



# **FY21.3**

## **Semi-Annual Investors Meeting**

November 5, 2020  
Kyushu Railway Company



KYUSHU RAILWAY COMPANY



- I would like to thank you for taking the time to participate in our presentation today.
- Today, I will discuss our results in the six-month period ended September 30, 2020, our performance forecasts for the fiscal year ending March 31, 2021, the status of major segments, the withdrawal of the numerical management targets and reference indicators in the Medium-Term Business Plan, our initiatives in response to the COVID-19 infection, and our understanding of issues that we will face in the future.
- First, I will discuss our financial results in the first six months of the fiscal year ending March 31, 2021. Please turn to slide 5.

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# Highlights



## Second Quarter Financial Results Overview and Full-Year Forecasts

- Declines in consolidated operating revenue, operating income, ordinary income, and net income
- For full-year forecasts and dividend forecasts, no change from announcement on September 24

## Status of major segments

- There was a decline in August due to the trend toward people staying inside accompanying a second round of the COVID-19 infections, but generally the moderate underlying recovery trend continued.
- Currently, the results of the Go To Campaign can be seen in each business, and the moderate underlying recovery trend continues.

## Medium-Term Business Plan 2019-2021

- The Company determined that the achievement of the targets in the Medium-Term Business Plan, for which the final year is the fiscal year ending March 31, 2022, will be difficult. Accordingly, the Company decided to withdraw the numerical management targets and reference indicators.
- Priority initiatives will be continued after necessary revisions are made, with consideration for circumstances.

## Understanding of environment during the period with COVID-19, strategies that can be implemented

- We will advance initiatives to foster demand and business development initiatives to foster new demand.
- Making progress toward the overall completion of the Miyazaki Station west entrance development and the development in the area around Kumamoto Station
- We will accelerate initiatives to reduce costs and increase productivity, such as schedule revisions.

## Understanding of issues to be considered in preparation for the period after COVID-19

- Reduced room for the use of debt due to large decline in cash flow
- We will consider securitization of real estate through private REIT formation in order to both (1) achieve sustained growth through continued real estate development in regions around our bases and (2) maintain financial soundness.



# **I SECOND QUARTER FINANCIAL RESULTS OVERVIEW AND FULL-YEAR FORECASTS**



KYUSHU RAILWAY COMPANY

# Consolidated Financial Highlights for the Six-Month Period Ended September 30, 2020



	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY	(¥bil)
Operating revenue	212.8	124.5	(88.3)	58.5%
Operating income	30.2	(20.5)	(50.7)	-
Ordinary income	31.0	(19.5)	(50.5)	-
Extraordinary gains and losses	(0.8)	2.9	3.8	-
Net income attributable to owners of the parent	23.0	(10.2)	(33.2)	-
EBITDA <sup>(*)</sup>	42.3	(7.3)	(49.6)	-

※Note: EBITDA = operating income + depreciation expense (excluding depreciation of leased assets held for subleasing purposes). The same applies hereafter

## Operating revenue

Substantial decline in revenue due to such factors as the decrease in railway transportation revenues resulting from the influence of the spread of the COVID-19 infection [¥(44.5) billion] and the influence of JR Kyushu Drug Eleven Co., Ltd. becoming an equity-method affiliate [¥(13.8) billion].

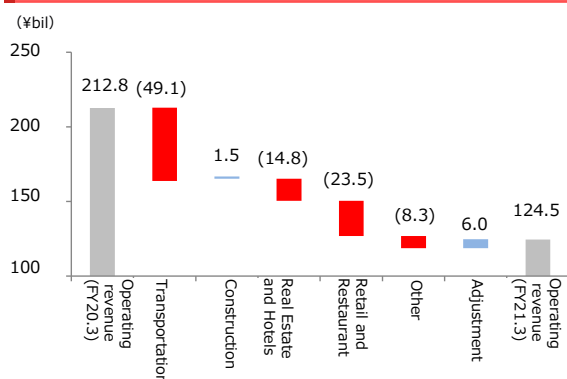
## Operating income

Despite efforts to reduce costs, large decline in profits results from significant decrease in revenues.

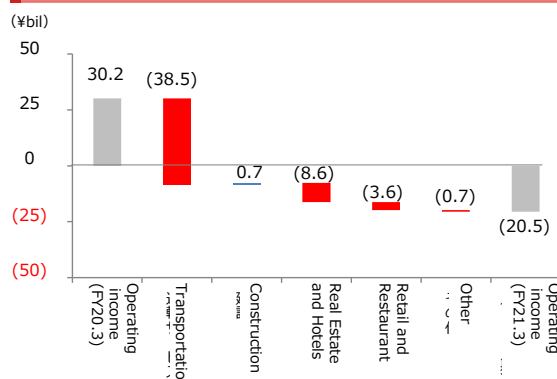
## Extraordinary gains and losses

Recorded gain on sale of JR Kyushu Drug Eleven Co., Ltd. shares (+¥9.1 billion), provision for loss on disaster [¥(2.1) billion] related to the restoration of the Hitahikosan Line, and disaster-damage losses [¥(3.2) billion] due to heavy rains in July 2020.

## Change in operating revenue by segment



## Change in operating income by segment



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- Consolidated operating revenue decreased ¥88.3 billion year on year as a result of such factors as a decline in revenues from railway transportation due to the influence of COVID-19 and the change of JR Kyushu Drug Eleven Co., Ltd., to an equity-method affiliate.
- Although we advanced cost reductions, operating revenue declined substantially. As a consequence, operating results worsened by ¥50.7 billion year on year, and we recorded an operating loss of ¥20.5 billion.
- Looking at extraordinary gains/losses, we recorded a provision for loss on disaster related to the restoration of the Hitahikosan Line and disaster expenses due to heavy rains in July 2020, etc. However, due to a gain on the sale of shares in JR Kyushu Drug Eleven Co., Ltd., etc., extraordinary gain increased by ¥3.8 billion year on year.
- As a result, net income/loss attributable to owners of the parent worsened by ¥33.2 billion year on year, and net loss was ¥10.2 billion. In addition, EBITDA worsened by ¥49.6 billion year on year.
- Please turn to slide 8.

# Results for the First Six Months of FY21.3 (by segment)



	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY		Major factors
<b>Operating revenue</b>	212.8	124.5	(88.3)	58.5%	
<b>Transportation</b>	90.5	41.3	(49.1)	45.7%	Decrease in passenger demand (railway, hydrofoil ferry, bus) due to influence of the COVID-19 infection
<b>Railway Business (non-consolidated)</b>	86.1	38.9	(47.2)	45.2%	
<b>Construction</b>	34.6	36.1	1.5	104.4%	Increase in Shinkansen-related construction
<b>Real Estate and Hotels</b>	42.1	27.3	(14.8)	64.8%	
<b>Real Estate Lease</b>	27.4	22.9	(4.4)	83.7%	Decrease in revenues from leases (mainly station buildings) due to influence of the COVID-19 infection
<b>Condominium Sales</b>	6.5	1.9	(4.5)	29.3%	Decrease in revenue from sales of condominiums
<b>Hotel Business</b>	8.1	2.4	(5.7)	29.5%	Decrease in number of guests due to influence of the COVID-19 infection
<b>Retail and Restaurant</b>	53.0	29.4	(23.5)	55.5%	Decrease due to transfer of a portion of holdings of shares of JR Kyushu Drug Eleven and to the influence of the COVID-19 infection
<b>Other</b>	36.5	28.2	(8.3)	77.3%	Decrease due to the influence of the COVID-19 infection and to the transfer of the leasing and installment financing businesses
<b>Operating income</b>	30.2	(20.5)	(50.7)	-	
<b>Transportation</b>	17.3	(21.1)	(38.5)	-	
<b>Railway Business (non-consolidated)</b>	17.3	(20.3)	(37.7)	-	
<b>Construction</b>	0.2	1.0	0.7	388.3%	
<b>Real Estate and Hotels</b>	10.1	1.4	(8.6)	14.6%	
<b>Real Estate Lease</b>	8.9	5.0	(3.9)	56.0%	
<b>Condominium Sales</b>	0.6	(0.3)	(0.9)	-	
<b>Hotel Business</b>	0.5	(3.1)	(3.7)	-	
<b>Retail and Restaurant</b>	1.7	(1.9)	(3.6)	-	
<b>Other</b>	1.1	0.4	(0.7)	38.5%	
<b>EBITDA</b>	42.3	(7.3)	(49.6)	-	
<b>Transportation</b>	21.8	(15.7)	(37.6)	-	
<b>Railway Business (non-consolidated)</b>	21.3	(15.4)	(36.8)	-	
<b>Construction</b>	0.8	1.5	0.7	185.2%	
<b>Real Estate and Hotels</b>	15.5	7.4	(8.0)	48.1%	
<b>Real Estate Lease</b>	13.5	9.8	(3.7)	72.6%	
<b>Condominium Sales</b>	0.6	(0.3)	(0.9)	-	
<b>Hotel Business</b>	1.4	(2.0)	(3.4)	-	
<b>Retail and Restaurant</b>	2.5	(1.2)	(3.7)	-	
<b>Other</b>	2.1	1.2	(0.8)	59.1%	

# Results for the First Six Months of FY21.3 (non-consolidated)



(¥bil)

	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY		Major Factors
<b>Operating revenue</b>	107.5	56.2	(51.2)	52.3%	
<b>Railway transportation revenues</b>	77.2	32.6	(44.5)	42.3%	Influence of the COVID-19 infection
Shinkansen	28.1	9.0	(19.1)	32.1%	
Conventional Lines	49.0	23.6	(25.4)	48.2%	
<b>Other revenue</b>	30.2	23.6	(6.6)	77.9%	Decrease in revenue from sales of condominiums
<b>Operating expense</b>	83.2	70.3	(12.8)	84.5%	
Personnel expense	24.6	19.7	(4.9)	80.1%	Decline due to the transfer of the hospital business Natural decline due to a decrease in employee numbers
Non-personnel expense	45.2	36.1	(9.0)	80.0%	
Energy cost	4.7	4.0	(0.7)	84.8%	Decrease due suspension of train service
Maintenance cost	13.3	11.1	(2.2)	83.5%	
Other	27.1	21.0	(6.1)	77.4%	Decrease in cost of sales of condominiums
Taxes	6.1	5.9	(0.2)	96.4%	
Depreciation cost	7.1	8.4	1.3	118.6%	
<b>Operating income</b>	24.2	(14.1)	(38.3)	-	
<b>Non-operating income and expense</b>	5.8	9.0	3.1	153.4%	Increase in gains on investment securities
<b>Ordinary income</b>	30.1	(5.1)	(35.2)	-	
<b>Extraordinary gain and losse</b>	(0.7)	3.7	4.5		Increase due to sale of a portion of holdings of the shares of JR Kyushu Drug Eleven (+9.0) - Increase in provision for loss on disaster related to restoration of Hitahikosan Line (-2.1) Increase in disaster expenses associated with heavy rains in July 2020 (-3.2)
<b>Net income</b>	24.4	3.9	(20.4)	16.1%	

