



FY26.3

Annual Investors Meeting

May 12, 2026

KYUSHU RAILWAY COMPANY





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I JR Kyushu Group Medium-Term Business Plan 2025–2027 Update



Overview of Medium-Term Business Plan 2025–2027 Update

- No change to the basic policy, including key strategies.
- Although the impact of the fare revision was as expected, railway transportation revenues increased more than anticipated, and revenue targets have been revised upward.
- The railway maintenance plan has been reviewed in light of inflation and other factors.
- While the project utilizing the space above the tracks at Hakata Station has been canceled, the acquisition and exploration of new development projects will continue.
- All numerical targets have been revised upward. ROE has been revised from “maintaining the current level” to “around 10%.”
- The shareholder return policy will be maintained. The policy is to increase dividends in line with profit growth.

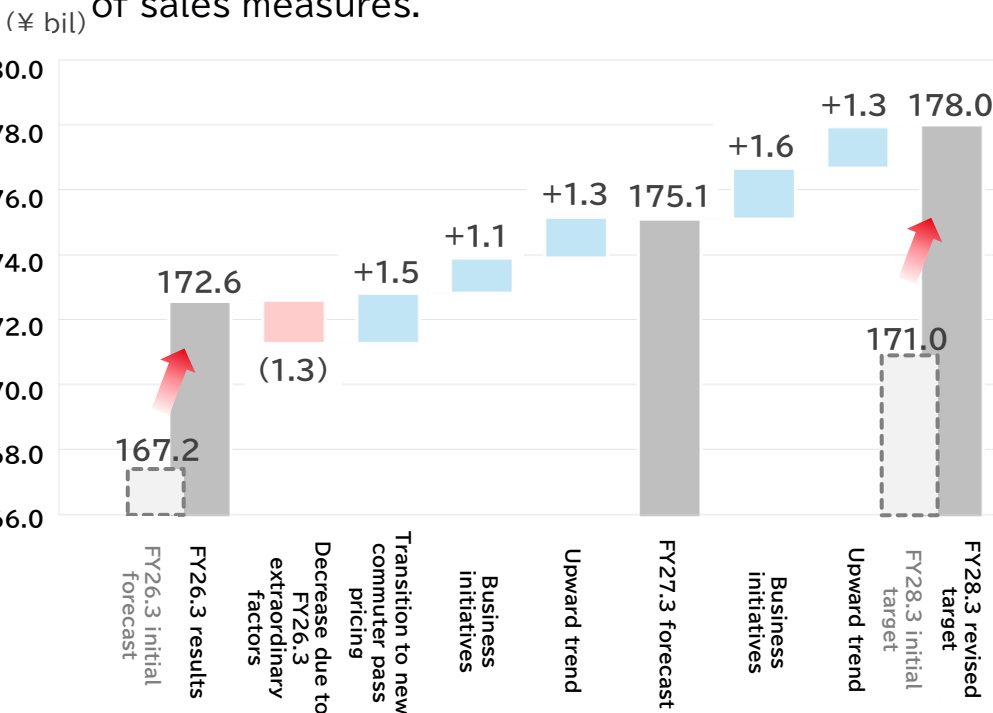
Enhancing the Sustainability of Mobility toward Sustainable Growth of the Entire Group

- Based on revenue trends during the one year following the fare revision, the FY2028.3 target for railway transportation revenues has been revised upward
- Promote and strengthen measures to enhance sustainability, including safety

Status of Railway Transportation Revenues

Revised the FY2028.3 target upward
¥171.0 billion → ¥178.0 billion

- Customer diversion due to the fare revision remained in line with initial assumptions.
- In FY2028.3, in addition to trend growth, we aim to further accumulate revenues through the promotion of sales measures.



Measures to Enhance Sustainability

- We will steadily execute initiatives to pursue safety and security, improve operational efficiency, enhance customer experience (CX), and improve employee compensation, using the proceeds from fare revisions as a financial resource.
- In response to the increase in railway transportation revenues, we will accelerate our efforts under the initiative.

Pursue the utmost safety and security at all times



Promoting the use of TCP sleepers



Expediting the introduction of new rolling stock

Expansion of investment in human capital

- Implemented base pay increases to further improve employee compensation.
 - FY2026.3: 7.1% overall including regular salary increases
 - FY2027.3: 4.0% overall including regular salary increases

Leveraging our comprehensive capabilities, aiming to co-create with local communities through city building

- While the project utilizing the space above the tracks at Hakata Station has been canceled, we have acquired development projects for future growth, including Asahi Breweries Hakata Plant Site. In addition to the Fukuoka metropolitan area, we will promote new developments in areas such as along the Hoho Main Line, where semiconductor companies are increasingly concentrated.

The JR Kyushu Group's City-Building Aims

We are committed to enhancing the attractiveness of station areas, which serve as social infrastructure, together with the local community. Through the provision of safe and comfortable mobility services, we aim to contribute to sustainable city building by cultivating the local population and promoting interaction around the stations.

City building near train stations

Connecting cities with cities, cities and people, and people with people

<Fukuoka metropolitan area>



Kyushu University Hakozaiki Campus Former site land utilization project



Tentative name: Land Readjustment Projects in Nakabaru Higashi District, Kasuya and Befu District, Shime

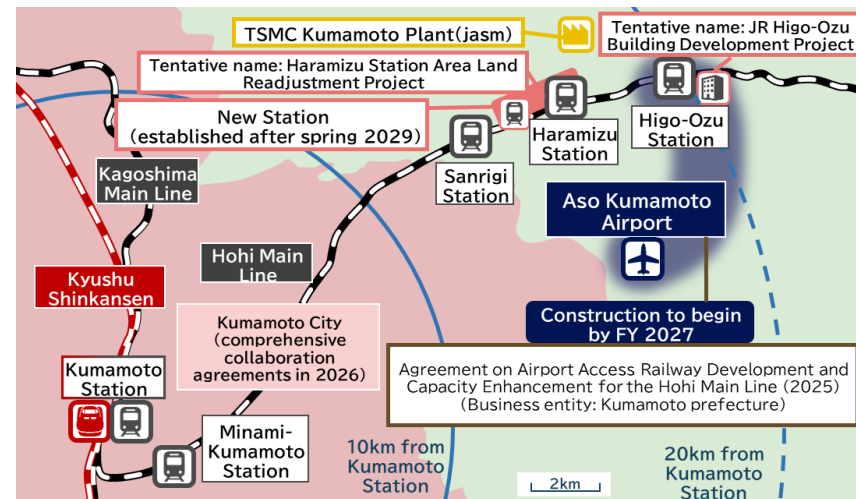
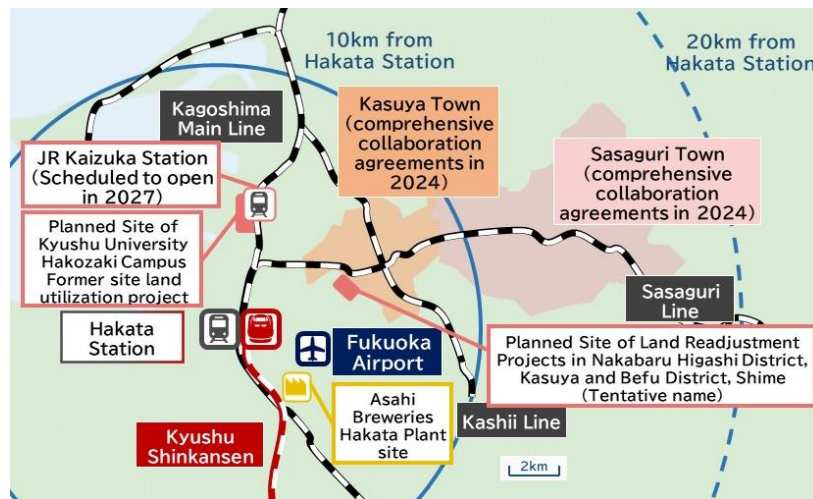
<Hoho Main Line area>



Comprehensive partnership agreement with Kumamoto City (March 2026)



Tentative name: JR Higo-Ozu Building Development Project (Date of completion : Spring 2027)



Revision of Numerical Targets for FY2028.3

- Based on increases in railway transportation revenues and progress toward targets in each business, various numerical targets have been revised upward
- We will maintain our policy on shareholder returns. The Company will increase dividends in line with profit growth.

