

# 1. Company Overview

## 2. Business Activities (Transportation Segment)

## 3. Business Activities (Real Estate and Hotels Segment)

## 4. Business Activities (The Other Segment)

## 5. Data

## 6. Other

### Company Overview(as of March 31, 2021)

Date established ----- April 1, 1987

Head office ----- 3-25-21 Hakata-ekimae, Hakata-ku, Fukuoka

Issued capital ----- ¥16 billion

Total number of issued shares  
----- 157,301,600

Number of subsidiaries  
and affiliates

----- Subsidiaries: 54  
(including 42 consolidated subsidiaries)

Affiliates: 7  
(including 4 affiliate accounted for under  
the equity method)



### Major Business Activities by Consolidated Segment

#### Transportation

Railway Services, Bus Services, Hydrofoil Ferry Services, etc.

- Consolidated subsidiaries,5  
Holding Company for Houhi Main Line, JR Kyushu Bus Company, JR Kyushu Jet Ferry Inc.,  
JR Kyushu Service Support Co., Ltd., JR Kyushu Linen Co., Ltd.



#### Construction

Construction, Rolling stock mechanical equipment engineering, Electrical work, etc.

- Consolidated subsidiaries,6  
KYUTETSU CORPORATION, Sanki Construction Co., Ltd., JR Kyushu Engineering, Ltd.,  
JR Kyushu Electric System Company, JR Kyushu Consultants Company, JR Kyushu Housing Company



#### Retail and Restaurant

Retailing, Restaurants, Agriculture

- Consolidated subsidiaries,6  
JR Kyushu Retail, Inc., JR Kyushu Food Service Inc.,  
JR Kyushu Fast Foods Inc.,  
Inc Train D'or, Manbou Corp.,  
JR Kyushu Farm Co., Ltd.
- Affiliate accounted for under the equity method,1  
Drug Eleven Co.,Ltd.



#### Other

Construction machinery sales and rental, Advertising,  
Golf course operation, etc.

- Consolidated subsidiaries, 7  
Caterpillar Kyushu Ltd.,  
JR Kyushu Agency Co., Ltd.,  
JR Kyushu Resort Development Co., Ltd.,  
JR Kyushu Trading Co., Ltd., JR Kyushu System Solutions Inc.,  
JR Kyushu Life Service Co., Ltd.,  
JR Kyushu Business Partners Company
- Affiliate accounted for under the equity method, 1  
JR Kyushu Secom Inc.



#### Real Estate and Hotels

Real estate leasing (commercial facilities, office buildings,  
residential apartments, etc.), Real estate sales (condominiums),  
Hotel operation, Parking lot operation, Senior care services, etc.

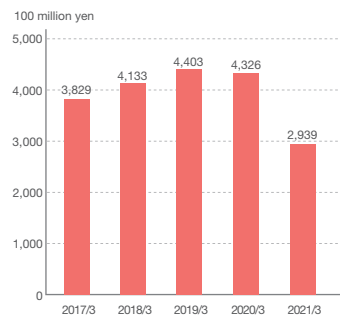
- Consolidated subsidiaries,18  
JR Kyushu Ekibiru Holdings Inc., JR Hakata City Co., Ltd., JR Kokura City Inc., JR Nagasaki City Inc.,  
JR Oita City, Inc., JR Kumamoto City Co., Ltd., JR Kagoshima City Inc., JR Miyazaki City Co., Ltd.,  
JR Kyushu Building Management Co., Ltd., JR Kyushu Capital Management(Thailand)Co., Ltd.,  
JR Kyushu Hotels And Resorts Holdings Inc., JR Kyushu Huis Ten Bosch Hotel Co., Ltd.,  
JR Kyushu Hotels Inc., JR Kyushu Station Hotel Kokura Inc.,  
Oyama Yumekobo, Inc., JR Kyushu Business Development(Thailand)Co., Ltd.,  
JR Kyushu-Rent-A-Car & Parking Co., Ltd., JR Kyushu Senior Life Support, Inc.
- Affiliate accounted for under the equity method,2  
AHJ Ekkamai Company Limited, AJ Charoen Nakhon Company Limited