# Consolidated Financial Highlights for FY21.3



	Results FY20.3	Forecasts FY21.3	YoY	
Operating revenue	432.6	291.7	(140.9)	67.4%
Operating income	49.4	(32.3)	(81.7)	-
Ordinary income	50.6	(31.4)	(82.0)	-
Net income attributable to owners of the parent	31.4	(28.4)	(59.8)	-
EBITDA	75.0	(4.2)	(79.2)	-

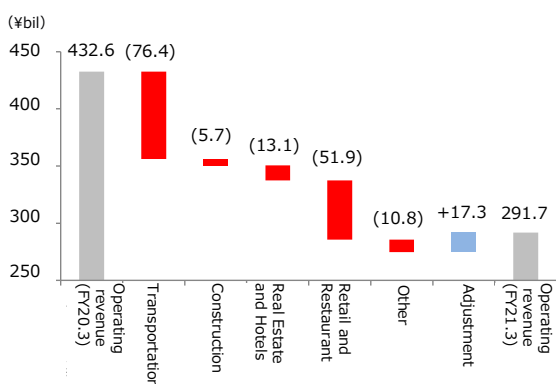
## Operating revenue

Operating revenue declined significantly owing in part to a decrease in railway transportation revenues [¥(69.7) billion] and the influence of changing JR Kyushu Drug Eleven Co., Ltd. to an equity-method affiliate ([¥(39.7) billion].

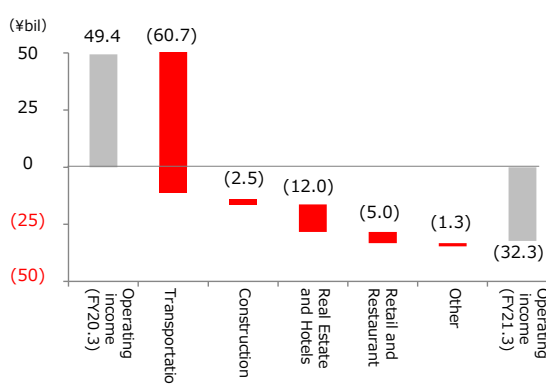
## Operating income

Despite planning for cost reductions of approximately ¥14.0 billion on a non-consolidated basis and roughly ¥3.0 billion at Group companies, operating income decreased following the significant decline in operating revenue.

### Change in operating revenue by segment



### Change in operating income by segment



- Our full-year performance forecasts and dividend forecasts for the fiscal year ending March 31, 2021, remain unchanged from those announced on September 24, 2020.
- Next, I will explain the circumstances in major segments. Please turn to slide 13.

# Consolidated Financial Forecasts (by segment)



(¥bil)

	Results FY20.3	Forecasts FY21.3	YoY		Major factors
Operating revenue	432.6	291.7	(140.9)	67.4%	
Transportation	173.7	97.3	(76.4)	56.0%	Decrease in passenger demand (railway, hydrofoil ferry, bus) due to influence of the COVID-19 infection
Railway Business (non-consolidated)	165.2	92.2	(73.0)	55.8%	
Construction	99.3	93.6	(5.7)	94.2%	Decrease in railway construction orders from JR Kyushu
Real Estate and Hotels	90.7	77.6	(13.1)	85.5%	
Real Estate Lease	55.2	49.5	(5.7)	89.6%	Decrease in revenues from leases (mainly station buildings) due to influence of the COVID-19 infection
Condominium Sales	18.9	21.5	2.5	113.6%	Increase in revenue from sales of condominiums
Hotel Business	16.6	6.6	(10.0)	39.7%	Decrease in number of guests due to influence of the COVID-19 infection
Retail and Restaurant	104.6	52.7	(51.9)	50.4%	Decrease due to transfer of a portion of holdings of shares of JR Kyushu Drug Eleven and to the influence of the COVID-19 infection
Other	72.1	61.3	(10.8)	84.9%	Decrease due to the influence of the COVID-19 infection and to the transfer of the leasing and installment financing businesses
Operating income	49.4	(32.3)	(81.7)	-	
Transportation	19.8	(40.9)	(60.7)	-	
Railway Business (non-consolidated)	20.0	(39.1)	(59.1)	-	
Construction	6.5	4.0	(2.5)	60.8%	
Real Estate and Hotels	19.1	7.1	(12.0)	37.1%	
Real Estate Lease	16.7	11.4	(5.3)	67.9%	
Condominium Sales	1.5	1.9	0.3	121.3%	
Hotel Business	0.7	(6.2)	(6.9)	-	
Retail and Restaurant	2.8	(2.2)	(5.0)	-	
Other	2.2	0.9	(1.3)	39.4%	
EBITDA	75.0	(4.2)	(79.2)	-	
Transportation	29.5	(29.8)	(59.3)	-	
Railway Business (non-consolidated)	28.8	(28.4)	(57.2)	-	
Construction	7.6	5.0	(2.6)	65.0%	
Real Estate and Hotels	30.5	19.7	(10.8)	64.4%	
Real Estate Lease	26.1	21.6	(4.5)	82.7%	
Condominium Sales	1.5	1.9	0.3	120.5%	
Hotel Business	2.8	(3.8)	(6.6)	-	
Retail and Restaurant	4.4	(0.8)	(5.2)	-	
Other	4.3	2.8	(1.5)	64.5%	

# Non-consolidated Financial Forecasts

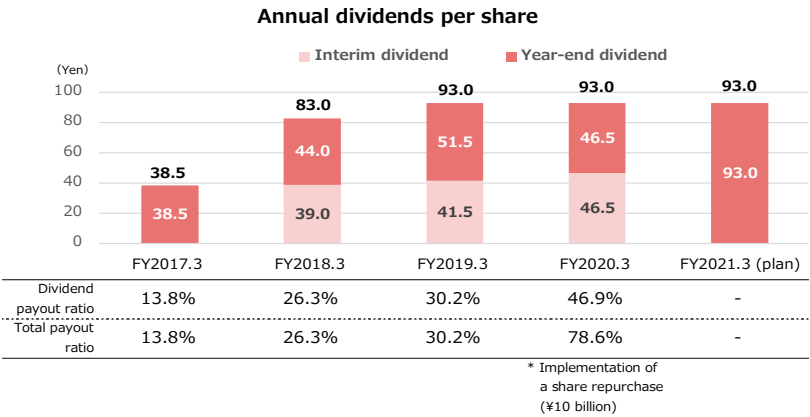


	Results FY20.3	Forecasts FY21.3	YoY	Major factors	(¥bil)
					Cost reductions
Operating revenue	214.8	145.0	(69.8)	67.5%	
Railway transportation revenues	147.3	77.6	(69.7)	52.7%	Influence of the COVID-19 infection
Shinkansen	52.3	24.0	(28.3)	45.9%	
Conventional Lines	95.0	53.6	(41.4)	56.4%	
Other revenue	67.5	67.4	(0.1)	99.8%	
Operating expense	180.4	169.5	(10.9)	93.9%	(14.0)
Personnel expense	48.7	39.5	(9.2)	81.0%	Decline due to the transfer of the hospital business (-2.0) Natural decline due to a decrease in employee numbers
Non-personnel expense	105.5	101.2	(4.3)	95.9%	(6.0)
Energy cost	9.2	8.4	(0.8)	91.0%	(0.5)
Maintenance cost	33.4	30.2	(3.2)	90.2%	(3.5)
Other	62.8	62.6	(0.2)	99.6%	Increase due to sale of hospital business (+2.0) Increase in cost of sales of condominiums (+1.8)
Taxes	10.7	10.9	0.1	101.5%	(4.0)
Depreciation cost	15.4	17.9	2.4	115.8%	
Operating income	34.3	(24.5)	(58.8)	-	
Non-operating income and expense	6.1	8.7	2.5	140.6%	Increase in dividend income
Ordinary income	40.5	(15.8)	(56.3)	-	
Extraordinary gain and losse	(6.3)	3.5	9.8	-	Increase due to sale of a portion of holdings of the shares of JR Kyushu Drug Eleven (+9.0) Rebound from increase in provision for loss on guarantees related to loss on QUEEN BEETLE, etc. (+6.5) Increase in provision for loss on disaster related to restoration of Hitahikosan Line (-2.1) Increase in disaster expenses associated with heavy rains in July 2020 (-3.3)
Net income	28.6	(11.4)	(40.0)	-	

# Dividend Forecasts



- The Company views the return of profits to shareholders as one of its most important management tasks. Accordingly, the Company believes it is important to provide stable shareholder returns over the long term.  
Over the period to the fiscal year ending March 31, 2022, the Company will aim for a consolidated dividend payout ratio of 35%, with a minimum dividend per share of ¥93. In addition, to increase capital efficiency, the Company will implement share repurchases depending on the situation.
- The Company is forecasting extremely severe results for the fiscal year ending March 31, 2021. However, as a result of consideration in accordance with the above policy, the Company has decided to set the dividend forecast for the fiscal year ending March 31, 2021, at ¥93 per share.
- Up to this point, the Company has paid dividends from retained earnings in two parts — an interim dividend and a year-end dividend. However, matters such as the influence of COVID-19 on future results will require careful consideration, and accordingly we have decided to suspend the interim dividend for FY2021.3 and plans to pay dividends in one part, which will be the year-end dividend.