Numerical targets

Operating revenue
 ¥530.0 billion (Initial target) → ¥564.0 billion (Revised)

EBITDA
 ¥115.0 billion (Initial target) → ¥125.5 billion (Revised)

Operating income
 ¥71.0 billion (Initial target) → ¥81.0 billion (Revised)

ROE
 Maintain current level (Initial target) → Around 10% (Revised)

Unit:¥ billion

Segment	Operating revenue*1			Operating income*1		
	Initial target	Revised*2		Initial target	Revised*2	
Transportation	189.0	196.0	(+7.0)	20.5	23.5	(+3.0)
(Of which, Railway transportation revenues)	171.0	178.0	(+7.0)	—	—	—
Real Estate and Hotels	167.0	188.0	(+21.0)	34.0	39.5	(+5.5)
Retail and Restaurant	80.0	82.0	(+2.0)	4.0	4.5	(+0.5)
Construction	110.0	118.0	(+8.0)	8.0	8.5	(+0.5)
Business Services	88.0	96.0	(+8.0)	5.5	5.5	—
Total*3	530.0	564.0	(+34.0)	71.0	81.0	(+10.0)

Note 1 : Operating revenue and operating income by segment are before inter-segment eliminations

Note 2: Figures in parentheses indicate the amount of revision from the initial Medium-Term Business Plan targets announced in March 2025 Note 3: Total is after inter-segment adjustments

Shareholder return policy (Unchanged)

JR Kyushu places importance on the stable provision of return to shareholders over the long term. Over the period up to FY2028.3, we will aim for a **consolidated dividend payout ratio of 35% or higher and flexibly implement share repurchases.**

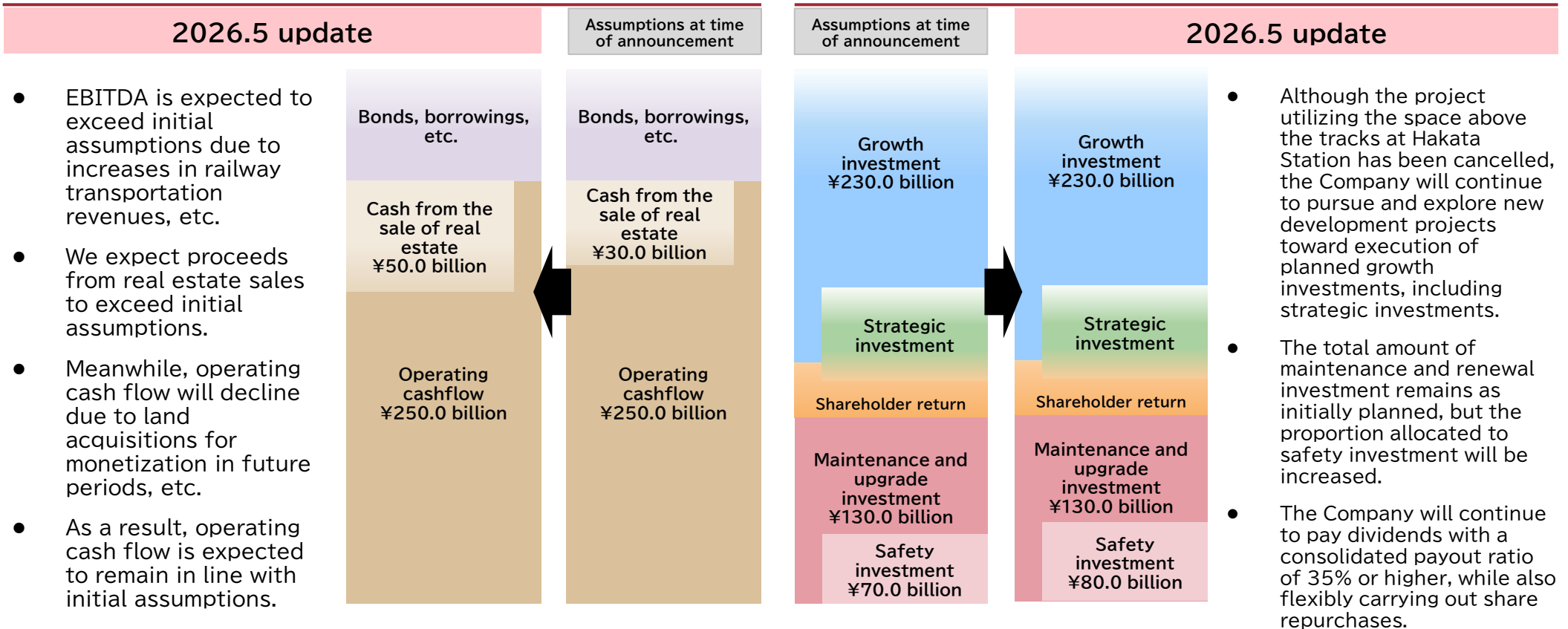


Revision of Cash Allocation during the Plan Period (2025–2027)

- Although EBITDA and the real estate sales are expected to exceed initial assumptions, operating cash flow during the plan period is expected to remain in line with initial assumptions due to land acquisitions for monetization in future periods, etc.
- The Company will continue to pursue and explore new development projects toward execution of planned growth investments, including strategic investments.

Cash in

Cash out



Note: All figures shown are approximate values



II Financial Results and Year-end Dividend for FY26.3



Consolidated Financial Highlights for FY26.3

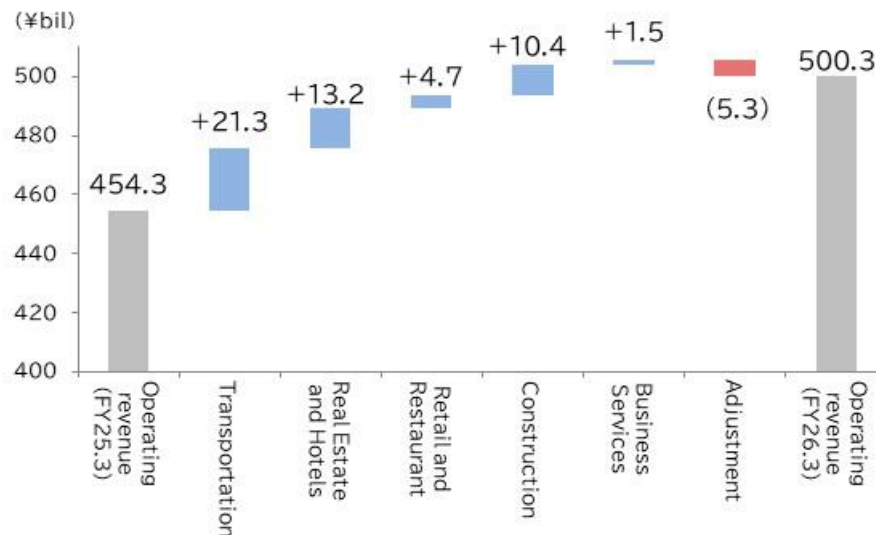
Key points

- Consolidated operating revenue, operating income, ordinary income, and net income attributable to owners of the parent all increased year on year, driven primarily by higher railway passenger revenues following fares and charges revisions and increased real estate sales.

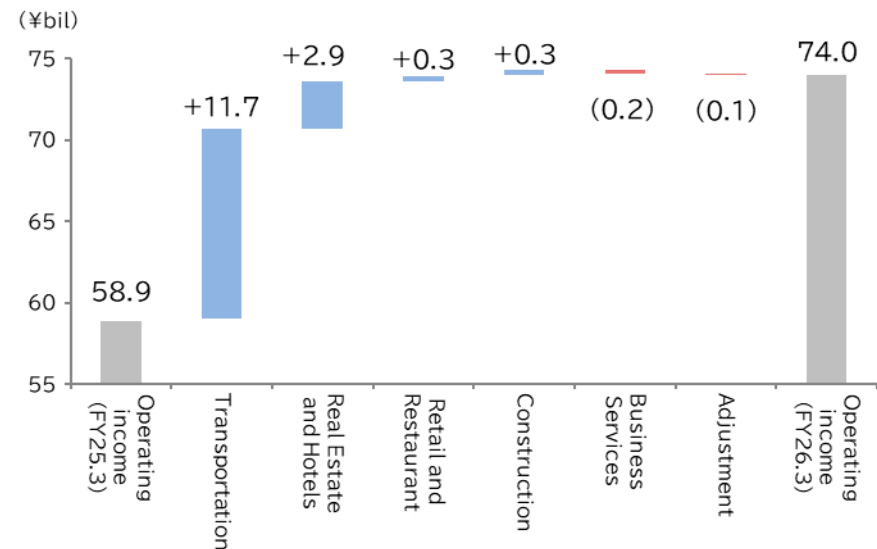
	Results FY25.3	Results FY26.3	YoY	(¥bil)
Operating revenue	454.3	500.3	45.9	110.1%
Operating income	58.9	74.0	15.0	125.5%
Ordinary income	59.5	74.0	14.4	124.3%
Extraordinary gains and losses	(3.3)	(14.3)	(11.0)	-
Net income attributable to owners of the parent	43.6	45.4	1.8	104.1%
EBITDA*	95.9	112.6	16.7	117.4%

