
土地再評価差額金 Revaluation reserve for land	25,780	30,869	30,842	32,008	35,496	37,557	35,584	36,088	36,373	36,375
為替換算調整勘定 Foreign currency translation adjustment	—	—	—	—	—	—	△ 2	6	△ 20	71
退職給付に係る調整累計額 Remeasurements of defined benefit plans	—	—	—	△ 2,501	△ 1,881	△ 2,815	△ 3,338	△ 2,540	△ 2,597	△ 2,904
<b>新株予約権 Subscription rights to shares</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>27</b>	<b>44</b>	<b>75</b>	<b>110</b>
<b>非支配株主持分 Non-controlling interests</b>	<b>2,445</b>	<b>2,613</b>	<b>2,685</b>	<b>2,855</b>	<b>2,398</b>	<b>2,662</b>	<b>2,857</b>	<b>3,139</b>	<b>3,484</b>	<b>4,212</b>
<b>純資産合計 Total net assets</b>	<b>136,352</b>	<b>145,788</b>	<b>158,121</b>	<b>169,864</b>	<b>190,513</b>	<b>191,790</b>	<b>203,455</b>	<b>223,559</b>	<b>238,695</b>	<b>254,058</b>
<b>負債純資産合計 Total liabilities and net assets</b>	<b>606,229</b>	<b>642,502</b>	<b>653,462</b>	<b>671,182</b>	<b>664,236</b>	<b>670,333</b>	<b>679,631</b>	<b>*2 698,786</b>	<b>731,750</b>	<b>732,824</b>

\*1 「『税効果会計に係る会計基準』の一部改正」(企業会計基準第28号 平成30年2月16日)等の適用に伴い、繰延税金負債(流動負債)は固定負債に組替えて表示しております。

Accompanying the application of "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan, Statement No. 28, February 16, 2018), etc.,  
Deferred tax liabilities previously recorded under Current Liabilities are included under Non-current liabilities.

\*2 「『税効果会計に係る会計基準』の一部改正」(企業会計基準第28号 平成30年2月16日)等の適用に伴い、負債合計は当該会計基準等を遡及適用した数値となっております。

Accompanying the application of "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan, Statement No. 28, February 16, 2018), etc.,  
the figures for Total liabilities have been restated.

## 連結損益計算書 Consolidated statement of income

(単位:百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>営業収益 Operating revenue</b>	<b>259,511</b>	<b>265,629</b>	<b>279,156</b>	<b>289,203</b>	<b>294,906</b>	<b>300,188</b>	<b>302,917</b>	<b>322,276</b>	<b>326,159</b>	<b>317,103</b>
<b>営業費 Operating expenses</b>	<b>243,242</b>	<b>247,468</b>	<b>255,866</b>	<b>264,118</b>	<b>265,468</b>	<b>268,663</b>	<b>270,573</b>	<b>290,817</b>	<b>292,443</b>	<b>285,979</b>
運輸業等営業費及び売上原価 Operating expenses and cost of sales of transportation	217,346	221,274	229,023	238,013	238,680	240,069	232,252	248,780	249,885	241,547
販売費及び一般管理費 Selling, general and administrative expenses	25,895	26,194	26,843	26,104	26,788	28,594	38,320	42,037	42,558	44,432
<b>営業利益 Operating income</b>	<b>16,269</b>	<b>18,160</b>	<b>23,289</b>	<b>25,085</b>	<b>29,437</b>	<b>31,524</b>	<b>32,343</b>	<b>31,458</b>	<b>33,715</b>	<b>31,123</b>
<b>営業外収益 Non-operating income</b>	<b>1,919</b>	<b>1,789</b>	<b>1,354</b>	<b>1,578</b>	<b>2,809</b>	<b>2,145</b>	<b>2,050</b>	<b>1,971</b>	<b>2,016</b>	<b>2,083</b>
受取利息 Interest income	34	19	16	14	13	42	56	65	56	53
受取配当金 Dividend income	537	513	487	557	632	747	793	788	880	946
持分法による投資利益 Share of profit of entities accounted for using equity method	12	—	—	—	1,177	21	—	—	—	—
雑収入 Miscellaneous income	1,334	1,256	850	1,006	985	1,333	1,199	1,117	1,079	1,083
<b>営業外費用 Non-operating expenses</b>	<b>6,342</b>	<b>6,369</b>	<b>5,710</b>	<b>5,206</b>	<b>4,811</b>	<b>5,208</b>	<b>4,058</b>	<b>3,800</b>	<b>3,623</b>	<b>3,320</b>
支払利息 Interest expenses	5,224	5,031	4,768	4,276	3,931	3,581	2,802	2,561	2,401	2,189
持分法による投資損失 Share of loss of entities accounted for using equity method	—	52	28	14	—	—	16	59	85	99
雑支出 Miscellaneous expenses	1,117	1,286	914	915	880	1,627	1,239	1,179	1,136	1,032
<b>経常利益 Ordinary income</b>	<b>11,846</b>	<b>13,580</b>	<b>18,933</b>	<b>21,457</b>	<b>27,435</b>	<b>28,461</b>	<b>30,335</b>	<b>29,630</b>	<b>32,108</b>	<b>29,886</b>
<b>特別利益 Extraordinary income</b>	<b>2,795</b>	<b>2,316</b>	<b>1,991</b>	<b>2,805</b>	<b>21,279</b>	<b>8,239</b>	<b>5,403</b>	<b>6,626</b>	<b>4,312</b>	<b>3,920</b>
工事負担金等受入額 Contribution for construction	719	694	56	201	18,617	842	292	516	318	658
補助金 Subsidy	1,249	1,092	1,217	1,315	1,144	1,680	1,417	1,473	1,366	1,183
固定資産売却益 Gain on sales of non-current assets	318	53	643	608	1,164	426	306	284	324	151
投資有価証券売却益 Gain on sales of investment securities	—	357	6	631	11	348	2,776	916	1,922	827
負ののれん発生益 Gain on bargain purchase	—	—	—	—	340	4,709	—	—	—	—
その他 Other	508	119	68	48	—	230	610	3,436	380	1,099
<b>特別損失 Extraordinary losses</b>	<b>3,354</b>	<b>3,442</b>	<b>2,091</b>	<b>1,498</b>	<b>22,075</b>	<b>4,630</b>	<b>4,036</b>	<b>2,572</b>	<b>4,372</b>	<b>2,592</b>
固定資産圧縮損 Loss on reduction of non-current assets	1,011	800	797	826	18,401	1,475	911	1,042	862	1,312
減損損失 Impairment loss	668	1,891	782	91	1,712	61	1,359	61	1,333	505
固定資産除却損 Loss on retirement of non-current assets	207	273	285	241	284	937	1,303	995	1,194	764
固定資産売却損 Loss on sales of non-current assets	—	—	182	239	1,615	0	0	—	—	—
段階取得に係る差損 Loss on step acquisitions	—	—	—	—	—	2,119	—	—	—	—
その他 Other	1,466	477	43	98	61	36	461	472	981	9
<b>税金等調整前当期純利益 Profit before income taxes</b>	<b>11,288</b>	<b>12,454</b>	<b>18,834</b>	<b>22,765</b>	<b>26,640</b>	<b>32,069</b>	<b>31,702</b>	<b>33,684</b>	<b>32,048</b>	<b>31,214</b>
法人税、住民税及び事業税 Income taxes - current	4,681	4,709	7,009	8,295	8,038	9,094	10,255	10,701	11,322	10,602
法人税等調整額 Income taxes - deferred	△ 199	517	634	△ 173	527	274	△ 1,401	△ 27	△ 1,160	221
<b>当期純利益 Profit</b>	<b>6,805</b>	<b>7,227</b>	<b>11,189</b>	<b>14,643</b>	<b>18,074</b>	<b>22,699</b>	<b>22,848</b>	<b>23,009</b>	<b>21,886</b>	<b>20,390</b>
<b>非支配株主に帰属する当期純利益 Profit attributable to non-controlling interests</b>	<b>326</b>	<b>221</b>	<b>111</b>	<b>223</b>	<b>209</b>	<b>313</b>	<b>212</b>	<b>297</b>	<b>405</b>	<b>269</b>
<b>親会社株主に帰属する当期純利益 Profit attributable to owners of parent</b>	<b>6,478</b>	<b>7,005</b>	<b>11,077</b>	<b>14,420</b>	<b>17,864</b>	<b>22,385</b>	<b>22,636</b>	<b>22,712</b>	<b>21,480</b>	<b>20,121</b>