## **II STATUS OF MAJOR SEGMENTS**



KYUSHU RAILWAY COMPANY

# Transportation Segment



## [Results]

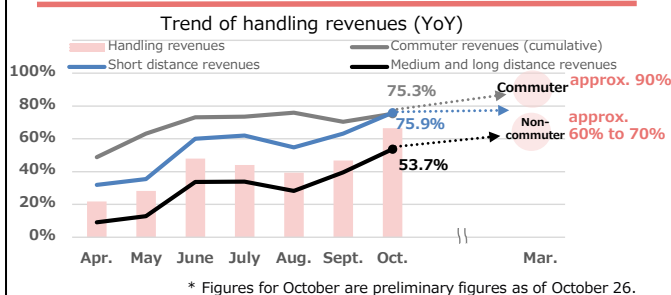
	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY	(¥bil)
Operating revenue	90.5	41.3	(49.1)	45.7%
Railway Business (non-consolidated)	86.1	38.9	(47.2)	45.2%
Railway transportation revenues	77.2	32.6	(44.5)	42.3%
Operating income	17.3	(21.1)	(38.5)	-
Railway Business (non-consolidated)	17.3	(20.3)	(37.7)	-
EBITDA	21.8	(15.7)	(37.6)	-
Railway Business (non-consolidated)	21.3	(15.4)	(36.8)	-

## [Forecasts]

	Results FY20.3	Forecasts FY21.3	YoY	(¥bil)
Operating revenue	173.7	97.3	(76.4)	56.0%
Railway Business (non-consolidated)	165.2	92.2	(73.0)	55.8%
Railway transportation revenues	147.3	77.6	(69.7)	52.7%
Operating income	19.8	(40.9)	(60.7)	-
Railway Business (non-consolidated)	20.0	(39.1)	(59.1)	-
EBITDA	29.5	(29.8)	(59.3)	-
Railway Business (non-consolidated)	28.8	(28.4)	(57.2)	-

## Railway Business

### Monthly trend / Results forecast assumptions



### Overview

- In the first quarter, people refrained from going out due to the declaration of a state of emergency. In addition, during the Golden Week holiday period, we suspended operation of all conventional-line limited-express trains. As a result, circumstances remained difficult, mainly medium to long distance.
- In the second quarter, in the first half conditions were difficult due to a second round of COVID-19 infections and to the resulting trend toward people staying at home during the Bon holidays. In the second half, the number of people with the COVID-19 infection began to decline, and as a result transportation revenues turned to an underlying trend of recovery.
- Currently, the increase in the number of infected people is limited, and the moderate underlying recovery trend continues.

### Status of passenger ship business

- Service on Japan-South Korea routes has been suspended since March 9 due to a government request to halt passenger transportation.
- QUEEN BEETLE new-style hydrofoil ferry arrived in Hakata Port in October. Advancing preparations for placement into service.

### Status of bus business

- With some exceptions, normal operations were restarted from late July, but we implemented appropriate revisions, with consideration for the severe usage conditions.

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- First, I will explain the results in the Transportation Segment.
- In the railway business, looking at the second quarter, ended September 30, in the first half conditions were difficult due to a second round of COVID-19 infections and to the resulting trend toward people staying at home during the Bon holidays. In the second half, the number of people with the COVID-19 infection began to decline, and as a result transportation revenues turned to an underlying trend of recovery.
- Currently, we are seeing effects from the Go To Travel Campaign, and tourism demand is following an underlying recovery trend. However, business demand is relatively weak, and it will be necessary to carefully focus on future trends.
- Please turn to the next slide.

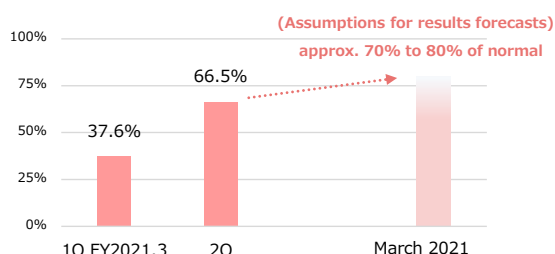


(¥bil)

	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY		Results FY20.3	Forecasts FY21.3	YoY	
Operating revenue	27.4	22.9	(4.4)	83.7%	55.2	49.5	(5.7)	89.6%
Operating income	8.9	5.0	(3.9)	56.0%	16.7	11.4	(5.3)	67.9%
EBITDA	13.5	9.8	(3.7)	72.6%	26.1	21.6	(4.5)	82.7%

### Quarterly trend / Results forecast assumptions

### Tenant sales at five major station buildings (YoY)



## Overview

## Station buildings

- In the first quarter, revenues were significantly lower due to the closure of station buildings, rent reductions offered to support tenants, etc.\*
- In the second quarter, there was a decline in August due to the trend toward people staying at home accompanying a second round of the COVID-19 infections, but generally the underlying recovery trend continued.
- Currently, as this is a period of lower sales due to a rebound from the previous year's rush prior to the increase in the consumption tax, the recovery trend continues on a year-on-year basis..

\*From April to July, implemented reduced rents and exemptions from sales promotion expenses for station building tenants (approx. ¥1.9 billion)

## Office buildings, rental apartments

- Solid trend, with no change in vacancy rates

- Next, I will explain the results in the Real Estate and Hotels Segment.
- In station building operations, which are in the real estate leasing business, in the six-month period ended September 30, in August there was an effect from the trend toward people staying at home. However, together with short-distance railway revenues, there was a continued moderate underlying recovery trend. Currently, the moderate underlying recovery trend is continuing, and the trends are generally in accordance with our expectations.
- Also, in office buildings and rental apartments, the circumstances are firm with no changes in vacancy rates.
- Please turn to the next slide.

# Real Estate and Hotels Segment (2)



## Condominium sales business

	【Results】			(¥bil)	【Forecasts】			(¥bil)
	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY		Results FY20.3	Forecasts FY21.3	YoY	
Operating revenue	6.5	1.9	(4.5)	29.3%	18.9	21.5	2.5	113.6%
Operating income	0.6	(0.3)	(0.9)	-	1.5	1.9	0.3	121.3%
EBITDA	0.6	(0.3)	(0.9)	-	1.5	1.9	0.3	120.5%

- We are planning delivery for large-scale properties in Osaka and Fukuoka for which contract signing has generally been completed.



MJR Sakaisuji Hommachi Tower

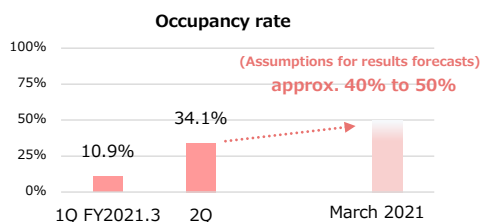


MJR Chihaya Branchera

## Hotel business

	【Results】			(¥bil)	【Forecasts】			(¥bil)
	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY		Results FY20.3	Forecasts FY21.3	YoY	
Operating revenue	8.1	2.4	(5.7)	29.5%	16.6	6.6	(10.0)	39.7%
Operating income	0.5	(3.1)	(3.7)	-	0.7	(6.2)	(6.9)	-
EBITDA	1.4	(2.0)	(3.4)	-	2.8	(3.8)	(6.6)	-

### Quarterly trend / Results forecast assumptions



### Overview

- In the first quarter, there was a significant decrease in occupancy rates due to the influence of hotel closure and people staying at home.
- In the second quarter, there was a decline in August due to the trend toward people staying at home accompanying a second round of the COVID-19 infections, but generally the underlying recovery trend continued.
- Currently, the Go To Campaign is showing results, and the moderate underlying recovery trend continues. There are also signs of improvement in occupancy rates at hotels in Tokyo and Okinawa, where the circumstances had been especially challenging.

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- In the condominium sales business, through the end of the fiscal year, we are planning delivery for large-scale properties in Osaka and Fukuoka for which contract signing has generally been completed. In regard to the performance forecasts, the trends are in line with plans.
- On the other hand, in the hotel business, in August activity was sluggish, principally at hotels in urban areas, such as Tokyo and Fukuoka. However, in the six-month period ended September 30, overall there was a recovery trend for hotels and Japanese-style inns, except in urban areas. In addition, the Go To Campaign is having an effect, and we have started to see a recovery trend in urban hotels as well.
- Going forward, there is cause for concern that the occupancy rate will decline due to the spread of COVID-19, but we at this point think the trends are generally in accordance with our expectations.
- Please turn to the next slide.

# Retail and Restaurant Segment

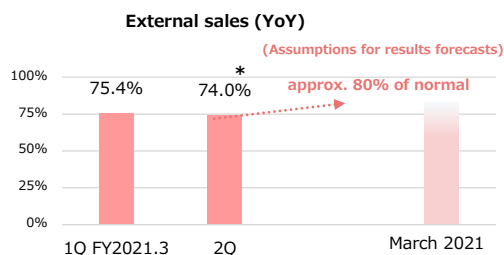


	【Results】			(¥bil)	【Forecasts】			(¥bil)
	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY		Results FY20.3	Forecasts FY21.3	YoY	
Operating revenue	53.0	29.4	(23.5)	55.5%	104.6	52.7	(51.9)	50.4%
Operating income	1.7	(1.9)	(3.6)	-	2.8	(2.2)	(5.0)	-
EBITDA	2.5	(1.2)	(3.7)	-	4.4	(0.8)	(5.2)	-

\*Amount of influence of JR Kyushu Drug Eleven becoming an equity-method affiliate :  
[¥(13.8) billion]

\*Amount of influence of JR Kyushu Drug Eleven becoming an equity-method affiliate :  
[¥(39.7) billion]

## Quarterly trend / Results forecast assumptions



\*YoY figures are calculated after subtracting the results of JR Kyushu Drug Eleven, which changed to an equity-method affiliate from the end of the first quarter of this period.

## Overview

- In the first quarter, circumstances were challenging, mainly at stores in areas surrounding stations, due to significant declines in the number of visitors to facilities around stations as a result of the decline in railway passengers, closure of station buildings.
- In the second quarter, conditions continued to be solid for takeout business and stores in suburbs. At facilities around stations, the moderate underlying recovery trend continued due to an increase in the number of people in the area, but souvenir shops and other specialty stores faced challenging circumstances.
- Currently, we are seeing a recovery trend in souvenir shops, which had been sluggish, due to an increase in travelers as a result of the Go To Campaign and to the start of the use of regional common coupons.

- Next, I will discuss the Retail and Restaurant Segment.
- In the six-month period ended September 30, the takeout business and stores in suburban locations continued to record solid results. In addition, there was an increase in the number of people in areas surrounding stations, and consequently, for other businesses as well, a moderate, underlying recovery trend continued.
- Moreover, currently, we have started to see improvement at souvenir shops, where the recovery had been delayed, due to the effects of the Go To Campaign and we at this point think the trends are generally in accordance with our expectations.
- Next, I will explain the withdrawal of the numerical management targets and reference indicators in the Medium-Term Business Plan. Please turn to slide 18.



## **III MEDIUM-TERM BUSINESS PLAN 2019-2021**



KYUSHU RAILWAY COMPANY

# Withdrawal of numerical management targets and reference indicators



- Due to the influence of COVID-19, the operating environments for the Group's businesses are changing significantly. The Company determined that the achievement of the targets in the Medium-Term Business Plan, for which the final year is the fiscal year ending March 31, 2022, will be difficult. Accordingly, the Company decided to withdraw the numerical management targets and reference indicators.