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

Change in operating revenue by segment



Change in operating income by segment



Consolidated Balance Sheet and Cash Flow Statement

(¥bil)

	Results FY25.3	Results FY26.3	Increase /Decrease	Major factors
Assets	1,140.5	1,222.4	81.9	
Current assets	214.1	247.7	33.5	Increase in work in process
Non-current assets	926.3	974.7	48.3	Increase in property, plant and equipment
Fixed assets for railway business	164.7	175.2	10.4	
Liabilities	681.8	727.5	45.6	
Current liabilities	212.7	204.6	(8.1)	
Non-current liabilities	469.1	522.9	53.7	Increase in corporate bonds and long-term loans
Net assets	458.6	494.8	36.2	
Interest-bearing debt	423.3	467.9	44.6	
Equity ratio	40.0%	40.4%		

(¥bil)

	Results FY25.3	Results FY26.3	Increase /Decrease	Major factors
Cash flows from operating activities	96.6	72.8	(23.8)	Increase in expenditures due to an increase in inventory
Depreciation expense	38.4	40.2	1.8	
Cash flows from investing activities	(107.4)	(87.1)	20.2	Decrease in expenditures for non-current assets
Free cash flow	(10.7)	(14.2)	(3.5)	
Cash flows from financing activities	(6.9)	12.5	19.4	Increase due to Long-term loans
Cash and cash equivalents	45.7	44.2	(1.5)	

Consolidated Results for FY26.3 (by Segment)

(¥bil)

	Results FY25.3	Results FY26.3	YoY		Major factors
Operating revenue	454.3	500.3	45.9	110.1%	
Transportation	169.3	190.6	21.3	112.6%	
Railway Business (non-consolidated)	167.0	188.8	21.8	113.1%	Increase due to the revise rail fares and charges
Real Estate and Hotels	143.4	156.6	13.2	109.3%	
Real Estate Lease	78.2	82.9	4.6	106.0%	
Real Estate Sales	32.8	39.6	6.7	120.6%	Increase in the sales of properties and condominiums
Hotel Business	32.2	34.0	1.8	105.7%	
Retail and Restaurant	67.0	71.8	4.7	107.1%	
Construction	100.6	111.0	10.4	110.4%	
Business Services	82.5	84.1	1.5	101.9%	
Operating income	58.9	74.0	15.0	125.5%	
Transportation	12.1	23.9	11.7	196.7%	
Railway Business (non-consolidated)	13.4	24.2	10.8	181.2%	
Real Estate and Hotels	31.4	34.4	2.9	109.3%	
Real Estate Lease	18.2	18.7	0.4	102.7%	
Real Estate Sales	6.4	8.3	1.8	129.2%	
Hotel Business	6.8	7.3	0.5	107.8%	
Retail and Restaurant	3.4	3.8	0.3	111.2%	
Construction	7.3	7.7	0.3	105.2%	
Business Services	5.2	5.0	(0.2)	95.8%	
EBITDA	95.9	112.6	16.7	117.4%	
Transportation	25.3	38.6	13.2	152.3%	
Railway Business (non-consolidated)	26.2	38.6	12.4	147.5%	
Real Estate and Hotels	49.6	52.9	3.3	106.7%	
Real Estate Lease	32.8	33.4	0.5	101.7%	
Real Estate Sales	6.4	8.3	1.8	129.1%	
Hotel Business	10.2	11.1	0.8	108.5%	
Retail and Restaurant	4.9	5.3	0.4	108.3%	
Construction	8.6	9.0	0.4	105.2%	
Business Services	8.5	7.9	(0.5)	93.8%	

Non-consolidated Results for FY26.3

(¥bil)

	Results FY25.3	Results FY26.3	YoY		Major Factors
Operating revenue	240.8	272.9	32.0	113.3%	
Railway transportation revenues	151.2	172.6	21.3	114.1%	Increase due to the revise rail fares and charges
Shinkansen	60.5	69.1	8.6	114.3%	
Conventional Lines	90.7	103.4	12.6	114.0%	
Other revenue	89.6	100.3	10.7	112.0%	Increase in the sales of properties and condominiums
Operating expense	204.7	223.5	18.7	109.2%	
Personnel expense	49.9	52.1	2.1	104.4%	Increase due to the raise in basic wage, etc.
Non-personnel expense	118.1	132.2	14.1	111.9%	
Energy cost	10.7	11.4	0.6	105.9%	
Maintenance cost	34.2	39.6	5.3	115.7%	Increase due to measures for safety and measures to deterioration
Other	73.1	81.2	8.0	111.1%	Increase in the cost of property sales
Taxes	13.4	14.0	0.6	104.5%	
Depreciation cost	23.1	25.0	1.8	108.0%	
Operating income	36.0	49.4	13.3	137.0%	
Non-operating income and expense	4.6	0.8	(3.7)	18.3%	
Ordinary income	40.6	50.2	9.5	123.6%	
Extraordinary gain and losses	(3.1)	(14.5)	(11.4)		Decrease due to “The heavy rains beginning August 6, 2025” and the cancellation of the project utilizing the space above the tracks at Hakata Station
Net income	31.0	28.7	(2.3)	92.6%	

Results by business (non-consolidated) (included in above table)

(¥bil)

		Results FY25.3	Results FY26.3	YoY	
Railway business	Operating revenue	167.0	188.8	21.8	113.1%
	Operating income	13.4	24.2	10.8	181.2%
Related businesses	Operating revenue	73.7	84.0	10.2	113.9%
	Operating income	22.6	25.1	2.4	110.9%



III Full-Year Performance Forecasts and Dividend Forecasts for FY27.3



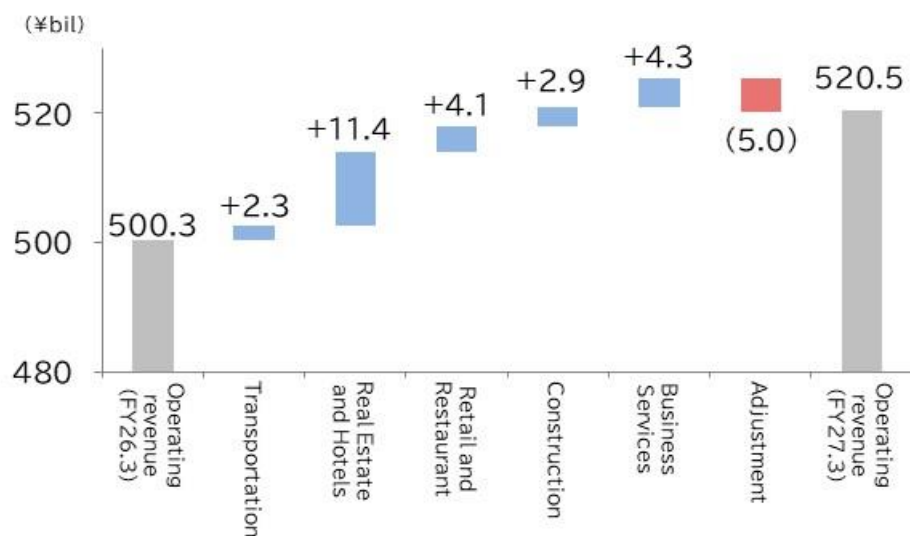
Consolidated Financial Forecast Highlights for FY27.3

	Results FY26.3	Forecasts FY27.3	YoY		(¥bil) Medium-Term Business Plan targets
Operating revenue	500.3	520.5	20.1	104.0%	564.0
Operating income	74.0	75.0	0.9	101.3%	81.0
Ordinary income	74.0	70.9	△ 3.1	95.8%	—
Net income attributable to owners of the parent	45.4	51.6	6.1	113.5%	—
EBITDA	112.6	116.2	3.5	103.1%	125.5

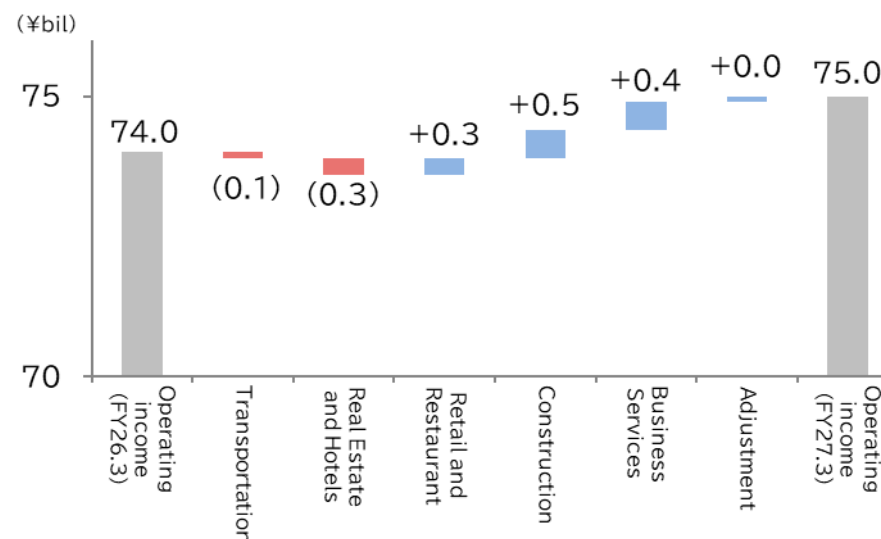
Key points

- Consolidated operating revenue and operating income are expected to increase, driven primarily by higher railway transportation revenues and an increase in property sales.
- Ordinary income is expected to decrease due to an increase in interest expense.
- Net income attributable to owners of the parent is expected to increase, reflecting the absence of the extraordinary losses recorded in the previous fiscal year.

