Introduction Digest

Financial and Non-Financial Highlights

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Message from the President Value Creation Process Message from the CFO Feature

Progress on Our Medium-Term Business Plan

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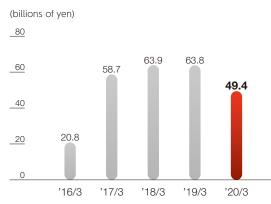
Local Community Invigoration Dialog with Stakeholders

Environmental Initiatives

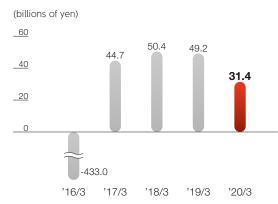
Information on Segments Overview Financial Information Investor Information



Operating Income

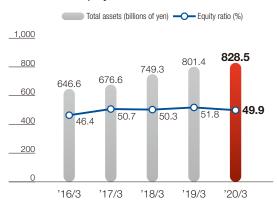


Net Income (Loss) Attributable to Owners of the Parent

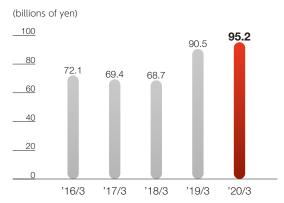


*On March 31, 2016, our Management Stabilization Fund was terminated. Consequently, an impairment loss of ¥521.5 billion was recorded on railwayrelated fixed assets and other assets for the year ended on the same date.

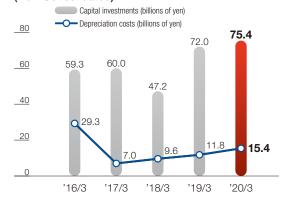
Total Assets/Equity Ratio



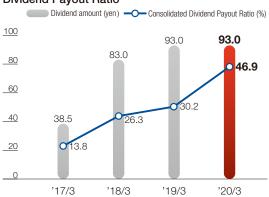
Capital Investment Amounts



Capital Investment Amounts/Depreciation Costs (Non-Consolidated)



Dividends per Share/Consolidated **Dividend Payout Ratio**



*In FY '20/3, shares in JR Kyushu (total of 2,698,400 shares with a total value of ¥9.9 billion) were acquired and canceled.

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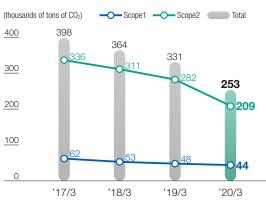
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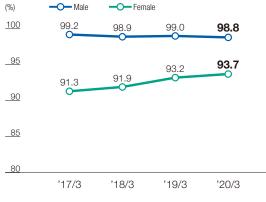
Non-Financial Information

GHG Emissions



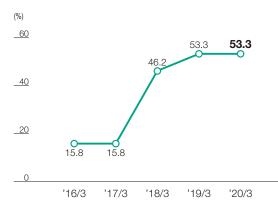
*Scope: Kyushu Railway Company alone

Employee Retention Rate



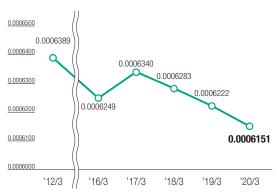
*Scope: Kyushu Railway Company alone

Ratio of Outside Directors



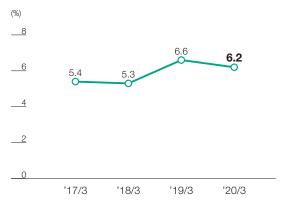
*Scope: Kyushu Railway Company alone

Unit Energy Consumption



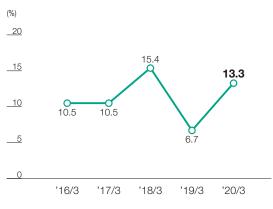
*Scope: Kyushu Railway Company alone *Unit energy consumption = energy consumption (electricity, fuel, etc.)/Car-

Ratio of Female Managers



*Scope: Kyushu Railway Company alone

Ratio of Female Directors



*Scope: Kyushu Railway Company alone

kilometers