Numerical management targets: operating revenue, ¥480.0 billion; operating income, ¥57.0 billion; revenues from railway transportation, ¥154.0 billion  
Reference indicators: capital investment, ¥340.0 billion; operating cash flow, ¥220.0 billion; ROE, 8% or more

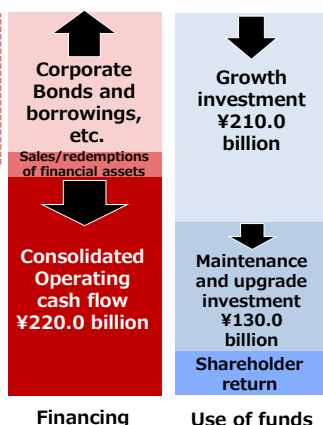
- The three priority initiatives are "Further strengthen our management foundation," "Further strengthen our earnings power in key businesses," and "Growth and evolution in new areas." With consideration for circumstances, the Company will continue to advance measures based on these initiatives, including the implementation of revisions.

## Status of fund raising and fund use due to changes in the operating environment

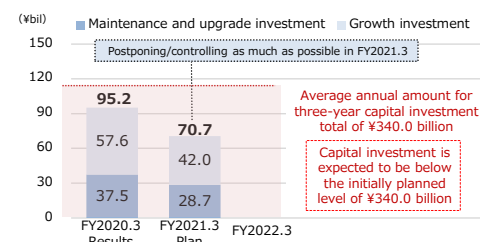
- Due to a significant decline in operating cash flow, we continue giving the highest priority to securing liquidity on hand by implementing large-scale fund-raising and controlling capital investment.
- In regard to shareholder return, we will continue our dividend policy of dividends per share of ¥93.0 or more. (We are planning to implement one dividend payment, the year-end dividend, and not to implement interim dividends.)

- Worsening of financial position due to fund-raising exceeding expectations. Increase in interest-bearing debt to approximately 1.9 times the level at the end of FY2020.3 (¥141.5 billion → ¥271.7 billion)  
\*As of the end of September 2020

- FY2021.3 EBITDA forecast: Significant worsening, down ¥79.2 billion YoY (FY2020.3: ¥75.0 billion; FY2021.3 forecast: ¥(4.2) billion)
- Due to the worsening of EBITDA, operating cash flow is expected to be below the initially planned level of a three-year total of ¥220.0 billion



- In FY2021.3, due to postponement/control to the extent possible, we are planning for a level lower than in FY2020.3.
- In FY2022.3, we anticipate large-scale investment in the opening of the Kumamoto Station Building (April 2021) and in the partial opening of the Nagasaki route of the Kyushu Shinkansen (fall 2022), but we expect a level lower than the initial plan's three-year total of ¥340.0 billion.



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- Due to the influence of COVID-19, the operating environments for the Group's businesses are changing significantly. The Company determined that the achievement of the targets in the Medium-Term Business Plan, for which the final year is the fiscal year ending March 31, 2022, will be difficult. Accordingly, the Company decided to withdraw the numerical management targets and reference indicators.
- On the other hand, in regard to the three priority initiatives — "Further strengthen our management foundation," "Further strengthen our earnings power in key businesses," and "Growth and evolution in new areas" — as we move forward we will need to adapt to the changes in the operating environment, including the implementation of revisions.
- Please turn to the next slide.

# Future Strategy



Basic policy (priority initiatives)	Major initiatives to date		Future Strategy	
Further strengthen our management foundation	Revising segments and portfolios	Accelerate	Rearranging businesses and reorganizing the Group	
	Growth field focus, M&A investment	Accelerate	Growth field focus, M&A investment	
		New	Controlling hiring, mobilizing personnel, strategic human resource development	
Further strengthen our earnings power in key businesses				
Build sustainable railway services by improving earnings	Advancing measures to increase revenues (increasing Shinkansen, inbound, and short distance earning power, etc.)	Accelerate	Transition to Internet reservations, ticketless service Baggage transport using the Kyushu Shinkansen, etc.	
	Advancing measures to increase efficiency (station system reevaluation, Assist Mars, SSS, consignment, etc.)	Accelerate	Various measures to increase productivity SSS, Assist Mars, expanded one-person train operation, etc.	
Implement strategic city-building initiatives in the regions around our business areas	Increasing the value of city-building initiatives with stations as bases stations	New	Revision to flexible schedules aligned with the demand	
		Continue	City-building in regional bases Continued development at Miyazaki, Kumamoto, Hakata, etc.	
		New	Lowering the break-even point in the hotel business	
		New	Considering private REIT formation	
Growth and evolution in new areas	Expanding business areas that leverage the strengths we have cultivated	Revise/control	Reevaluating new development (hotels, overseas, etc.)	
	Taking on the challenge of new mobility services	Continue	Advancing initiatives centered on MaaS	
	Advancing JR Kyupo and implementing Companywide digital transformation	Accelerate	Accelerating digital transformation by developing/securing human resources	

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- This slide shows changes in strategies for priority initiatives, based on the initiatives to date. Subsequent slides explain measures that are currently being implemented and future strategies to address issues.
- Please turn to slide 21.



## **IV Understanding of environment during the period with COVID-19, strategies that can be implemented**



KYUSHU RAILWAY COMPANY

# Understanding of environment during the period with COVID-19, strategies that can be implemented (1)



## Social mission of a transportation network

We will operate our businesses with the highest priority on safety and fulfill our social mission through cooperation with the national government and local governments.

### Collaborative initiatives to address the requests of the national government and local governments

- Suspending operation of all conventional-line limited-express trains during the Golden Week holiday period with the objective of preventing the spread of infection resulting from travel between prefectures.
- Exercising self-restraint in regard to events held by the Group
- Implementing temporary closure or reduced operating hours at certain station buildings, hotels, etc.

### Maintaining our highest priority on safety at facilities and in operations



## Various initiatives for stakeholders

### Initiatives for customer safety

- Advancing initiatives for cleaning the interior of facilities and following guidelines to prevent infection so that customers can use the Company's services with peace of mind



- Providing information about facility congestion status (\*only for crowded locations)

Notice on our website regarding the status of congestion for arrivals at Hakata Station

○博多駅に到着する列車の混雑状況

＜2020年9月28日（月）～2020年10月2日（金）平日＞

※混雑率に特等車は含まれません。特等車は別表で示しています。  
※混雑率および混雑状況は混雑状況です。例に時間等でも、例によって混雑状況にはありません。

列車種別・区間	7:00～	7:15～	7:30～	7:45～	8:00～	8:15～	8:30～	8:45～	9:00～	9:15～	9:30～	9:45～
新幹線（上り）												
新幹線（下り）												
在来線（上り）												
在来線（下り）												

### Initiatives to secure the health of employees

- Providing information, such as comments from Company leaders to employees
- Implementing short-term employment adjustments, such as temporary leave
- Utilizing staggered commuting times and teleworking, with the objective of securing the safety of employees and their family members.

### Initiatives for business partners

- From April to July, we implemented measures for station building tenants, such as offering reduced rent payments, providing exemptions from sales promotion expenses, and delaying payment timing.

- I will discuss our understanding of the environment during the period with COVID-19 and the strategies that we will be able to implement.
- Even during the COVID-19 crisis, there is no change to our 2030 Vision. We will continue to contribute to the sustainable development of Kyushu through city-building initiatives that leverage the distinctive characteristics of local communities, centered on safe and secure mobility services.
- We will continue to maintain facilities and operations with the highest priority on safety. We will fulfill our social mission of protecting the transportation network. Moreover, we will implement a variety of initiatives so that we can move beyond the extremely challenging circumstances, and we will work together with our various stakeholders as we move forward.
- Please turn to the next slide.

# Understanding of environment during the period with COVID-19, strategies that can be implemented (2)



## Demand creation

### Railways

#### Collaboration with local governments/local community residents and initiatives to new customer groups

- Starting operation in October of the new tourist train with the name 36+3, which travels around Kyushu for five days. Collaborating with local governments/local community residents to propose new ways of enjoying travel that incorporate the appeal of Kyushu
- Starting the "Switch On! Hohi Main Line Full Opening Project" on the Hohi Main Line, for which the full opening was implemented in August. Implementing plans to foster a lively, positive attitude about the reconstruction following the Kumamoto earthquakes.
- Fostering new demand through collaborations with Disney, Pixar, the popular TV animation Demon Slayer: Kimetsu no Yaiba, and HKT48
- Extending sales of the popular Minnano Kyushu Tickets, an unlimited usage product, to December

New tourist train with the name 36+3



Departure ceremony for the full opening of the Hohi Main Line



Train-wrap promotion for Demon Slayer: Kimetsu no Yaiba



### Hotels

#### Providing new products, such as subscriptions and serviced offices

- Launching "Kyushu/Okinawa Hotel Pass," a subscription-style accommodation product
- Launching satellite office service in collaboration with Pasona Inc., a leading comprehensive human resources service company
- Launching monthly plan for four hotels in the Tokyo and Fukuoka regions on "goodroom Hotel Stay," a real estate leasing portal site
- Launching serviced offices at THE BLOSSOM HIBIYA through the conversion of certain hotel rooms

Converting hotel rooms to business offices (THE BLOSSOM HIBIYA)



### Retail and restaurants

#### Advancing contactless payment methods that do not require face-to-face interaction, reevaluating strategies for store openings and closings, etc.

- Addressing new lifestyles by strengthening contactless payment methods that do not require face-to-face interaction and expanding takeout and delivery services
- Reevaluating operations in the restaurant business due to changes in operating hours and store closures
- Implementing limited-time opening of Cinnabon Online Shop in April and May 2020. Deciding to reopen the shop for September and October only due to favorable reception

DELIVERY & ORDER



- We expect difficult conditions in each business, but we believe that it will be important to achieve top-line growth.
- For example, in the railway business, through the start of operation of the new tourist train with the name 36+3 and the Hohi Main Line full-restoration project, we cooperated with local governments and local community residents. We also implemented collaborative plans with popular content, including content from Pixar and the popular TV animation Demon Slayer: Kimetsu no Yaiba. In these ways, we worked to build a framework for the promotion of usage.
- In addition, in the hotel business, we are moving forward with the provision of new products, such as subscriptions and serviced offices. Also, in the retail and restaurant businesses, we are advancing contactless payment methods that do not require face-to-face interaction, expanding takeout and delivery services, etc. In these ways, we are working to create demand by taking steps to address new lifestyles.
- Please turn to the next slide.