Change in operating revenue by segment



Change in operating income by segment



Consolidated Financial Forecasts for FY27.3 (by Segment)

(¥bil)

	Results FY26.3	Forecasts FY27.3	YoY		Major factors	Medium-Term Business Plan targets
Operating revenue	500.3	520.5	20.1	104.0%		564.0
Transportation	190.6	193.0	2.3	101.2%	Increase in Railway transportation revenues	196.0
Railway Business (non-consolidated)	188.8	191.2	2.3	101.2%		–
Real Estate and Hotels	156.6	168.1	11.4	107.3%		188.0
Real Estate Lease	82.9	84.1	1.1	101.4%	Increase due to properties opened in the previous fiscal year	–
Real Estate Sales	39.6	48.2	8.5	121.5%	Increase in sales of properties	–
Hotel Business	34.0	35.8	1.7	105.1%		–
Retail and Restaurant	71.8	76.0	4.1	105.8%		82.0
Construction	111.0	114.0	2.9	102.6%		118.0
Business Services	84.1	88.5	4.3	105.1%		96.0
Operating income	74.0	75.0	0.9	101.3%		81.0
Transportation	23.9	23.8	(0.1)	99.3%		23.5
Railway Business (non-consolidated)	24.2	24.0	(0.2)	98.8%		–
Real Estate and Hotels	34.4	34.1	(0.3)	99.1%		39.5
Real Estate Lease	18.7	18.9	0.1	101.0%		–
Real Estate Sales	8.3	7.4	(0.9)	88.7%		–
Hotel Business	7.3	7.8	0.4	106.2%		–
Retail and Restaurant	3.8	4.2	0.3	108.4%		4.5
Construction	7.7	8.3	0.5	107.2%		8.5
Business Services	5.0	5.5	0.4	109.2%		5.5
EBITDA	112.6	116.2	3.5	103.1%		125.5
Transportation	38.6	40.2	1.5	104.0%		–
Railway Business (non-consolidated)	38.6	40.0	1.4	103.7%		–
Real Estate and Hotels	52.9	53.0	0.0	100.1%		–
Real Estate Lease	33.4	34.2	0.7	102.3%		–
Real Estate Sales	8.3	7.4	(0.9)	88.5%		–
Hotel Business	11.1	11.4	0.2	102.3%		–
Retail and Restaurant	5.3	6.0	0.6	111.3%		–
Construction	9.0	10.0	0.9	109.9%		–
Business Services	7.9	8.3	0.3	103.8%		–

Non-consolidated Financial Forecasts for FY27.3

(¥bil)

	Results FY26.3	Forecasts FY27.3	YoY		Major factors
Operating revenue	272.9	286.1	13.1	104.8%	
Railway transportation revenues	172.6	175.1	2.4	101.4%	Increase due to the transition to new commuter pass pricing
Shinkansen	69.1	69.3	0.1	100.2%	
Conventional Lines	103.4	105.8	2.3	102.3%	
Other revenue	100.3	111.0	10.6	110.6%	Increase in sales of properties
Operating expense	223.5	237.3	13.7	106.2%	
Personnel expense	52.1	52.6	0.4	100.8%	
Non-personnel expense	132.2	142.4	10.1	107.7%	
Energy cost	11.4	11.9	0.4	104.1%	
Maintenance cost	39.6	39.4	(0.2)	99.5%	
Other	81.2	91.1	9.8	112.1%	Increase in cost of sales properties
Taxes	14.0	15.0	0.9	106.7%	
Depreciation cost	25.0	27.3	2.2	109.0%	
Operating income	49.4	48.8	(0.6)	98.8%	
Non-operating income and expense	0.8	(3.6)	(4.4)	-	Increase in interest expense
Ordinary income	50.2	45.2	(5.0)	90.0%	
Extraordinary gain and losses	(14.5)	-	14.5	-	
Net income	28.7	34.8	6.0	121.0%	

Forecasts by business (non-consolidated)(include in above table)

(¥bil)

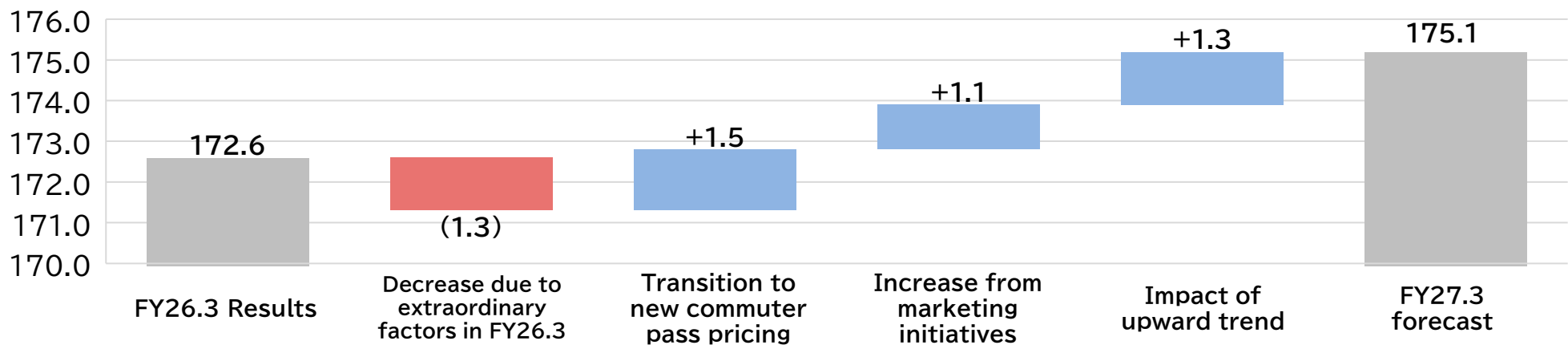
		Results FY26.3	Forecasts FY27.3	YoY	
Railway business	Operating revenue	188.8	191.2	2.3	101.2%
	Operating income	24.2	24.0	(0.2)	98.8%
Related businesses	Operating revenue	84.0	94.9	10.8	112.9%
	Operating income	25.1	24.8	(0.3)	98.7%

Major Factors Affecting Railway Transportation Revenues

(¥bil)