## 連結包括利益計算書 Consolidated statement of comprehensive income

(単位:百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>当期純利益 Profit</b>	<b>6,805</b>	<b>7,227</b>	<b>11,189</b>	<b>14,643</b>	<b>18,074</b>	<b>22,699</b>	<b>22,848</b>	<b>23,009</b>	<b>21,886</b>	<b>20,390</b>
<b>その他の包括利益 Other comprehensive income</b>	<b>△ 525</b>	<b>4,952</b>	<b>3,806</b>	<b>2,545</b>	<b>8,306</b>	<b>△ 2,289</b>	<b>△ 3,554</b>	<b>349</b>	<b>△ 2,710</b>	<b>△ 1,757</b>
その他有価証券評価差額金 Valuation difference on available-for-sale securities	△ 524	△ 139	3,806	2,545	4,230	△ 2,981	△ 941	△ 456	△ 2,627	△ 1,543
土地再評価差額金 Revaluation reserve for land	—	5,091	—	—	3,456	1,625	△ 2,087	—	—	—
退職給付に係る調整額 Remeasurements of defined benefit plans, net of tax	—	—	—	—	619	△ 934	△ 522	797	△ 56	△ 307
持分法適用会社に対する持分相当額 Share of comprehensive income of affiliates accounted for using equity method	△ 0	0	△ 0	—	—	—	△ 2	8	△ 27	92
<b>包括利益 Comprehensive income</b>	<b>6,280</b>	<b>12,179</b>	<b>14,995</b>	<b>17,188</b>	<b>26,380</b>	<b>20,409</b>	<b>19,294</b>	<b>23,359</b>	<b>19,175</b>	<b>18,633</b>

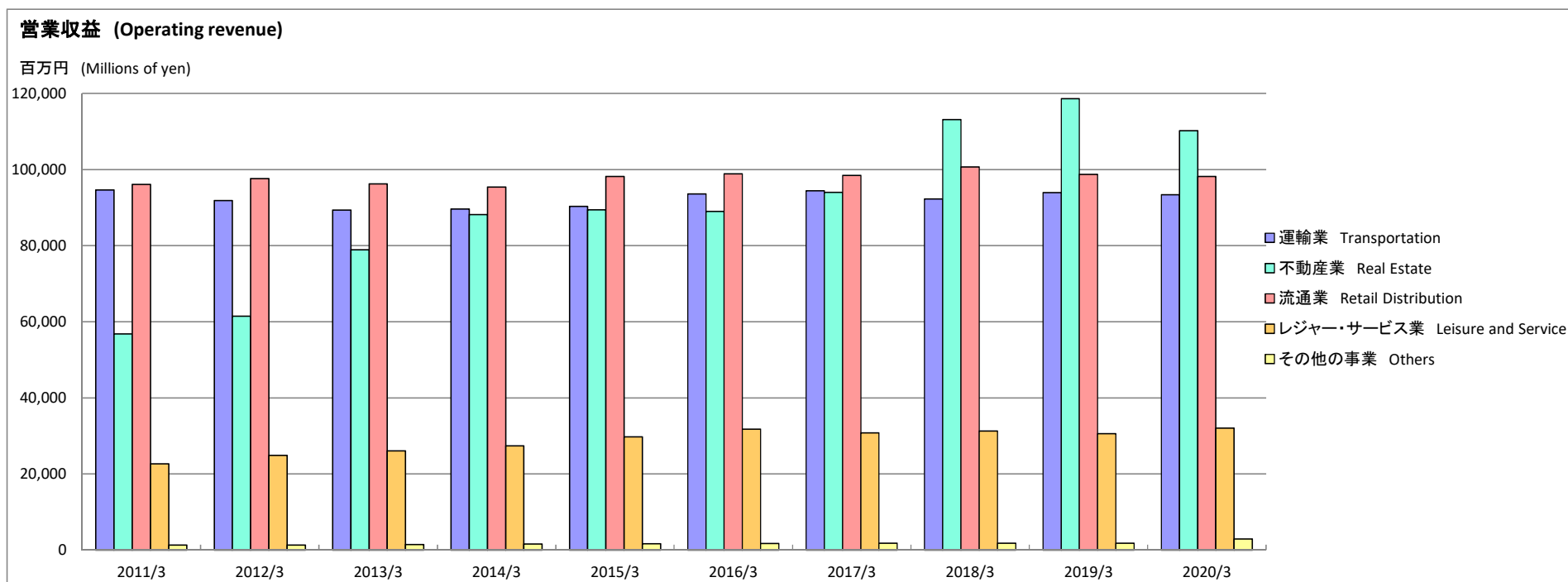
連結キャッシュ・フロー計算書 Consolidated Statement of Cash Flows