# Understanding of environment during the period with COVID-19, strategies that can be implemented (3)



## Miyazaki Station west entrance development

- Planning opening of “Amu Plaza Miyazaki” on November 20, 2020 (Implementing advance opening of “Himuka Kirameki Ichiba,” a commercial facility located under elevated railway tracks, on October 14)
- There were some contract cancellations in the commercial area due to the influence of the COVID-19 infection, but all stores have already been determined.
- In the office area, we continue to implement measures to attract tenant.
- We will promote measures to enhance community appeal, including our MaaS initiatives, which have been selected for the Ministry of Land, Infrastructure, Transport and Tourism’s program for enterprises that advance/support MaaS in Japan.



Opening day at “Himuka Kirameki Ichiba”



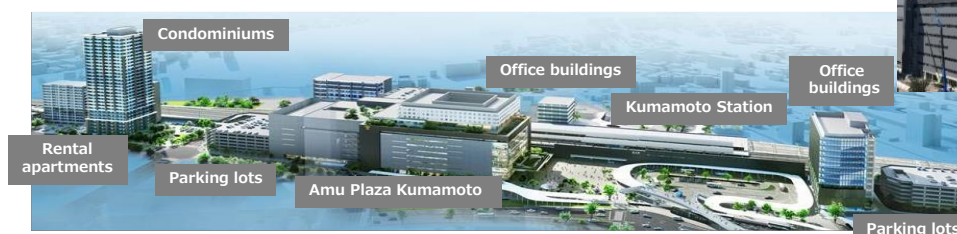
Umi-kan (illustration)



## Kumamoto Station area development

- Planning opening of “Amu Plaza Kumamoto” on April 23, 2021
- There were some contract cancellations in the commercial area due to the influence of the COVID-19 infection, but the contract rate is already approximately 90%. The leasing circumstances are solid.
- As with the commercial area, circumstances for the two office buildings are solid.

Status of construction of Amu Plaza Kumamoto (photographed on September 29)



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- Under the current Medium-Term Business Plan, we are advancing city-building initiatives at two bases.
- First, looking at the Miyazaki Station west entrance development, on October 14 we implemented an advance opening of the “Himuka Kirameki Market,” which is a commercial facility located under elevated railway tracks, and customer usage has exceeded our expectations. At Amu Plaza Miyazaki, a commercial facility opened on November 20, we also anticipate a large number of customers.
- Also, in regard to the development in the Kumamoto Station Area, we have decided to open Amu Plaza Kumamoto on April 23, 2021, and we are nearing the opening of two office buildings. There were some contract cancellations in the commercial area due to the influence of the COVID-19 infection, but subsequently the trend in leasing has been firm, including office buildings.
- We will steadily advance these development initiatives so that we do not miss earnings opportunities.
- Please turn to the next slide.

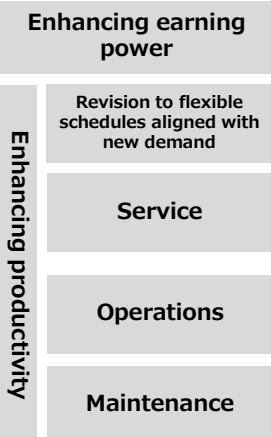
# Understanding of environment during the period with COVID-19, strategies that can be implemented (4)



- In regard to cost reductions, we will implement temporary measures on an urgent basis, including such as controlling personnel costs and postponing maintenance expenses.
- Moving forward, we will accelerate our initiatives in the railway and hotel businesses, where the percentage of fixed costs is high and improvement is a matter requiring immediate attention.

## Measures that will be implemented rapidly

### Railways



\* Smart Support Station



Safety confirmation, guidance

## Consideration of thorough measures

Fixed-expense reduction: Reevaluating operational administration system

Maintenance and upgrade investment reevaluation: Carefully examining replacement/upgrade timing

### Hotels

## Measures that will be implemented rapidly

Fixed-expense reduction: Reevaluating operational administration systems, including such measures as bringing consigned operations in-house and reevaluating workforce requirements

- On the other hand, initiatives to enhance productivity and reduce costs will be indispensable.
- This year, we are implementing temporary measures on an urgent basis, such as controlling personnel costs and postponing maintenance expenses. We will accelerate our initiatives, principally in the railway and hotel businesses, where the percentage of fixed costs is high and improvement is a matter requiring immediate attention.
- In the railway business, we have revised the operational plan for certain limited-express trains from this month, and in preparation for the next schedule adjustment, we will consider flexible schedule revisions in line with demand. In addition, going forward we will advance consideration of thoroughgoing measures, such as the revision of administrative systems and the careful examination of replacement/upgrade work, such as for rolling stock.
- In the hotel business, we will take steps to improve the break-even point, such as reevaluating backyard operations and administrative systems.
- Next, I will explain understanding of issues to be considered in preparation for the period after COVID-19. Please turn to slide 26.



# **V Understanding of issues to be considered in preparation for the period after COVID-19**

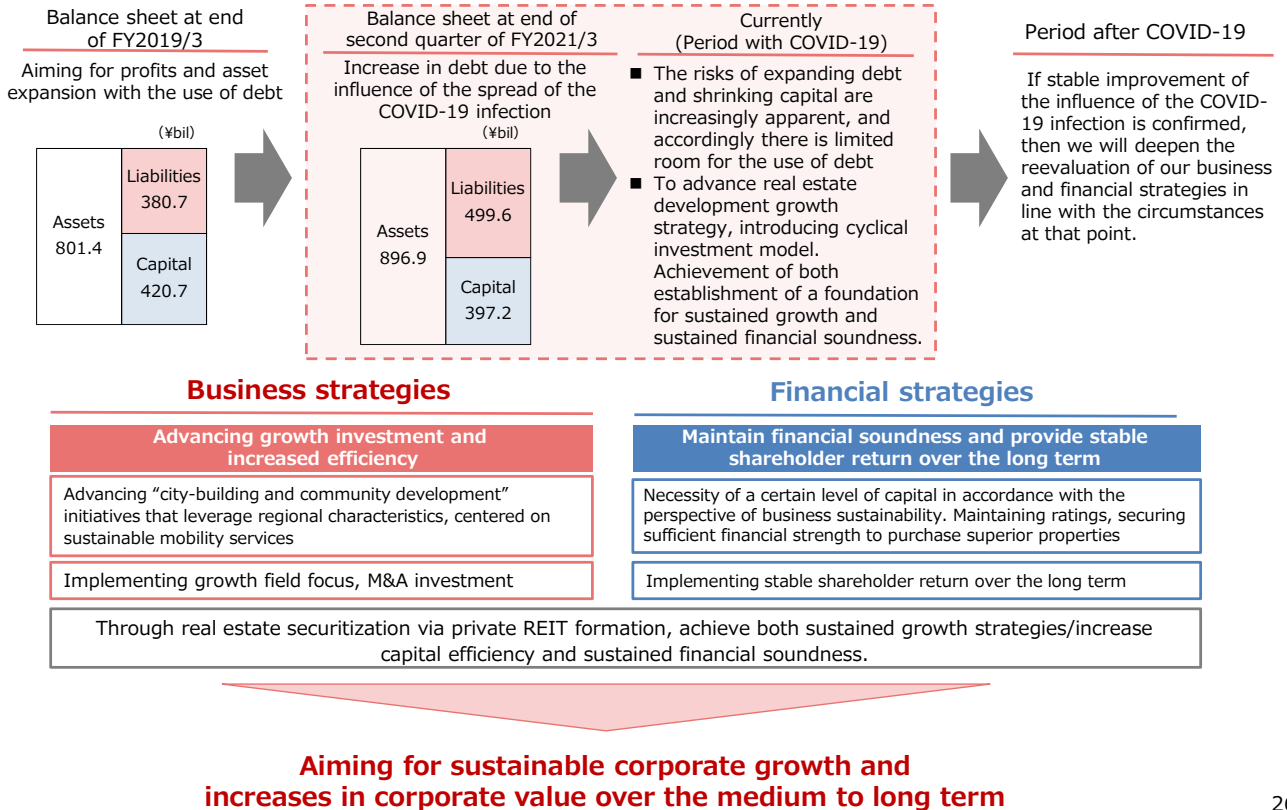


KYUSHU RAILWAY COMPANY

# Understanding of issues to be considered in preparation for the period after COVID-19 (1)



## Approach to future business strategies and financial strategies



- Finally, I will discuss our approach to future business strategies and financial strategies.
- Previously, due to our recognition of the issue of having excess capital on our balance sheet, we followed a policy of aiming for profits and asset expansion with the use of debt. However, due to the influence of COVID-19, there will be limited room for the use of debt in the future.
- On the other hand, we recognize that, following Miyazaki and Kumamoto, we will have development projects in the regions around our bases; that we must firmly address opportunities leading to further growth, such as M&A; and that providing a stable shareholder return over the long term is one of our important policies. Accordingly, we will take such steps as securitizing real estate through private REIT formation. In this way, we will consider striving to achieve both sustained growth strategies and increased capital efficiency, and maintenance of financial soundness. We will aim for sustainable corporate growth and increases in corporate value over the medium to long term.
- Please turn to the next slide.

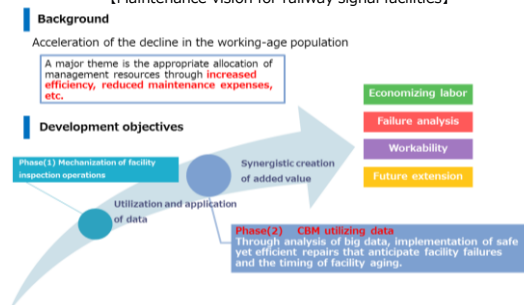
# Understanding of issues to be considered in preparation for the period after COVID-19 (2)



## Improving earnings, centered on the railway business

- With ongoing, large-scale declines in railway users, there is a need for fundamental improvement, especially in the area of costs.
- Without limiting ourselves to independent initiatives, we will thoroughly revise business administration through collaboration with other transportation companies and venture companies as well as other measures.
- From this fiscal year, starting to disclose profitability for train lines with an average of less than 2,000 passengers per day. Working together with local governments and residents in the areas around our railway lines to improve earnings of regional routes.