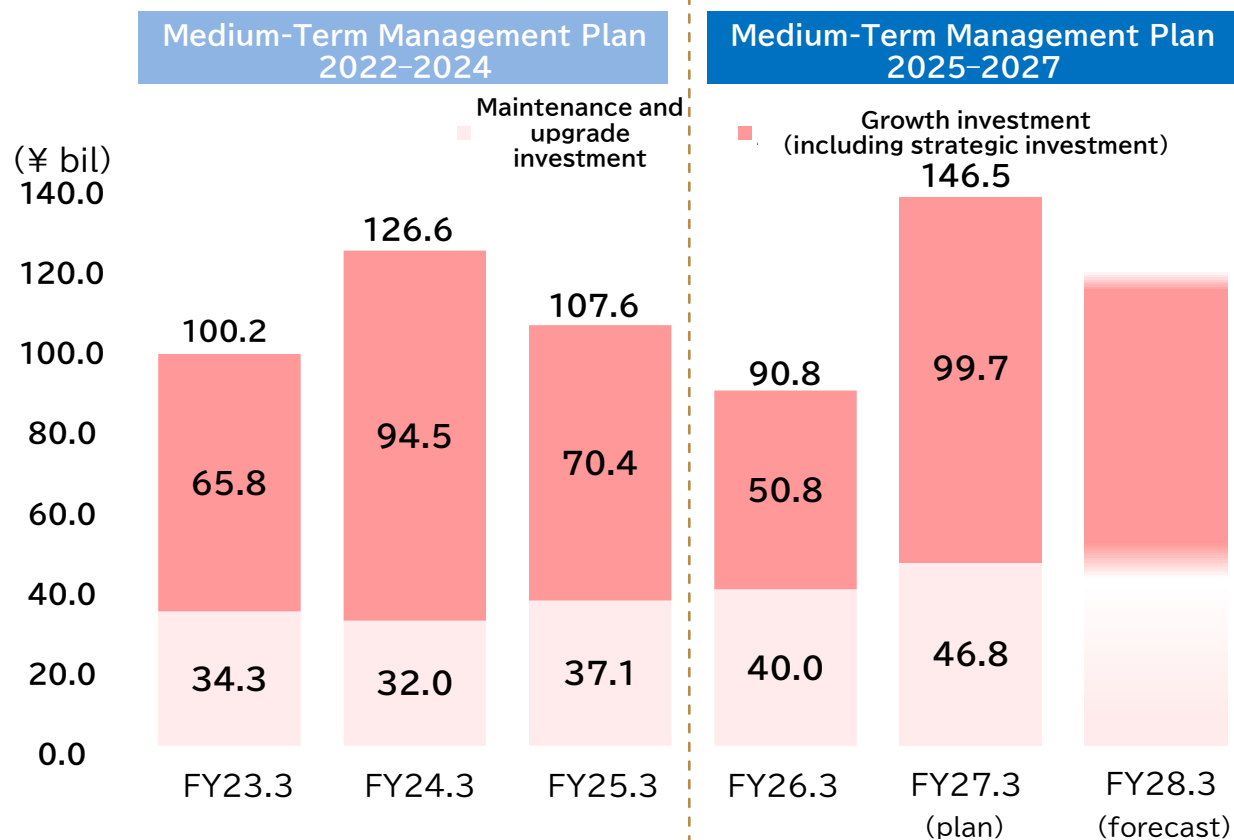
	FY26.3 results	FY27.3 forecast	YoY		Major factors
Total	172.6	175.1	2.4	101.4%	
Commuter pass	37.0	38.6	1.5	104.1%	
Non-commuter pass	135.5	136.5	1.0	100.7%	
Shinkansen	69.1	69.3	0.1	100.2%	
Commuter pass	3.8	3.9	0.1	102.8%	Transition to new commuter pass pricing: +0.1
Non-commuter pass	65.3	65.4	0.0	100.1%	Impact of upward trend: +0.6 Increase from marketing initiatives: +0.4 Decrease due to extraordinary factors in FY26.3: (1.0)
Conventional Lines	103.4	105.8	2.3	102.3%	
Commuter pass	33.2	34.6	1.4	104.3%	Transition to new commuter pass pricing: +1.4
Non-commuter pass	70.1	71.1	0.9	101.4%	Impact of upward trend: +0.6 Increase from marketing initiatives: +0.7 Decrease due to extraordinary factors in FY26.3: (0.3)

(¥bil)



Capital Investment Plan

- In FY27.3, the company plans growth investments in logistics facilities and offices, as well as the replacement of aging rolling stock.



● Medium-Term Management Plan 2025-2027

Growth investment (including strategic investment) **¥230.0 billion**

Maintenance and upgrade investment **¥130.0 billion**

● Major capital investment projects in FY27.3

Growth investment

- ✓ LOGI STATION Fukuoka Hakozaki
- ✓ JR Higo-Ozu Building
- ✓ Development of the former site of Kyushu University Hakozaki Campus

Maintenance and upgrade investment

- ✓ Modification of conventional line rolling stock
- ✓ Series 813 refurbishment
- ✓ N700 series modifications

EBITDA	¥63.8 billion	¥80.0 billion	¥95.9 billion	¥112.6 billion	¥116.2 billion	¥125.5 billion
D/EBITDA	5.5 times	5.0 times	4.4 times	4.2 times	-	Approx. 5 times
Equity ratio	40.7%	40.5%	40.0%	40.4%	-	Approx. 40%



IV Status of Segments



Transportation Segment

- In Q4 FY26.3, railway transportation revenues progressed generally in line with expectations. Railway operating expenses exceeded both the previous year and expectations due to higher personnel and maintenance costs
- Railway transportation revenues in FY27.3 are expected to exceed FY26.3 levels.

【Results】

	Results FY25.3	Results FY26.3	YoY	(¥bil)
Operating revenue	169.3	190.6	21.3	112.6%
Railway Business (non-consolidated)	167.0	188.8	21.8	113.1%
Railway transportation revenues	151.2	172.6	21.3	114.1%
Operating income	12.1	23.9	11.7	196.7%
Railway Business (non-consolidated)	13.4	24.2	10.8	181.2%
EBITDA	25.3	38.6	13.2	152.3%
Railway Business (non-consolidated)	26.2	38.6	12.4	147.5%

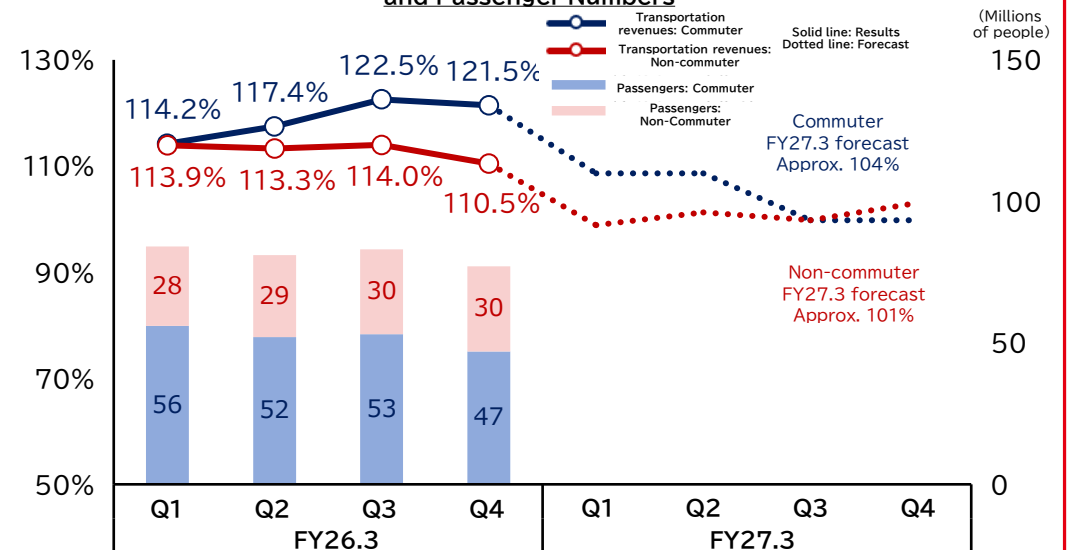
【Forecasts】

	Results FY26.3	Forecasts FY27.3	YoY	(¥bil)
Operating revenue	190.6	193.0	2.3	101.2%
Railway Business (non-consolidated)	188.8	191.2	2.3	101.2%
Railway transportation revenues	172.6	175.1	2.4	101.4%
Operating income	23.9	23.8	(0.1)	99.3%
Railway Business (non-consolidated)	24.2	24.0	(0.2)	98.8%
EBITDA	38.6	40.2	1.5	104.0%
Railway Business (non-consolidated)	38.6	40.0	1.4	103.7%

Status of Key Businesses and Assumptions Behind Forecasts

- In Q4, railway transportation revenues progressed in line with expectations.
- Railway operating expenses exceeded both expectations and the previous year's level, mainly because of higher personnel and maintenance costs.
- Railway transportation revenues for FY27.3 are expected to exceed FY26.3 levels, partly reflecting the continued impact of fare revisions for commuter passes in the first half of the fiscal year.
- Regarding railway operating expenses for FY27.3, we expect an increase in personnel expenses, depreciation costs and other costs.