(単位:百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>営業活動によるキャッシュ・フロー Cash flows from operating activities</b>	<b>27,558</b>	<b>14,818</b>	<b>43,901</b>	<b>29,573</b>	<b>21,459</b>	<b>36,334</b>	<b>38,569</b>	<b>44,438</b>	<b>36,473</b>	<b>32,033</b>
税金等調整前当期純利益 Profit before income taxes	11,288	12,454	18,834	22,765	26,640	32,069	31,702	33,684	32,048	31,214
減価償却費 Depreciation	17,715	18,109	17,071	16,603	17,107	17,571	18,074	19,113	19,819	20,784
たな卸資産の増減額(△は増加) Decrease (increase) in inventories	△ 2,025	△ 8,663	5,344	△ 4,636	△ 18,235	342	1,260	8,159	△ 7,042	△ 11,562
その他 Other, net	7,421	3,593	11,663	6,636	8,109	△ 3,006	△ 232	△ 2,567	3,406	4,681
小計 Subtotal	34,400	25,492	52,912	41,369	33,622	46,977	50,805	58,388	48,232	45,117
利息及び配当金の受取額 Interest and dividend income received	597	556	528	596	670	837	852	854	939	1,000
利息の支払額 Interest expenses paid	△ 5,218	△ 5,104	△ 4,807	△ 4,321	△ 3,970	△ 3,604	△ 2,855	△ 2,628	△ 2,394	△ 2,188
法人税等の支払額 Income taxes paid	△ 2,219	△ 6,126	△ 4,732	△ 8,070	△ 8,863	△ 7,874	△ 10,147	△ 12,175	△ 10,303	△ 11,896
特別退職金の支払額 Extra retirement payments	—	—	—	—	—	—	△ 85	—	—	—
<b>投資活動によるキャッシュ・フロー Cash flows from investing activities</b>	<b>△ 28,044</b>	<b>△ 40,872</b>	<b>△ 28,489</b>	<b>△ 15,132</b>	<b>△ 4,473</b>	<b>△ 27,750</b>	<b>△ 29,597</b>	<b>△ 32,603</b>	<b>△ 48,059</b>	<b>△ 28,363</b>
固定資産の取得による支出 Purchase of non-current assets	△ 26,465	△ 32,792	△ 21,415	△ 26,425	△ 19,912	△ 28,696	△ 34,079	△ 41,018	△ 43,329	△ 24,953
固定資産の売却による収入 Proceeds from sales of non-current assets	788	1,417	877	7,295	16,349	930	466	8,637	502	275
工事負担金等受入による収入 Proceeds from contribution received for construction	1,784	3,348	1,615	1,925	1,176	1,315	496	140	315	588
投資有価証券の取得による支出 Purchase of investment securities	△ 36	△ 5,265	△ 987	△ 1,077	△ 2,335	△ 2,111	△ 1,630	△ 5,251	△ 5,867	△ 3,202
投資有価証券の売却による収入 Proceeds from sales of investment securities	—	742	30	2,521	20	349	5,357	1,022	2,353	1,790
連結の範囲の変更を伴う子会社株式の取得による支出 Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	△ 9,475	—	—	△ 52	—	—	—	—	—
連結の範囲の変更を伴う子会社株式の取得による収入 Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	—	—	—	—	—	—	—	490	—	—
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 sales of shares of subsidiaries resulting in change in scope of consolidation	—	—	—	—	—	—	—	2,826	—	—
関係会社出資金の払込による支出 Payment of investments in capital of subsidiaries and associates	—	—	△ 8,387	—	—	—	—	—	—	—
その他 Other, net	△ 2,115	1,154	△ 223	629	280	463	△ 208	548	△ 2,033	△ 861
<b>財務活動によるキャッシュ・フロー Cash flows from financing activities</b>	<b>△ 3,776</b>	<b>18,420</b>	<b>△ 11,941</b>	<b>△ 11,412</b>	<b>△ 16,275</b>	<b>△ 5,768</b>	<b>△ 20,020</b>	<b>△ 9,858</b>	<b>12,655</b>	<b>△ 12,138</b>
短期借入金の純増減額(△は減少) Net increase (decrease) in short-term loans payable	△ 6,657	3,092	△ 5,960	△ 2,892	2,726	△ 10,701	△ 7,995	△ 1,655	2,400	△ 6,894
短期社債の純増減額(△は減少) Net increase (decrease) in short-term bonds payable	2,000	△ 2,000	1,000	△ 1,000	—	5,000	△ 5,000	—	—	7,999
長期借入れによる収入 Proceeds from long-term loans payable	28,561	43,454	43,739	23,286	26,223	75,672	31,867	30,781	44,923	38,670
長期借入金の返済による支出 Repayments of long-term loans payable	△ 31,533	△ 30,274	△ 43,514	△ 23,202	△ 28,156	△ 75,099	△ 29,781	△ 34,595	△ 39,310	△ 46,922
社債の発行による収入 Proceeds from issuance of bonds	10,633	20,600	—	9,934	—	29,938	9,936	—	19,862	9,923
社債の償還による支出 Redemption of bonds	△ 591	△ 10,287	△ 420	△ 10,376	△ 10,331	△ 10,251	△ 10,245	△ 45	△ 10,045	△ 10,045
長期未払金の返済による支出 Payments of long-term accounts payable - other	△ 2,585	△ 2,632	△ 2,678	△ 2,730	△ 1,401	△ 15	—	—	—	—
配当金の支払額 Cash dividends paid	△ 2,810	△ 2,806	△ 2,811	△ 2,812	△ 3,651	△ 3,372	△ 3,235	△ 3,218	△ 4,012	△ 3,748
自己株式の取得による支出 Purchase of treasury shares	△ 123	△ 14	△ 19	△ 93	△ 47	△ 15,703	△ 4,381	△ 36	△ 23	△ 22
その他 Other, net	△ 669	△ 712	△ 1,275	△ 1,525	△ 1,637	△ 1,234	△ 1,185	△ 1,086	△ 1,138	△ 1,096
<b>現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents</b>	<b>△ 2,262</b>	<b>△ 7,633</b>	<b>3,470</b>	<b>3,028</b>	<b>710</b>	<b>2,816</b>	<b>△ 11,048</b>	<b>1,976</b>	<b>1,069</b>	<b>△ 8,468</b>
<b>現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period</b>	<b>28,996</b>	<b>26,746</b>	<b>19,127</b>	<b>22,802</b>	<b>25,831</b>	<b>28,552</b>	<b>29,372</b>	<b>18,324</b>	<b>20,300</b>	<b>21,377</b>
<b>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 subsidiary</b>	<b>—</b>	<b>—</b>	<b>204</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>7</b>	<b>2</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 Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries</b>	<b>12</b>	<b>13</b>	<b>—</b>	<b>—</b>	<b>10</b>	<b>4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>現金及び現金同等物の期末残高 Cash and cash equivalents at end of period</b>	<b>26,746</b>	<b>19,127</b>	<b>22,802</b>	<b>25,831</b>	<b>26,552</b>	<b>29,372</b>	<b>18,324</b>	<b>20,300</b>	<b>21,377</b>	<b>14,911</b>