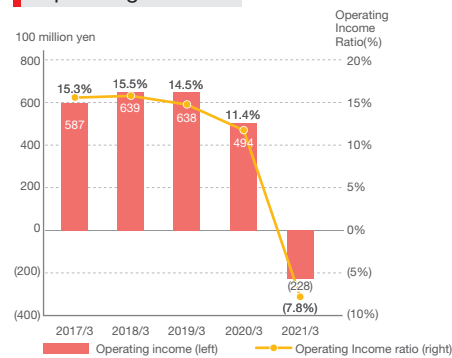
## Consolidated Financial Highlights

### Financial Highlights (Consolidated)

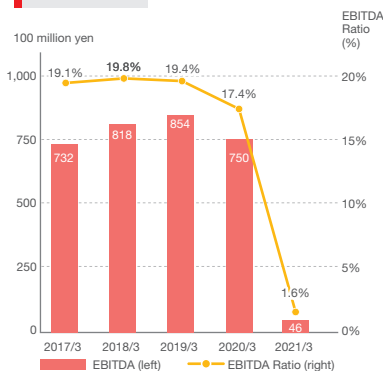
#### Operating Revenues



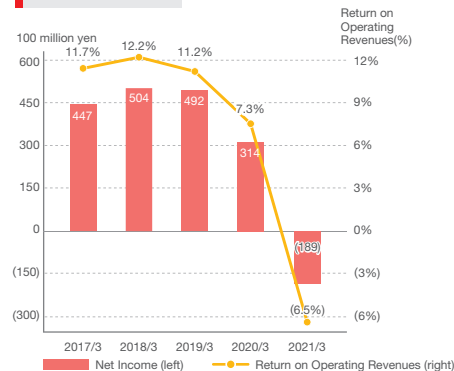
#### Operating Income



#### EBITDA<sup>(\*)</sup>



#### Net Income



\* EBITDA = Operating income + Depreciation costs (after elimination of inter-segment transactions, excluding depreciation of leased assets held for subleasing purposes)

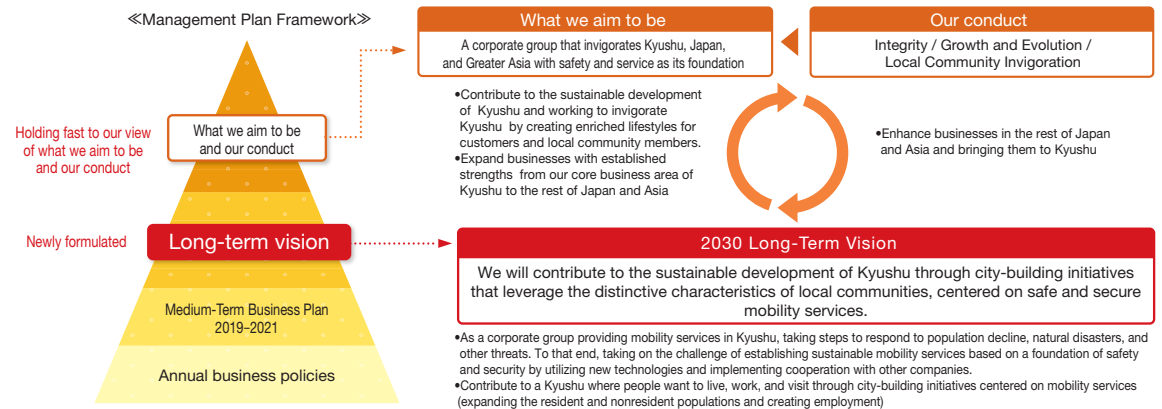
EBITDA ratio = EBITDA ÷ Consolidated operating revenues

\* Results in FY2020/3 and FY2021/3 were affected by such factors as a significant decline in revenues from railway transportation accompanying the spread of the COVID 19 infection.

## Management Plan

### Management Plan Framework and 2030 Long-Term Vision

We created the 2030 Long-Term Vision to achieve “What the JR Kyushu Group aims to be” in a management environment undergoing dramatic change.



### Position and Priority Initiatives of the JR Kyushu Group Medium-Term Business Plan 2019-2021

With consideration for the issues carried over from the previous medium-term business plan and for backcasting from the long-term vision, the following three points have been positioned as priority initiatives under the new medium-term business plan.