Railway Transportation Revenues (Year on Year) and Passenger Numbers



Railway Business (Transportation Data)

Railway transportation revenues

(¥bil)

	Results FY25.3	Results FY26.3	YoY		Major Factors
Total	151.2	172.6	21.3	114.1%	
Commuter pass	31.1	37.0	5.8	118.8%	
Non-commuter pass	120.0	135.5	15.4	112.9%	
Cargo	0.0	0.0	0.0	143.3%	
Shinkansen	60.5	69.1	8.6	114.3%	
Commuter pass	3.2	3.8	0.6	119.8%	Impact of revised rail fares and charges, upward trend: Approx. +0.5
Non-commuter pass	57.3	65.3	8.0	114.0%	Impact of revised rail fares and charges, upward trend: Approx. +6.0 Rebound from previous year's disaster: +0.6 Effect of Osaka/Kansai Expo: +0.5 Increase in events: +0.4 Increase from marketing initiatives: +0.1 Decrease due to heavy rainfall in August: (0.1)
Conventional Lines	90.7	103.4	12.6	114.0%	
Commuter pass	27.9	33.2	5.2	118.7%	Impact of revised rail fares and charges, upward trend: Approx. +5.0
Non-commuter pass	62.7	70.1	7.4	111.9%	Impact of revised rail fares and charges, upward trend: Approx. +6.0 Increase from marketing initiatives: +0.3 Rebound from previous year's disaster: +0.2 Effect of Osaka/Kansai Expo: +0.1 Increase in events +0.3 Decrease due to heavy rainfall in August: (0.4)

Passenger-kilometers

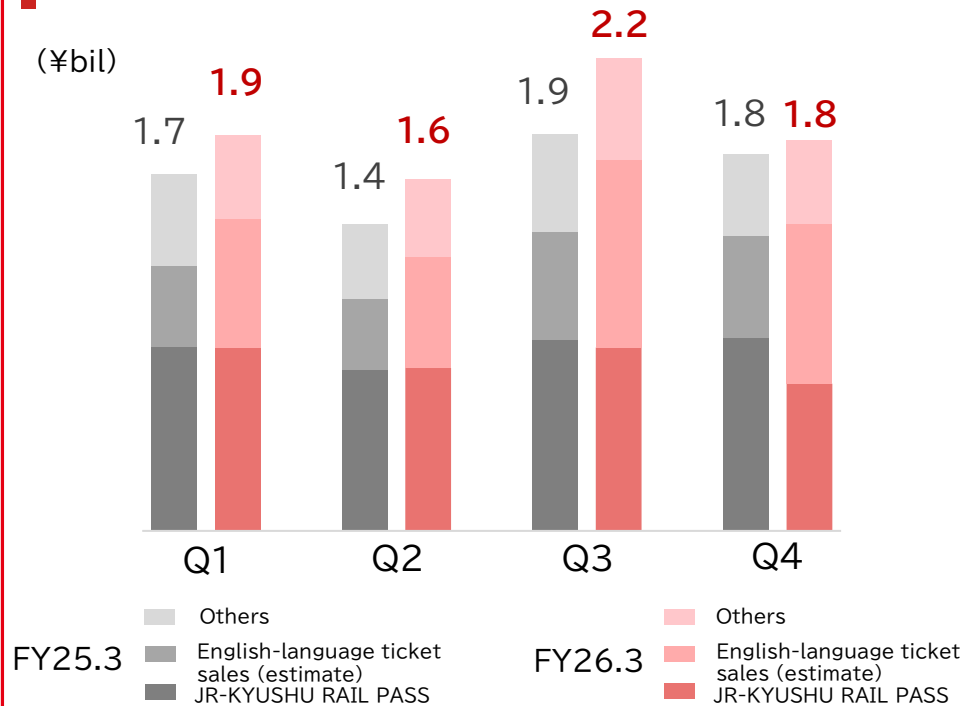
(Millions of passenger-kilometer)

	Results FY25.3	Results FY26.3	YoY		Major Factors
Total	8,595	8,493	(102)	98.8%	
Commuter pass	4,001	3,904	(97)	97.6%	
Non-commuter pass	4,593	4,588	(5)	99.9%	
Shinkansen	1,986	2,016	30	101.5%	
Commuter pass	234	242	8	103.7%	
Non-commuter pass	1,751	1,773	21	101.3%	
Conventional Lines	6,609	6,476	(132)	98.0%	
Commuter pass	3,767	3,661	(105)	97.2%	Decrease in the number of passengers having school commuter passes
Non-commuter pass	2,841	2,814	(27)	99.0%	

Status of Inbound Measures in the Railway Business

- Inbound revenue in Q4 FY26.3 remained at the same level as the previous year and trended as expected, as an increase in regular ticket usage offset a decrease in the JR-KYUSHU RAIL PASS sales.
- For FY27.3, inbound revenue is expected to remain at the same level as FY26.3.

Inbound revenue (approximate)



Percentage of railway transportation revenues

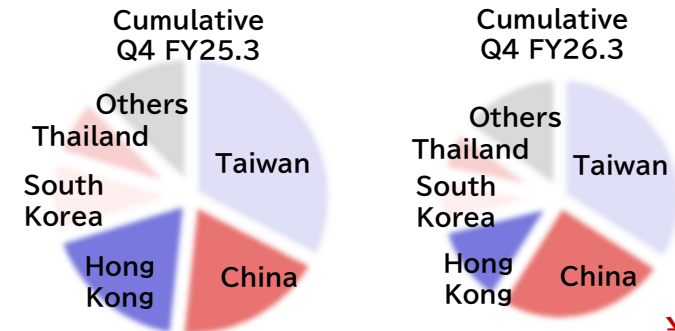
	Q1	Q2	Q3	Q4	Full year
FY25.3	4.8%	4.0%	4.8%	4.8%	4.6%
FY26.3	4.7%	4.0%	5.0%	4.4%	4.5%

Demand for JR-KYUSHU RAIL PASS

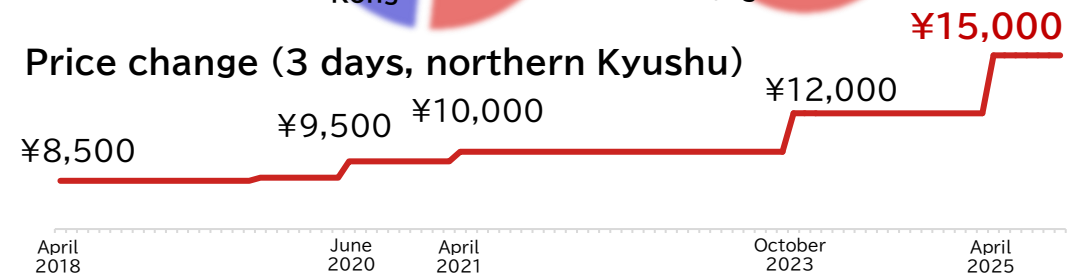
	Cumulative Q4 FY25.3	Cumulative Q4 FY26.3	
	Results	Results	Vs. FY25.3
Number of tickets sold	279,000	215,000	77.3 %
Sales	¥3.87 billion	¥3.59 billion	92.8 %
(Reference) Unit price*	Approx. ¥13,800	Approx. ¥16,600	120.0 %

* Average unit price per JR-KYUSHU RAIL PASS

Sales by Nationality



Price change (3 days, northern Kyushu)



Real Estate and Hotels Segment: Real Estate Leasing Business

- Station building tenant sales for FY26.3 exceeded overall expectations. Although duty-free sales at JR Hakata City declined in Q1, they showed a recovery trend toward the second half of the fiscal year.
- For FY27.3, despite the impact of renovations at certain station buildings, station building tenant sales are expected to reach approximately 104% year on year

【Results】

	(¥bil)		
	Results FY25.3	Results FY26.3	YoY
Operating revenue	78.2	82.9	4.6 106.0%
Operating income	18.2	18.7	0.4 102.7%
EBITDA	32.8	33.4	0.5 101.7%

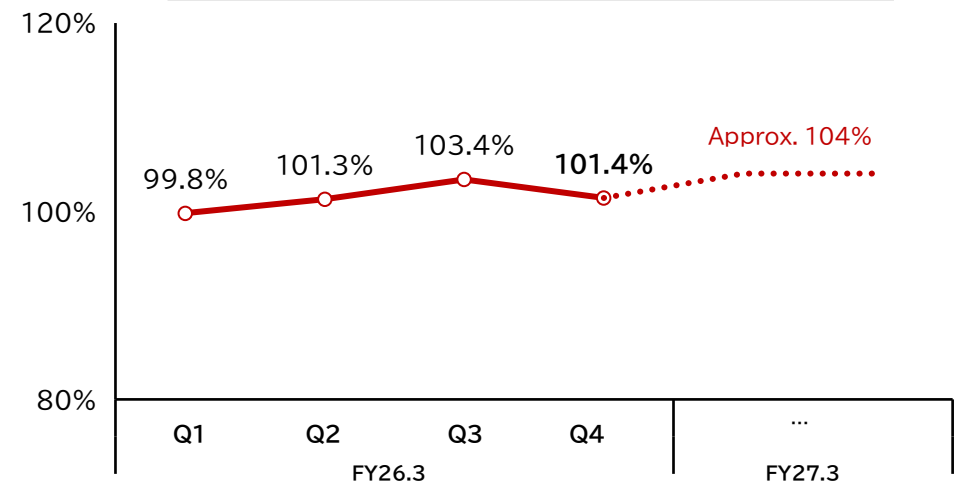
【Forecast】

	(¥bil)		
	Results FY26.3	Forecasts FY27.3	YoY
Operating revenue	82.9	84.1	1.1 101.4%
Operating income	18.7	18.9	0.1 101.0%
EBITDA	33.4	34.2	0.7 102.3%

Status of Key Businesses and Assumptions Behind Forecasts

- Station building tenant sales for FY26.3 exceeded the plan overall, supported by a recovery trend in duty-free sales. Occupancy rates at office buildings and rental apartments also remained generally solid.
- For FY27.3, station building tenant sales are expected to rise 4% year on year. Costs are expected to increase due to maintenance costs for rental apartments and other factors.
- Performance on office buildings and rental apartments is also expected to remain solid in FY27.3.