## セグメント情報① Segment Information (1)

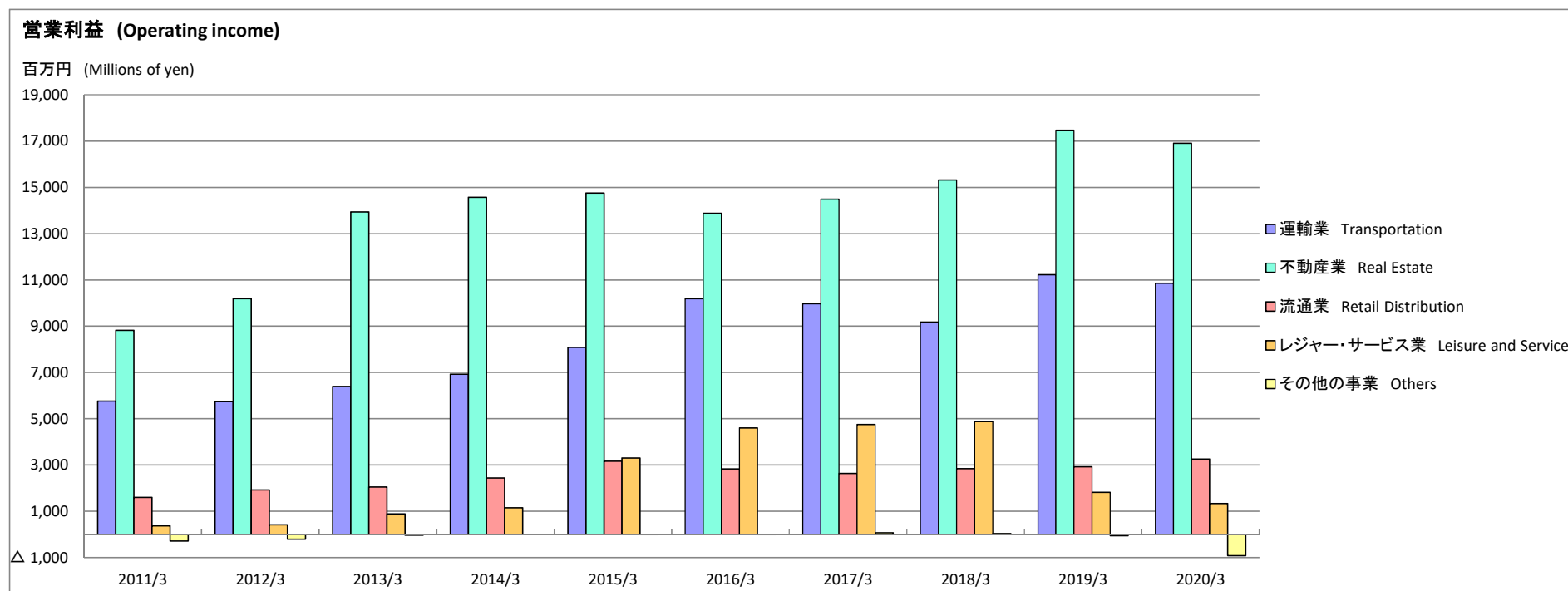


(単位: 百万円)

(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>営業収益 Operating revenue</b>	<b>259,511</b>	<b>265,629</b>	<b>279,156</b>	<b>289,203</b>	<b>294,906</b>	<b>300,188</b>	<b>302,917</b>	<b>322,276</b>	<b>326,159</b>	<b>317,103</b>
運輸業 Transportation	94,605	91,858	89,328	89,661	90,341	93,562	94,404	92,262	93,926	93,365
不動産業 Real Estate	56,801	61,442	78,948	88,179	89,454	89,033	94,014	113,132	118,607	110,228
流通業 Retail Distribution	96,060	97,637	96,224	95,427	98,200	98,875	98,493	100,709	98,727	98,186
レジャー・サービス業 Leisure and Service	22,641	24,931	26,081	27,423	29,761	31,813	30,801	31,298	30,621	32,081
その他の事業 Others	1,339	1,327	1,487	1,637	1,707	1,755	1,792	1,824	1,843	2,908
消去又は全社 Adjustments	△ 11,937	△ 11,566	△ 12,914	△ 13,125	△ 14,559	△ 14,852	△ 16,588	△ 16,951	△ 17,567	△ 19,667