[Maintenance vision for railway signal facilities]



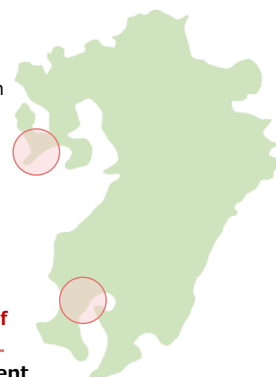
## Reevaluating our business portfolio

- Considering withdrawal/downsizing for businesses with a poor future outlook, with consideration for changes in the operating environment.
- Temporary restraints on new capital investment in hotels and overseas projects
- Growth field focus, continued M&A investment

## Promoting city-building through development in areas around stations

### Nagasaki Station area development

- FY2023/3: Opening under elevated railway tracks (planned)
- Spring 2023: Partial opening of new station building (planned)
- FY2026/3: Full opening of new station building (planned)



### Development at the west entrance of Kagoshima-Chuo Station

Considering integrated development incorporating commercial facilities, offices, and residences

## Considering private REIT formation

- Establishing foundation for sustained growth in real estate business through cyclical investment model
- Rolling out new business initiatives through acquisition of development profit and diversification of funding methods
- Expanding profit opportunities through participation in asset management business

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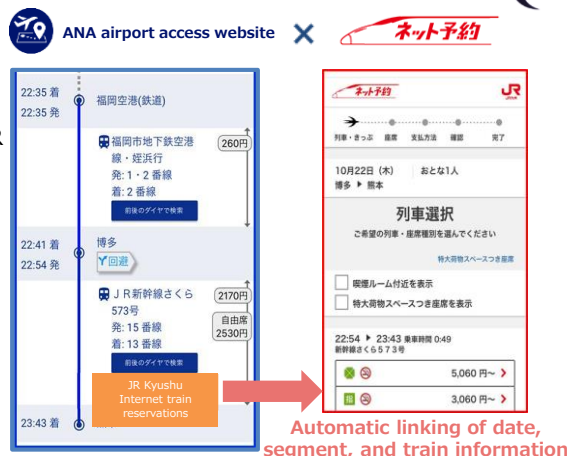
- The Group's fundamental themes are the improvement of earnings, centered on the railway business, and the advancement of city-building initiatives through development in the areas around our stations.
- Currently, the number of railway users has decreased substantially, and the future outlook is uncertain. In this setting, we recognize that there is a need for thoroughgoing cost reforms. These initiatives are not all things that we can do ourselves. Accordingly, we will advance these revisions through such means as collaboration with other transportation companies and venture companies. In addition, we will work together with local governments and residents in the areas around our railway lines to improve the earnings of train lines, for which we disclosed earnings this fiscal year.
- Looking at the development in the areas surrounding stations, we have plans for station area development in Nagasaki and Kagoshima, but it will be necessary to implement "city-building" with consideration for new lifestyles. Also, in the future we will maintain our growth strategies and we will advance careful consideration of private REIT formation, including in the sense of expanding new business operations such as the asset management business.
- On the other hand, we will steadily move ahead with the reevaluation of our business portfolio while implementing necessary countermeasures to the changes in our operating environment caused by COVID-19.
- Please turn to the next slide.

# Understanding of issues to be considered in preparation for the period after COVID-19 (3)

## Advancing MaaS

### Advancing collaboration with transportation companies and the expansion of initiatives

- Collaboration between an ANA airport access website and JR Kyushu Internet train reservations
  - Advancing the realization of seamless transportation services
- Building a sustainable public transportation network through collaboration with Nishi-Nippon Railroad Co., Ltd.
  - Considering further development of initiatives, which began at JR Shimosone Station in March, in order to enhance convenience by establishing new connection bus routes and increasing connecting service.
- Expanding service through the “my route” app from Toyota Motor Corporation
  - Planning MaaS verification testing in Miyazaki Prefecture (for further information, see page 37)



### Advancing digital transformation strategy

#### Advancing “Optimization through enhancement of existing businesses” and “Reform through the creation of future businesses”

- Considering the establishment of an organizational unit to advance the digital strategy
  - Starting to implement administrative reforms, principally in railway business operations and back office work

#### Optimization through enhancement of existing businesses

#### Reform through the creation of future businesses

<b>Customers (Maximizing earnings)</b> In digital areas, strengthening customer contact points and promoting marketing	<b>Operations (Increasing efficiency / reducing costs)</b> Using digital/ICT technologies that contribute to efficient operational administration	<b>Office work (Enhancing productivity, diversifying working styles)</b> Using digital technologies to reform working styles	<b>Future business/operations</b> Taking on the challenges of creating new businesses and services and of reforming operations
<ul style="list-style-type: none"> <li>Expanding Internet reservations / ticketless service</li> <li>Digital marketing (Kyupo)</li> <li>Using digital technologies to improve customer experience, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Using IoT, AI</li> <li>Advancing data analysis</li> <li>Promoting smart device utilization, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Digital workplaces</li> <li>RPA, OCR, chatbots</li> <li>Considering working-style diversification, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Advancing MaaS</li> <li>Realizing self-driving</li> <li>Considering new services / business models, etc.</li> </ul>

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- In regard to MaaS, last month we began to collaborate with ALL NIPPON AIRWAYS CO., LTD. on a reservation service. In addition, from November 6 we will start verification testing at our MaaS initiatives in Miyazaki Prefecture, which have been selected for the Ministry of Land, Infrastructure, Transport and Tourism’s program for enterprises that advance/support MaaS in Japan. Targeting the realization of the 2030 long-term vision, we will work together with other transportation companies and expand our initiatives as we go forward.
- In addition, in reforming the cost structure, it will be necessary to implement administrative reforms, principally in railway business operations and back office work. To advance a digital transformation strategy, the Group will also work rapidly to consider the establishment of an organizational unit.
- This concludes my presentation. Thank you for your attention.



# APPENDIX



KYUSHU RAILWAY COMPANY

# Balance Sheet and Cash Flow Statement



## Balance Sheet

(¥bil)

	FY20.3	6 months ended September 30, 2020	YoY	Major factors
<b>Total Assets</b>	828.5	896.9	68.3	
Cash and time deposits	23.8	42.9	19.1	
Short-term securities	-	71.4	71.4	Increase in negotiable certificates of deposit
Property, plant and equipment	517.9	523.0	5.0	
Railway business assets	89.1	93.5	4.4	
Interest-bearing debt	141.5	271.7	130.2	Increase due to long-term loans and issuance of bonds
<b>Net assets</b>	418.2	397.2	(21.0)	
Capital and paid-in capital	240.0	240.0	(0.0)	
Retained earnings	176.3	158.7	(17.6)	

## Cash flow statement

(¥bil)

	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY	Major factors
<b>Cash flows from operating activities</b>	39.1	(15.1)	(54.3)	Decrease due to loss before income taxes
Depreciation expense	12.5	14.1	1.6	
<b>Cash flows from investing activities</b>	(22.4)	(19.4)	3.0	
Capital expenditures	(59.7)	(57.3)	2.4	
<b>Free cash flow</b>	16.6	(34.6)	(51.3)	
<b>Cash flows from financing activities</b>	(9.0)	125.2	134.2	Increase due to loans and issuance of bonds
<b>Cash and cash equivalents</b>	44.5	114.4	69.8	

# Railway business (transportation data)



## Railway Transportation Revenues

(¥bil)

	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY		Major Factors
<b>Total</b>	77.2	32.6	(44.5)	42.3%	
<b>Commuter pass</b>	16.8	13.0	(3.7)	77.7%	
<b>Non-commuter pass</b>	60.3	19.5	(40.8)	32.4%	
<b>Shinkansen</b>	28.1	9.0	(19.1)	32.1%	Decline due to influence of COVID-19
<b>Commuter pass</b>	1.4	1.2	(0.1)	86.9%	Decrease due to rebound from previous year's longer Golden Week holiday period
<b>Non-commuter pass</b>	26.6	7.7	(18.9)	29.1%	
<b>Conventional Lines</b>	49.0	23.6	(25.4)	48.2%	Decline due to influence of COVID-19
<b>Commuter pass</b>	15.3	11.8	(3.5)	76.9%	Decrease due to suspension of all limited-express trains during Golden Week period
<b>Non-commuter pass</b>	33.6	11.8	(21.8)	35.1%	Decrease due to rebound from previous year's longer Golden Week holiday period

## Passenger-Kilometers

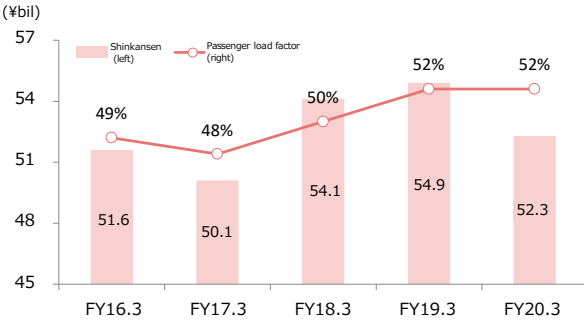
(Millions of passenger-kilometer)

	6 months ended September 30, 2019	6 months ended September 30, 2020	YoY	
<b>Total</b>	4,853	2,626	(2,226)	54.1%
<b>Commuter pass</b>	2,270	1,792	(478)	78.9%
<b>Non-commuter pass</b>	2,582	834	(1,748)	32.3%
<b>Shinkansen</b>	1,049	360	(688)	34.3%
<b>Commuter pass</b>	108	91	(16)	84.7%
<b>Non-commuter pass</b>	940	268	(672)	28.5%
<b>Conventional Lines</b>	3,804	2,266	(1,537)	59.6%
<b>Commuter pass</b>	2,162	1,700	(461)	78.6%
<b>Non-commuter pass</b>	1,641	565	(1,075)	34.5%

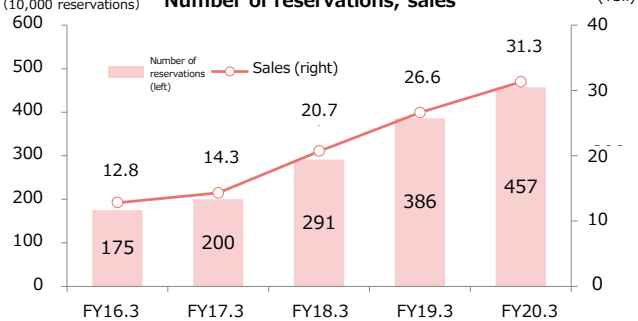
# Trends in the Railway Business



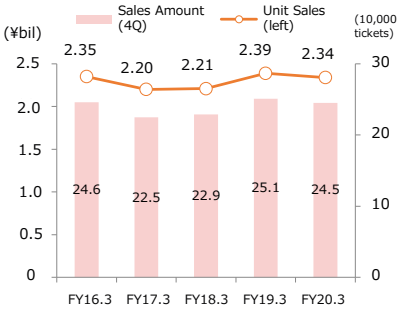
**Railway transportation revenues (Shinkansen), passenger load factor on the Kyushu Shinkansen (Hakata – Kumamoto)**