Station building tenant sales (year on year)





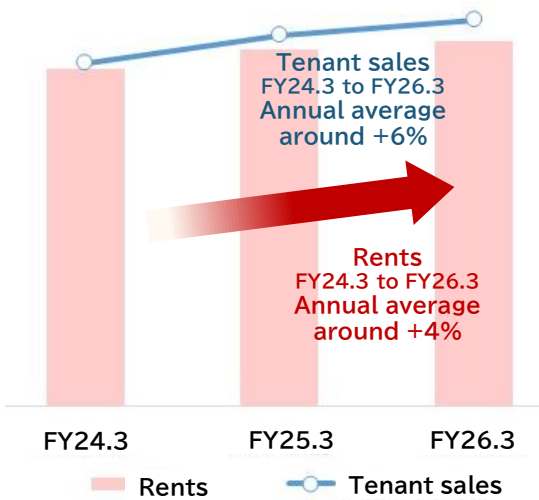
Real Estate and Hotels Segment: Internal Growth in the Real Estate Leasing Business

- We achieved rent increases across all asset types, centered on station buildings, which are the core of the real estate leasing business.
- We are promoting value enhancement initiatives, including renovations, with the aim of expanding earnings and enhancing asset value over the medium to long term.

Commercial facilities (station buildings)

- Tenant sales have grown steadily following the pandemic. In addition, supported by the strong competitiveness of facilities at major stations, rent levels—including fixed rents—have increased over the past two years.

Rents and Tenant Sales at Amu Plaza*



* Excluding Hakata Hankyu and facilities that newly opened or underwent major renovations during the period.

- “Nintendo FUKUOKA,” opened at Amu Plaza Hakata in November 2025.
- The Company is also promoting initiatives to enhance the appeal of its facilities, including pop-up stores and collaborations with external IP at station buildings.



- In FY27.3, we plan large-scale renovations at Kokura City and Kagoshima City, expecting an increase in the number of tenants and other benefits. We also expect temporary tenant closures associated with the renovations.

Offices

- Of tenants whose leases expired or came up for renewals in FY25.3 or FY26.3*, more than 90% have agreed to rent increases.
- In multiple cases, agreements have been reached for rent increases exceeding 10%.

*Properties in the Hakata area

Rental apartments

- In FY26.3, the Company actively implemented rent increases for residential units upon tenant turnover and lease renewals.
- In multiple cases, agreements have been reached for rent increases exceeding 10%.

Real Estate and Hotels Segment: Real Estate Sales Business

- In FY26.3, sales of condominiums and Company properties increased, boosting revenue and income.
- In FY27.3, we expect condominium sales to remain at FY26.3 levels and anticipate increased sales of owned properties.

【Results】

	Results FY25.3	Results FY26.3	YoY	
Operating revenue	32.8	39.6	6.7	120.6%
Operating income	6.4	8.3	1.8	129.2%
EBITDA	6.4	8.3	1.8	129.1%

【Forecasts】

	Results FY26.3	Forecasts FY27.3	YoY	
Operating revenue	39.6	48.2	8.5	121.5%
Operating income	8.3	7.4	(0.9)	88.7%
EBITDA	8.3	7.4	(0.9)	88.5%

Status of Key Businesses and Assumptions Behind Forecasts

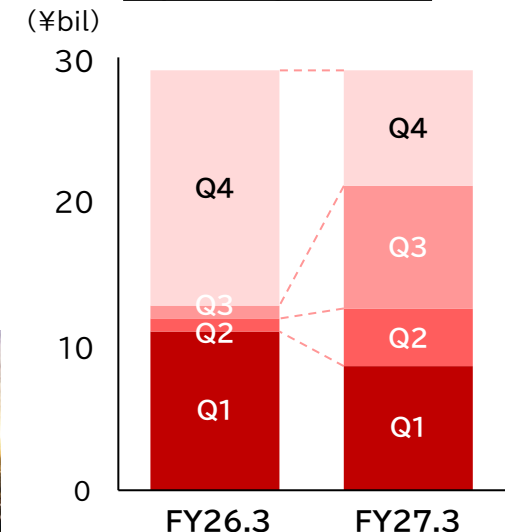
- In condominiums, in FY26.3 we handed over properties including MJR Hakata The Residence and MJR Kumamoto Gate Tower. In addition, regarding the sale of owned properties, we carried out sales of approximately ¥8.0 billion as initially planned.
- In condominiums, in FY27.3 we plan to begin handovers of properties including MJR Urakami The Residence and MJR Kagoshima-Chuo Ekimae The Residence.
- Regarding the sale of owned properties in FY27.3, we expect operating revenue of approximately ¥16.0 billion for the full year.

MJR Kumamoto Gate Tower

Location: Kumamoto City
 Structure: 30 floors above ground
 Delivery date: February 2026
 Units: 236
 Sales status: Sales in progress



Condominium sales results and forecasts (Operating revenue)



Real Estate and Hotels Segment: Hotel Business

- In Q4 FY26.3, hotels with a high proportion of inbound guests continued to drive performance. Occupancy rates and ADR exceeded expectations.
- In FY27.3, we expect occupancy to remain at FY26.3 levels. We anticipate a gradual rise in ADR.

【Results】

【Forecasts】

	Results FY25.3	Results FY26.3	YoY	
Operating revenue	32.2	34.0	1.8	105.7%
Operating income	6.8	7.3	0.5	107.8%
EBITDA	10.2	11.1	0.8	108.5%

(¥bil)

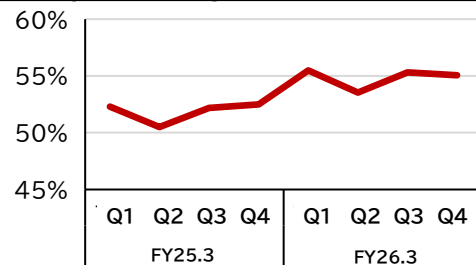
	Results FY26.3	Forecasts FY27.3	YoY	
Operating revenue	34.0	35.8	1.7	105.1%
Operating income	7.3	7.8	0.4	106.2%
EBITDA	11.1	11.4	0.2	102.3%

(¥bil)

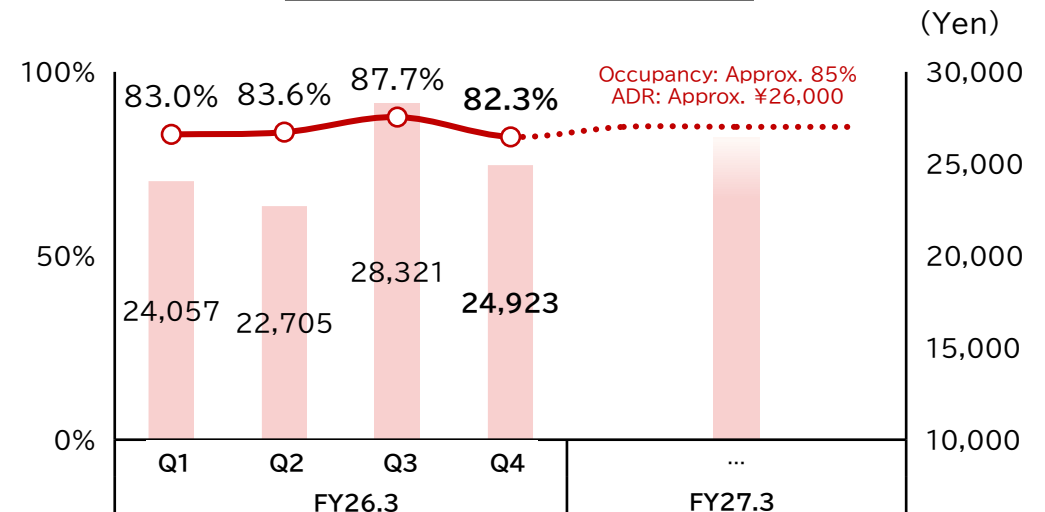
Status of key businesses and assumptions behind performance forecasts

- In Q4, performance exceeded expectations, with the occupancy rate of 82% and ADR at approximately ¥25,000.
- The ratio of inbound guests was approximately 55%. We view the impact of the Chinese government's travel advisory as limited.

Percentage of inbound guests (as a percentage of total room sales)



Occupancy rates and ADR



- For FY27.3, we expect the occupancy rate to be around 85% and ADR to be approximately ¥26,000.