## セグメント情報② Segment Information (2)

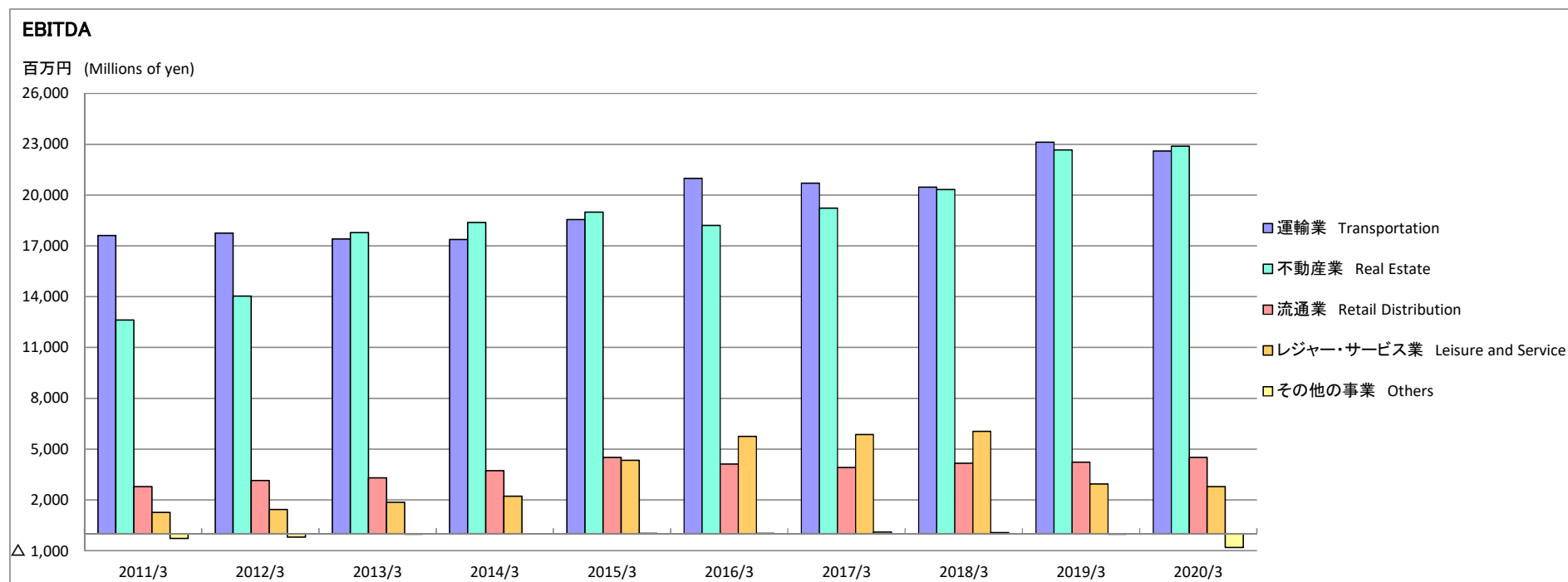


(単位: 百万円)

(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>営業利益 Operating income</b>	<b>16,269</b>	<b>18,160</b>	<b>23,289</b>	<b>25,085</b>	<b>29,437</b>	<b>31,524</b>	<b>32,343</b>	<b>31,458</b>	<b>33,715</b>	<b>31,123</b>
運輸業 Transportation	5,766	5,740	6,398	6,928	8,086	10,193	9,976	9,180	11,221	10,862
不動産業 Real Estate	8,820	10,186	13,936	14,571	14,752	13,882	14,491	15,316	17,468	16,906
流通業 Retail Distribution	1,604	1,919	2,052	2,445	3,161	2,826	2,636	2,845	2,923	3,258
レジャー・サービス業 Leisure and Service	368	413	890	1,153	3,299	4,599	4,755	4,877	1,817	1,336
その他の事業 Others	△ 279	△ 207	△ 31	△ 0	△ 4	△ 12	74	34	△ 57	△ 921
消去又は全社 Adjustments	△ 11	109	43	△ 13	142	34	408	△ 795	342	△ 319

### セグメント情報③ Segment Information (3)

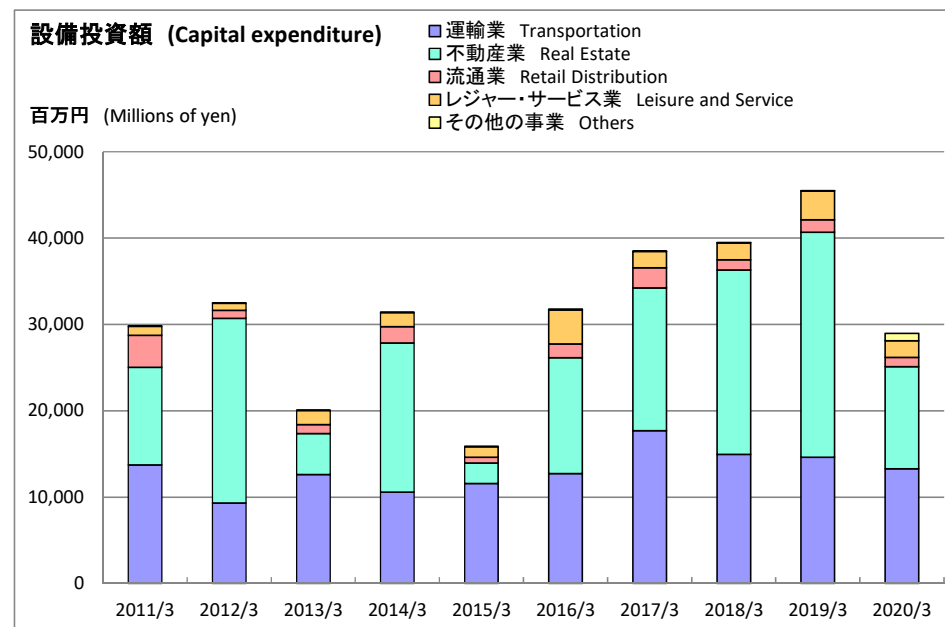
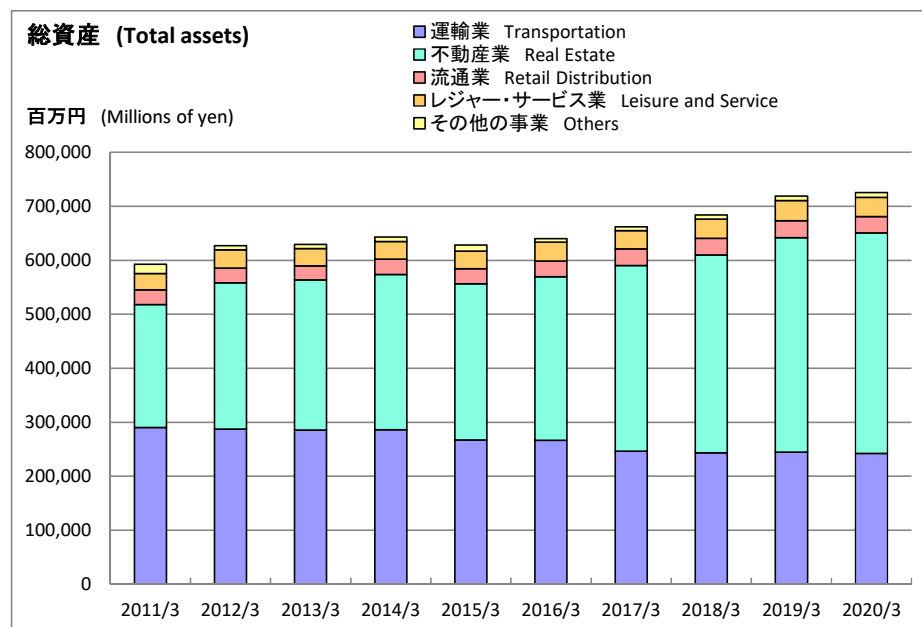