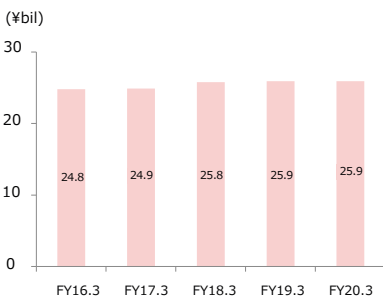
**Internet train reservation services: Number of reservations, sales**



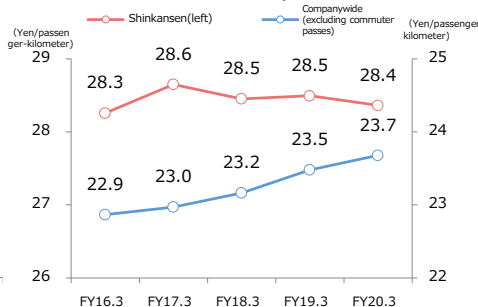
**Sales Amount and Unit Sales of JR-KYUSHU RAIL PASS**



**Railway transportation revenues (short distance)**




**Yield (Companywide (excluding commuter passes), Shinkansen)**




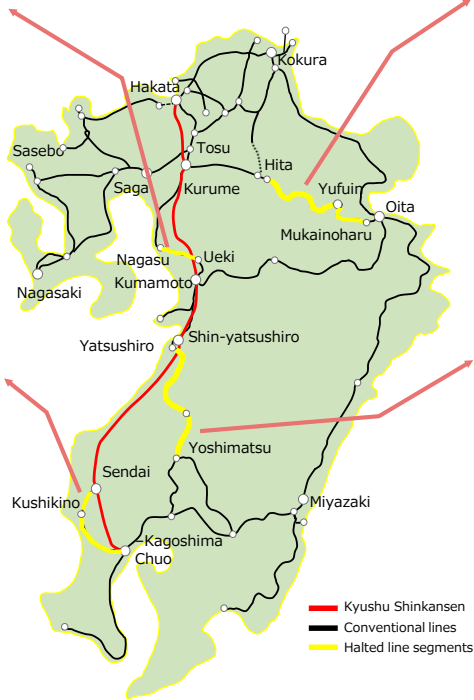
# Status of major damage caused by heavy rains in July 2020





- Over the period from July 3 to 10, 17 train lines were damaged and operation was suspended on 20 routes.
- In regard to the Hisatsu Line, after the announcement of the river improvement policy, we plan to consider restoration methods, with consideration for the policy.

Segments that are suspended	Kagoshima Main Line (Kumamoto area) Nagasu – Ueki
Distance	25.2 km
Major damage	Rock and debris influx
Restoration timing	August 3
	

Segments that are suspended	Kagoshima Main Line (Kumamoto area) Sendai – Kagoshima Chuo
Distance	46.1 km
Major damage	Rock and debris influx
Restoration timing	-July 27: Kushikino – Kagoshima Chuo -August 1: Sendai – Kushikino
	
Kushikino – Kagoshima Chuo      Sendai – Kushikino	



Segments that are suspended	Kyudai Main Line Hita – Mukainoharu
Distance	80.1 km
Major damage	Bridges washed away, rock and debris influx, embankment influx, etc.
Restoration timing	-August 8 : Hita – Bungo-Mori -August 29: Shōnai – Mukainoharu -On the Bungo-Mori – Shōnai segment, aiming to restart operations within FY2021/3
	

Segments that are suspended	Hisatsu Line Yatsushiro – Yoshimatsu
Distance	86.8 km
Major damage	Bridges washed away, rock and debris influx, embankment influx, etc.
Restoration timing	Not yet determined
	

# Railway Business

## — Outline of Fares/Charges and Measures to Increase Revenues



### ● Fares/charges

Charges	→ Compensation for the use of facilities other than transportation and for the provision of additional services
Fares	→ Compensation for the transportation of people or goods

### ● Procedures for establishing and adjusting fares/charges

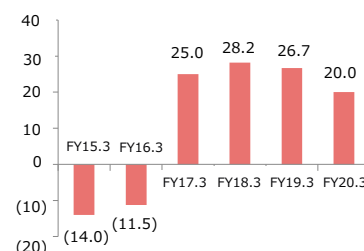
- Establishing/adjusting the upper limit for fares and Shinkansen express charges requires the approval from the Minister of the Ministry of Land, Infrastructure, Transport and Tourism (MLIT).
- Establishing/adjusting fares and Shinkansen express charges within the scope of the upper limit and establishing/adjusting conventional line express charges, etc., can be handled by notification to the Minister of the MLIT.

### ● Examination standards for upper limit fares/charges

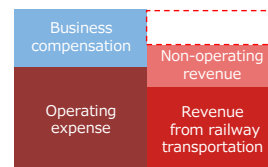
- Prior to giving approval for establishing/adjusting the upper limit on fares, the Minister of the MLIT must confirm that the new upper limit does not exceed "total cost," which is the sum of the proper operating costs if it were to carry out efficient management and the proper profit calculated pursuant to specified methods.

(The Company implemented a substantial fare revision, other than consumption tax revision, in 1996)

(¥bil) Operating income in the railway business



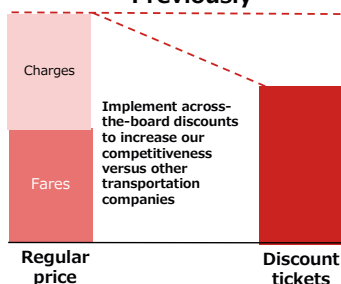
If examination standards are met (illustration)



Expense > Revenue  
(Reference) MLIT web site

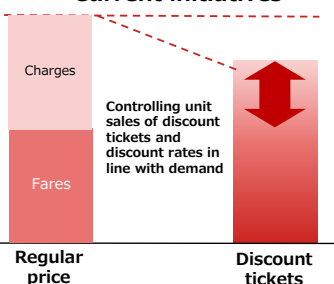
## Advancing measures to increase sales using Internet sales

### Previously

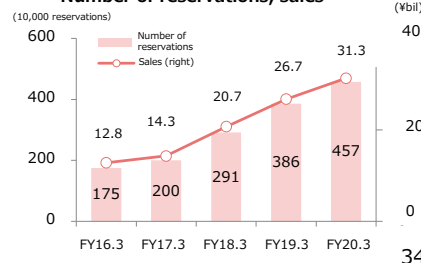


Promoting shift to Internet sales

### Current initiatives



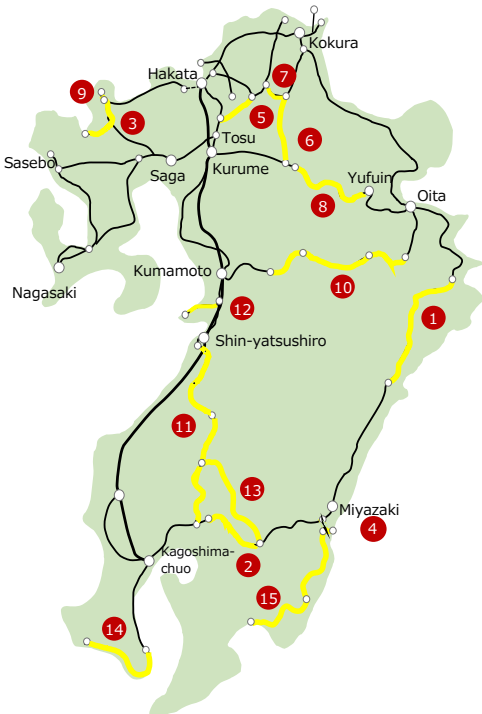
### Internet train reservation services: Number of reservations, sales



# Disclosure of profitability by train line



- We will disclose profitability for train lines that had an average of less than 2,000 passengers per day.
- We will share the difficult situation with regard to profitability with local governments and residents in areas around our railway lines. Aiming to enhance the sustainability of train lines, we will advance collaborative initiatives.



No.	Name of line	Segment	Operating kilometers (Km)	Profitability in FY2020.3 (¥ million)	Average number of passengers (passengers/day)
				Operating profit (loss)	FY2020.3
①	Nippo Main Line	Saiki - Nobeoka	58.4	(746)	858
②		Miyakonojō - Kokubu	42.2	(368)	1,389
③	Chikuhi Line	Imari - Karatsu	33.1	(235)	214
④	Miyazaki Airport Line	Tayoshi - Miyazaki Airport	1.4	10	1,854
⑤	Chikuho Main Line	Keisen - Haruda	20.8	(84)	467
⑥	Hitahikosan Line	Tagawa-Gotōji - Yoake	38.7	—	— (299)
⑦	Gotoji Line	Shin-Iizuka - Tagawa-Gotōji	13.3	(167)	1,272
⑧	Kyudai Main Line	Hita - Yufuin	51.5	(95)	1,756
⑨	Karatsu Line	Karatsu - Nishi-Karatsu	2.2	(185)	1,024
⑩	Hohi Main Line	Higo-Ozu - Miyaji	30.8	—	— (1,854)
		Miyaji - Bungo-Taketa	34.6	(289)	96 (463)
		Bungo-Taketa - Miemachi	23.9	(174)	917 (1,331)
⑪	Hisatsu Line	Yatsushiro - Hitoyoshi	51.8	(621)	414
		Hitoyoshi - Yoshimatsu	35.0	(270)	106
		Yoshimatsu - Hayato	37.4	(370)	605
⑫	Misumi Line	Uto - Misumi	25.6	(242)	1,187
⑬	Kitto Line	Yoshimatsu - Miyakonojō	61.6	(319)	451
⑭	Ibusuki Makurazaki Line	Ibusuki - Makurazaki	42.1	(354)	277
⑮	Nichinan Line	Tayoshi - Aburatsu	44.0	(403)	1,133
		Aburatsu - Shibushi	42.9	(357)	199

Please use the link below (Company website) to confirm the assumptions, details of calculation methods etc.  
> Usage status by train line : <https://www.jrkyushu.co.jp/company/info/data/senkubetsu.html>