(単位: 百万円)

(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>減価償却費 Depreciation</b>	<b>17,715</b>	<b>18,109</b>	<b>17,071</b>	<b>16,603</b>	<b>17,107</b>	<b>17,571</b>	<b>18,074</b>	<b>19,113</b>	<b>19,819</b>	<b>20,784</b>
運輸業 Transportation	11,846	12,019	11,010	10,445	10,468	10,788	10,722	11,289	11,898	11,735
不動産業 Real Estate	3,798	3,844	3,847	3,812	4,242	4,333	4,732	5,017	5,197	5,986
流通業 Retail Distribution	1,182	1,219	1,250	1,273	1,348	1,284	1,276	1,326	1,306	1,255
レジャー・サービス業 Leisure and Service	886	1,023	963	1,070	1,042	1,145	1,101	1,163	1,116	1,438
その他の事業 Others	1	2	0	0	5	17	30	37	37	113
消去又は全社 Adjustments	—	—	—	—	—	—	209	279	262	255
<b>EBITDA</b>	<b>33,985</b>	<b>36,269</b>	<b>40,361</b>	<b>41,688</b>	<b>46,545</b>	<b>49,095</b>	<b>50,418</b>	<b>50,571</b>	<b>53,535</b>	<b>51,908</b>
運輸業 Transportation	17,613	17,759	17,408	17,374	18,555	20,982	20,699	20,469	23,119	22,597
不動産業 Real Estate	12,619	14,031	17,783	18,384	18,994	18,216	19,224	20,334	22,666	22,893
流通業 Retail Distribution	2,786	3,139	3,302	3,719	4,509	4,111	3,913	4,171	4,230	4,513
レジャー・サービス業 Leisure and Service	1,255	1,436	1,853	2,223	4,342	5,745	5,857	6,040	2,933	2,775
その他の事業 Others	△ 278	△ 205	△ 30	0	1	5	104	71	△ 20	△ 807
消去又は全社 Adjustments	△ 11	109	43	△ 13	142	34	618	△ 515	605	△ 64

## セグメント情報④ Segment Information (4)



(単位: 百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
<b>総資産 Total assets</b>	<b>606,229</b>	<b>642,502</b>	<b>653,462</b>	<b>671,182</b>	<b>664,236</b>	<b>670,333</b>	<b>679,631</b>	<b>698,786</b>	<b>731,750</b>	<b>732,824</b>
運輸業 Transportation	290,416	287,170	285,619	286,069	267,028	266,694	246,368	243,758	244,887	242,585
不動産業 Real Estate	227,923	271,465	277,814	287,930	289,667	303,245	344,032	366,165	396,874	408,379
流通業 Retail Distribution	26,799	26,783	26,236	28,417	27,918	28,664	30,648	31,049	31,783	30,060
レジャー・サービス業 Leisure and Service	30,533	34,044	32,169	32,409	32,382	34,871	33,826	35,430	37,446	35,569
その他の事業 Others	17,313	7,537	7,852	8,326	11,150	7,006	7,255	7,680	7,802	8,908
消去又は全社 Adjustments	13,242	15,501	23,769	28,029	36,088	29,851	17,498	14,701	12,954	7,320
<b>設備投資額 Capital expenditure</b>	<b>29,781</b>	<b>32,487</b>	<b>19,977</b>	<b>31,179</b>	<b>15,878</b>	<b>31,398</b>	<b>39,173</b>	<b>39,745</b>	<b>43,631</b>	<b>29,324</b>
運輸業 Transportation	13,730	9,321	12,612	10,590	11,601	12,749	17,690	14,952	14,609	13,283
不動産業 Real Estate	11,309	21,382	4,772	17,284	2,351	13,392	16,553	21,345	26,080	11,824
流通業 Retail Distribution	3,721	922	1,015	1,891	683	1,609	2,341	1,188	1,428	1,073
レジャー・サービス業 Leisure and Service	1,031	835	1,639	1,622	1,223	3,924	1,877	1,959	3,364	1,933
その他の事業 Others	10	24	5	9	18	120	34	7	9	862
消去又は全社 Adjustments	△ 21	—	△ 68	△ 219	—	△ 398	675	293	△ 1,860	348