# Overview of Major Development Pipelines



Name	Location	Schedule	Floor space/Lot area Units/Rooms	Notes (Uses, etc.)
<b>Miyazaki Station West Entrance Development</b> <small>*Joint development with Miyazaki Kotsu</small>	Miyazaki City, Miyazaki Prefecture	Spring 2019: Start of construction November 20, 2020: Station building opening * Advance opening of area under elevated railway tracks on October 14	Lot area: Approx. 7,300㎡	Development of commercial areas, office buildings, etc.
<b>Kumamoto Station area development</b>	Nishi Ward, Kumamoto City	Spring 2019: Commenced construction of station building April 23, 2021: Opening of station building	Lot area: Approx. 70,000㎡ (including area below elevated tracks) Floor space: Approx. 109,000㎡ (sta. building)	Area below elevated tracks: Commercial area Sta. building: Commercial area, movie theaters, hotels, etc. Multilayered parking lots: 2,100 parking spaces Residential areas: MJR, RJR, SJR, etc.
<b>Nagasaki City Station area development</b>	Nagasaki City, Nagasaki Prefecture	FY2023/3: Opening under elevated railway tracks Spring 2023: Partial opening of new station building FY2026/3: Full opening of new station building	Lot area: Approx. 18,000㎡	Promotion of development in area surrounding station out of consideration for Shinkansen tentative opening Potentially integrated development of commercial areas, hotels, office buildings, etc.
<b>Kagoshima-Chuo Station West Entrance Development</b>	Kagoshima City, Kagoshima Prefecture	Undecided	Undecided	Potentially integrated development of commercial areas, office buildings, residential areas, etc.
<b>Shimoori development</b>	Onojo City, Fukukoka Prefecture	Winter 2019: Start of construction Spring 2022: Planned opening	Lot area: Approx. 13,000㎡	Integrated development incorporating commercial facilities, residences, etc.
<b>MJR/RJR Sakaisuji Hommachi Tower</b>	Chuo Ward, Osaka City	End of February 2021: Completion	Floor space: Approx. 47,470㎡	296 condominium units 144 apartment units
<b>Hotel development in Shimogyo Ward, Kyoto City</b>	Shimogyo Ward, Kyoto City	Winter 2020: Start of construction Summer 2022: Planned opening	180 rooms (planned) Floor space: Approx. 9,600㎡	
<b>Toranomon 2-chome category 1 urban redevelopment project</b> <small>* Joint development by six companies, with NIPPON STEEL KOWA REAL ESTATE CO., LTD., as the Group representative for the acquisition of reserved floor area.</small>	Minato Ward, Tokyo Prefecture	September 2020: Start of construction November 2023: Planned completion	Lot area: Approx. 22,500㎡ Floor space: Approx. 180,700㎡	Office building (certain commercial stores)

Note: Schedules are subject to change

# Overview of Miyazaki Station West Entrance Development and MaaS Initiatives



## Miyazaki Station West Entrance Development



### JR Miyako Twin Building

\*Joint development with Miyazaki Kotsu

#### Umi-kan (commercial facility floor space: 9,800 m<sup>2</sup>)

- 1st to 6th floors: Commercial facilities (5th & 6th floors: Cinema complex)
- 7th to 10th floors: Offices

#### Yama-kan (commercial facility floor space: 6,300 m<sup>2</sup>)

- 1st to 6th floors: Commercial facilities

#### "Himuka Kirameki Market" (Under elevated railway tracks) (commercial facility floor space: 2,700 m<sup>2</sup>)

- Souvenirs / food and beverages / sundries / services

## Details of MaaS verification testing in Miyazaki Prefecture

- Verification testing period  
Planned for November 6, 2020 (Fri) to March 12, 2021 (Fri)
- Implementation area  
Miyazaki Prefecture: Miyazaki City, Nichinan City, and their suburbs
- MaaS app used: "my route"\*  
\*Multi-modal mobility service developed and provided by Toyota Motor Corporation and Toyota Financial Services Corporation
- Other
  - Selected for the Ministry of Land, Infrastructure, Transport and Tourism's program for enterprises that advance/support MaaS in Japan
  - Providing services, such as multiple route searching and ticket reservation/payment services, and providing a variety of content combining mobility services with lifestyle services and tourism.

### MaaS verification testing background

#### Public transportation challenges

Declining birth rate and aging population, declining population, labor shortage  
Decline in people visiting central urban districts  
+ COVID-19 threat

Rise of new mobility services  
Trend toward digitalization

Opening of Amu Plaza Miyazaki  
Opportunity to activate Miyazaki central urban district

### MaaS utilization

#### Major verification testing initiatives

- Collaboration with various transportation modes
- Realizing seamless transportation services
- Collaboration between transportation and commerce/tourism

#### Aims

- Enhancing convenience for community residents/tourists
- Promoting usage of public transportation institutions
- Promoting visits to urban districts / enhancing suitability for excursions

"Creating mobility demand" and "building sustainable public transportation networks"

# Overview of Kumamoto Station Area Development



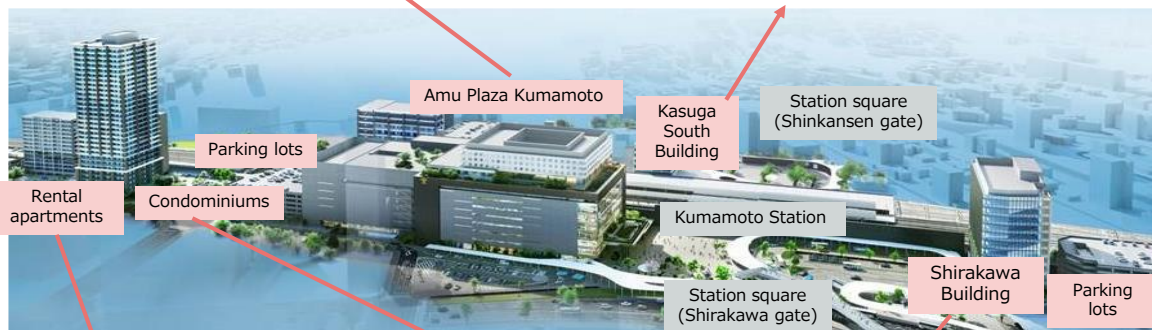
## JR Kumamoto Station Building

JR Kumamoto Station Building  
April 23, 2021: Planned opening  
Total floor space: Approximately 109,000m<sup>2</sup>  
Number of hotel rooms: 203 rooms (planned)  
1st to 8th floors: Amu Plaza Kumamoto (commercial, weddings)  
9th to 12th floors: THE BLOSSOM KUMAMOTO (hotel)



## JR Kumamoto Kasuga South Building

December 2020: Planned start of construction  
(Opening of commercial facilities planned for spring 2021)  
Total floor space: Approximately 3,600 m<sup>2</sup>  
1st floor: Commercial, services  
2nd to 4th floors: Offices



## RJR Precia Kumamoto Ekimae

January 2021: Start of construction (planned)  
Total number of units: 144 units



## MJR Kumamoto The Tower

February 2023: Start of construction (planned)  
Total number of units: 230 units



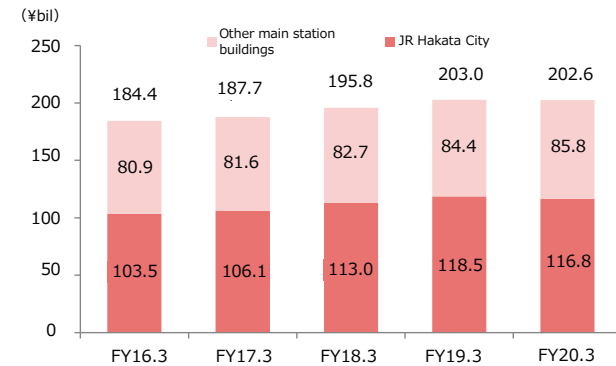
## JR Kumamoto Shirakawa Building

December 2020: Planned start of construction  
(Opening of commercial facilities planned for spring 2021)  
Total floor space: Approximately 17,000 m<sup>2</sup>  
1st to 3rd floors: Amu Plaza Kumamoto (BicCamera)  
4th to 12th floors: Offices

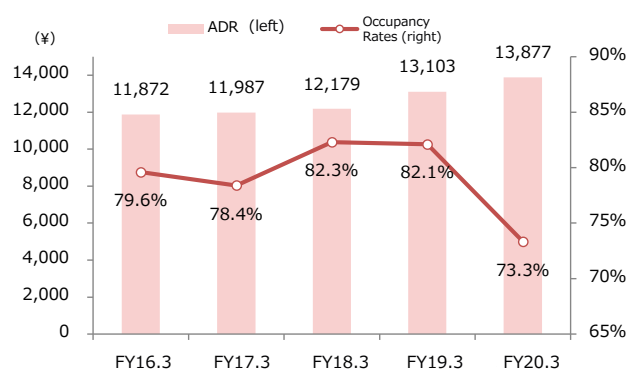
# Trends in the Real Estate and Hotel Businesses



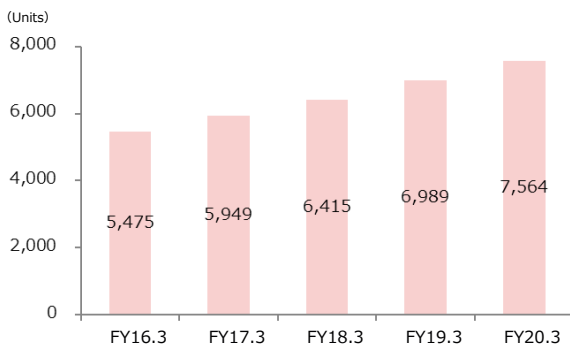
## Station building tenant sales



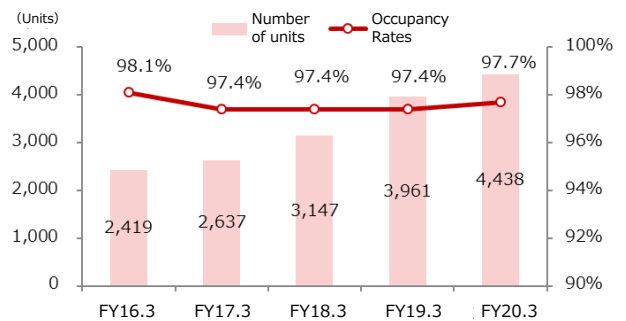
## Hotel occupancy rates and average unit prices



## Unit sales of condominiums (cumulative)



## Rental apartment numbers (cumulative) and occupancy rate



\* Numbers of rooms are as of the end of each fiscal year

\* Occupancy rates are averages of the figures at the end of each month (excluding the year of opening for newly opened properties; excluding newly acquired properties)

# Forward-Looking Statements

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These materials contain forward-looking statements concerning business forecasts, targets, etc. of the JR Kyushu Group.

The Company decided on these forward-looking statements based on the available information, as well as Company estimates and assumptions, at the time these materials were created. Please note that actual performance may vary greatly depending on the impact of various factors such as the economic environment in Kyushu as well as greater Japan and overseas, the condition of the real estate market, the progress of each individual project, changes in laws and regulations, and a wide range of other risks.

IR materials can be viewed on our corporate website:  
[http://www.jrkyushu.co.jp/company/ir\\_eng/library/earnings/](http://www.jrkyushu.co.jp/company/ir_eng/library/earnings/)