(注) 1. 2013/3期の数値は、2014/3期以降の変更後のセグメント区分に組替えて記載しております。

2. 2015/3期の数値は、2016/3期以降の変更後のセグメント区分に組替えて記載しております。

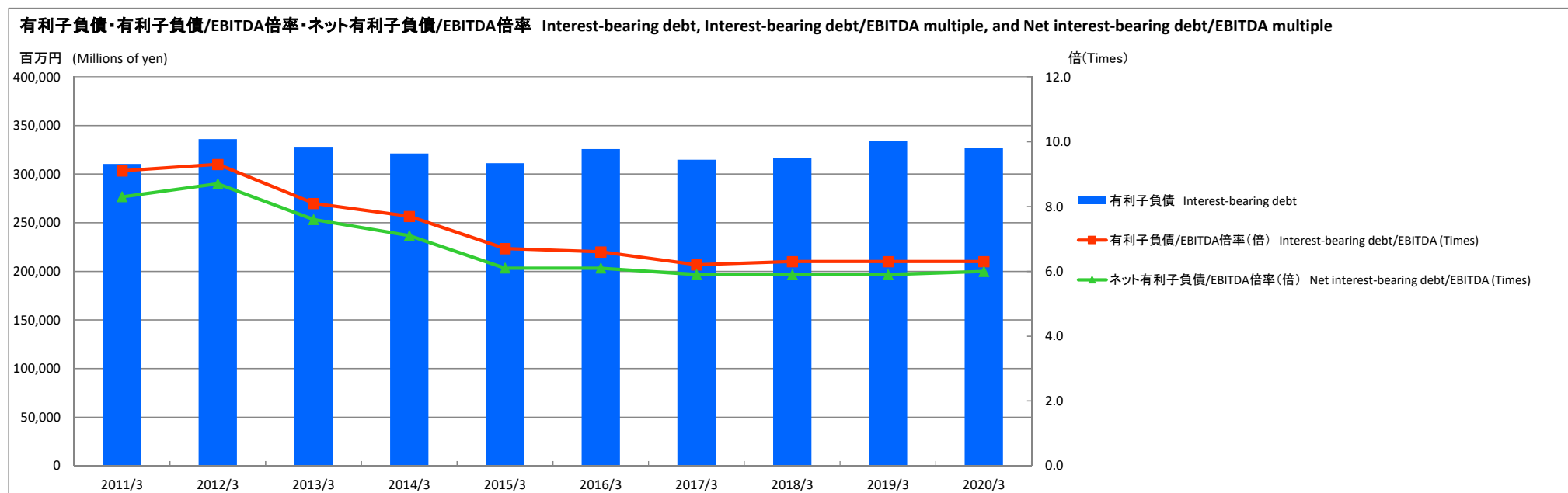
3. 『「税効果会計に係る会計基準」の一部改正』(企業会計基準第28号 平成30年2月16日)等の適用に伴い、2018/3期の総資産は当該会計基準等を遡及適用した数値となっております。

(Notes) 1. Figures for FY2013 (fiscal year ended March 2013) are provided in accordance with the segmentation revised from FY2014.

2. Figures for FY2015 (fiscal year ended March 2015) are provided in accordance with the segmentation revised from FY2016.

3. Accompanying the application of "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan, Statement No. 28, February 16, 2018), etc., the figures for Total assets for FY2018 (fiscal year ended March 2018) have been restated.

## 有利子負債/EBITDA倍率推移(連結) Trend of Interest-bearing debt/EBITDA Multiple (Consolidated)



(単位:百万円)  
(Unit: Millions of yen)

	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
有利子負債 Interest-bearing debt	310,269	335,864	327,880	321,044	311,010	325,714	314,539	316,399	334,346	327,132
有利子負債/EBITDA倍率(倍) Interest-bearing debt/EBITDA (Times)	9.1	9.3	8.1	7.7	6.7	6.6	6.2	6.3	6.3	6.3
ネット有利子負債/EBITDA倍率(倍) Net interest-bearing debt/EBITDA (Times)	8.3	8.7	7.6	7.1	6.1	6.1	5.9	5.9	5.9	6.0

## 連結範囲・従業員数(連結) Scope of Consolidation: Number of Employees (Consolidated)

### 連結会社数 Number of consolidated subsidiaries

		2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
連結会社	Consolidated subsidiaries	37	37	38	38	41	42	40	40	41	42
持分法適用会社	Equity-method affiliates	2	2	2	2	2	1	2	2	2	2

### 連結会社一覧(2020年3月31日現在) List of consolidated subsidiaries (as of March 31, 2020)

#### 運輸業(15社) (Transportation (15 companies))

事業の内容 (Description of business)	会社名 (Company name)
鉄道事業 Railway	京阪電気鉄道(株)、京福電気鉄道(株)、叡山電鉄(株)、 京福バス(株)、三国観光産業(株)、 (株)京阪エンジニアリングサービス、(株)京阪ステーションマネジメント、 (株)京阪エージェンシー
バス事業 Bus	京阪バス(株)、京都バス(株)、江若交通(株)、 京阪京都交通(株)、ケーター自動車工業(株)、 京都京阪バス(株)、ケービー・エンタープライズ(株)

#### 不動産業(12社) (Real Estate (12 companies))

事業の内容 (Description of business)	会社名 (Company name)
不動産事業 Real estate	当社、京阪電鉄不動産(株)、京阪建物(株)、 京阪アセットマネジメント(株)、(株)ゼロ・コーポレーション、 京阪カインド(株)、イースタン興業(株)、TLS2特定目的会社
建設事業 Construction	京阪園芸(株)、京阪ビルテクノサービス(株)、 京阪産業(株)、(株)かんこう

#### 流通業(5社) (Retail Distribution (5 companies))

事業の内容 (Description of business)	会社名 (Company name)
流通事業 Retail distribution	(株)京阪百貨店、(株)京阪ザ・ストア、 (株)京阪流通システムズ、(株)ビオ・マーケット (株)京阪レストラン

#### レジャー・サービス業(8社) (Leisure and Service (8 companies))

事業の内容 (Description of business)	会社名 (Company name)
ホテル事業 Hotel	(株)ホテル京阪、京阪ホテルズ&リゾート(株)
レジャー事業 Leisure	大阪水上バス(株)、琵琶湖汽船(株)、 (株)樟葉パブリック・ゴルフ・コース、比叡山自動車道(株)、 びわこフードサービス(株)、比叡山鉄道(株)

#### その他の事業(2社) (Others (2 companies))

事業の内容 (Description of business)	会社名 (Company name)
その他の事業 Others	(株)京阪カード、(株)ビオスタイル

### 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
合計	Total	6,781	6,764	6,765	6,711	6,944	6,904	6,922	6,862	6,885	7,083
運輸業	Transportation	4,937	4,868	4,622	4,589	4,760	4,694	4,695	4,438	4,431	4,426
不動産業	Real Estate	366	360	628	612	575	595	655	821	864	924
流通業	Retail Distribution	915	844	825	821	831	850	859	870	867	873
レジャー・サービス業	Leisure and Service	400	522	517	513	578	564	564	587	565	620
その他の事業	Others	10	12	13	14	15	14	16	14	13	90
全社(共通)	Group (common)	153	158	160	162	185	187	133	132	145	150

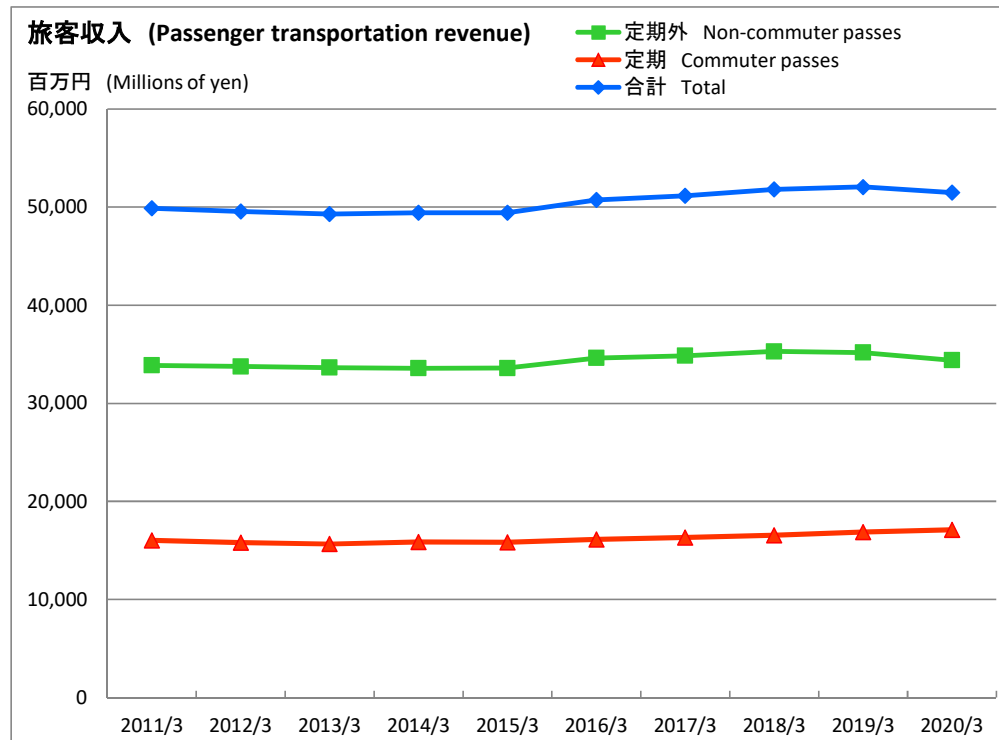
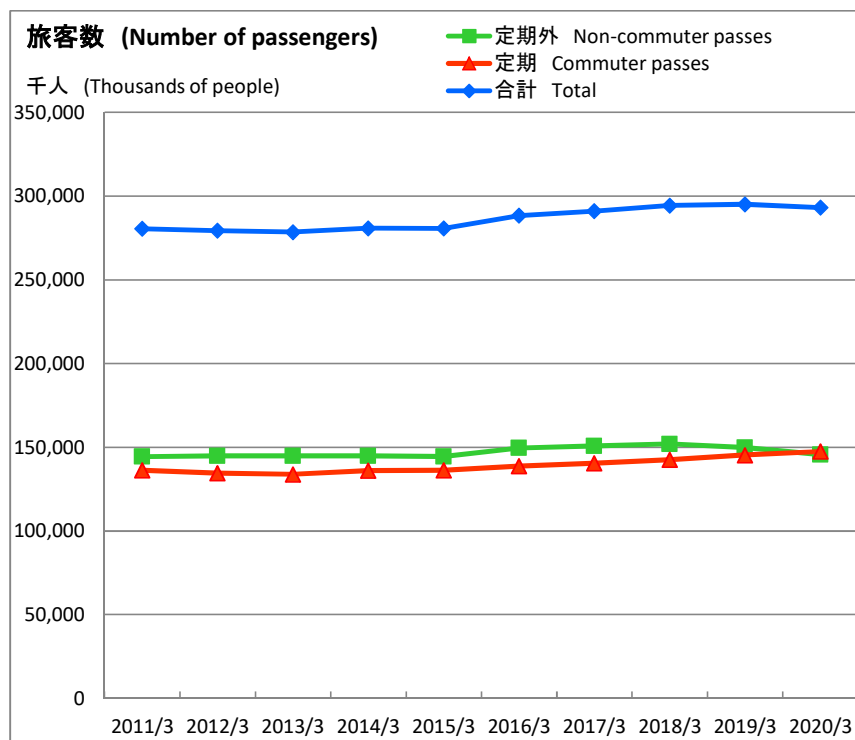
(注)1. 2013/3期の数値は、2014/3期以降の変更後のセグメント区分に組替えて記載しております。

2. 2015/3期の数値は、2016/3期以降の変更後のセグメント区分に組替えて記載しております。

(Notes) 1. Figures for FY2013 (fiscal year ended March 2013) are provided in accordance with the segmentation revised from FY2014.

2. Figures for FY2015 (fiscal year ended March 2015) are provided in accordance with the segmentation revised from FY2016.

## 運輸成績(京阪電気鉄道(株)) Transportation Statistics (Keihan Electric Railway Co., Ltd.)



(単位: 千人)  
(Unit: Thousands of people)

旅客数 Number of passengers	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
定期外 Non-commuter passes	144,395	144,826	144,753	144,758	144,509	149,616	150,735	151,946	149,795	145,643
定期 Commuter passes	136,204	134,568	133,805	136,060	136,279	138,757	140,351	142,463	145,304	147,461
<b>合計 Total</b>	<b>280,599</b>	<b>279,394</b>	<b>278,558</b>	<b>280,819</b>	<b>280,788</b>	<b>288,374</b>	<b>291,087</b>	<b>294,409</b>	<b>295,099</b>	<b>293,104</b>

(単位: 百万円)  
(Unit: Millions of yen)

旅客収入 Passenger transportation revenue	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
定期外 Non-commuter passes	33,866	33,757	33,637	33,565	33,593	34,615	34,853	35,278	35,187	34,379
定期 Commuter passes	16,015	15,798	15,654	15,859	15,831	16,115	16,307	16,541	16,866	17,102
<b>合計 Total</b>	<b>49,881</b>	<b>49,555</b>	<b>49,292</b>	<b>49,424</b>	<b>49,425</b>	<b>50,731</b>	<b>51,160</b>	<b>51,820</b>	<b>52,054</b>	<b>51,481</b>