Retail and Restaurant Segment

- In FY26.3, both retail stores and restaurants remained firm. New store openings progressed steadily as planned.
- In FY27.3, we anticipate opening new stores, such as restaurants, in addition to increasing sales at existing stores.

【Results】

	Results FY25.3	Results FY26.3	YoY	
Operating revenue	67.0	71.8	4.7	107.1%
Operating income	3.4	3.8	0.3	111.2%
EBITDA	4.9	5.3	0.4	108.3%

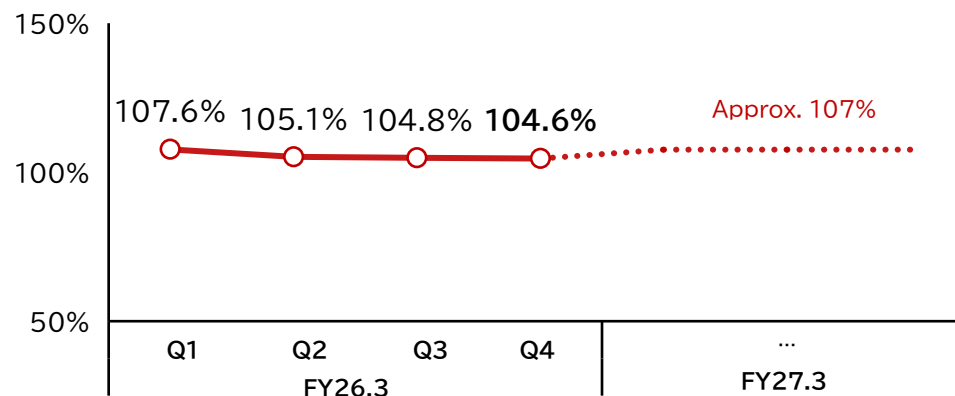
【Forecasts】

	Results FY26.3	Forecasts FY27.3	YoY	
Operating revenue	71.8	76.0	4.1	105.8%
Operating income	3.8	4.2	0.3	108.4%
EBITDA	5.3	6.0	0.6	111.3%

Status of key businesses and assumptions behind performance forecasts

- Regarding store sales in FY26.3, performance remained strong, driven primarily by souvenir shops in the retail business and franchise stores in the restaurant business. Existing store sales for both categories exceeded the previous year's levels. In addition, new store openings progressed steadily in line with the plan.
- In FY27.3, Existing store sales for both convenience stores and specialty stores are expected to exceed the previous year's levels. We also anticipate new store openings, centered on franchise restaurants.

Segment Store Sales (Year on Year)



Construction Segment, Business Services Segment

Construction Segment

【Results】

	Results FY25.3	Results FY26.3	YoY	
				(¥bil)
Operating revenue	100.6	111.0	10.4	110.4%
Operating income	7.3	7.7	0.3	105.2%
EBITDA	8.6	9.0	0.4	105.2%

【Forecasts】

	Results FY26.3	Forecasts FY27.3	YoY	
				(¥bil)
	111.0	114.0	2.9	102.6%
	7.7	8.3	0.5	107.2%
	9.0	10.0	0.9	109.9%

Business Services Segment

【Results】

	Results FY25.3	Results FY26.3	YoY	
				(¥bil)
Operating revenue	82.5	84.1	1.5	101.9%
Operating income	5.2	5.0	(0.2)	95.8%
EBITDA	8.5	7.9	(0.5)	93.8%

【Forecasts】

	Results FY26.3	Forecasts FY27.3	YoY	
				(¥bil)
	84.1	88.5	4.3	105.1%
	5.0	5.5	0.4	109.2%
	7.9	8.3	0.3	103.8%

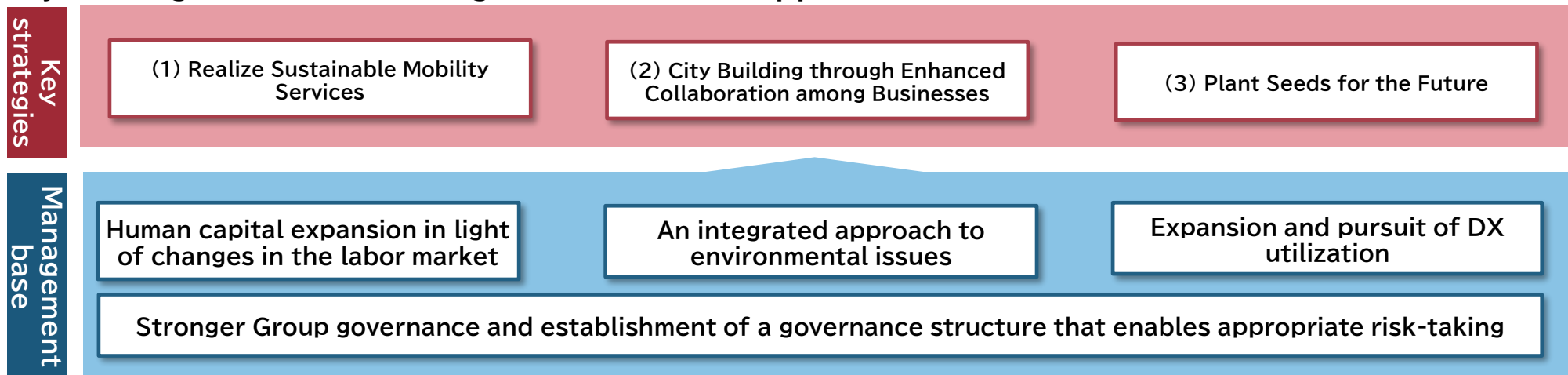


V Progress on the Medium-Term Business Plan



JR Kyushu Group Medium-Term Business Plan 2025–2027

Key strategies and the management base to support them



Numerical targets

Operating revenue **¥564.0 billion** Operating income **¥81.0 billion**
 EBITDA **¥125.5 billion** ROE **Around 10%**

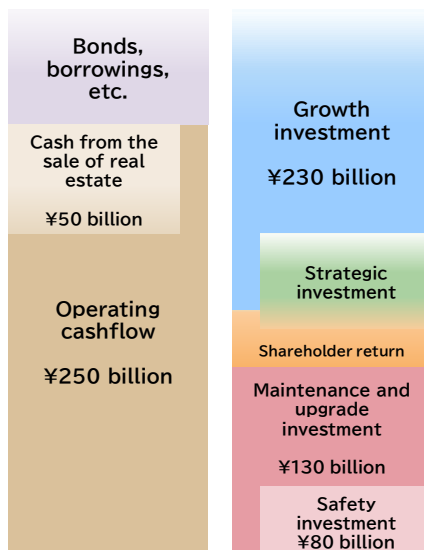
By segment*

(Unit ¥ billion)

Segment	Operating revenue	Operating income
Transportation	196.0	23.5
Real Estate and Hotels	188.0	39.5
Retail and Restaurant	82.0	4.5
Construction	118.0	8.5
Business Services	96.0	5.5

*Operating revenue and operating income by segment are before inter-segment eliminations.

Cash allocation



Shareholder return policy

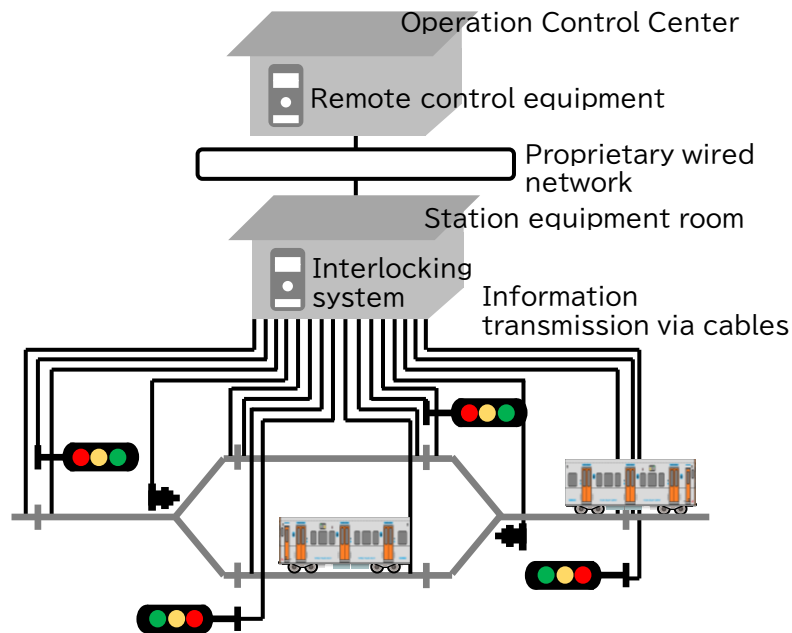
JR Kyushu places importance on the stable provision of return to shareholders over the long term. Over the period up to FY2028.3, we will aim for a **consolidated dividend payout ratio of 35% or higher** and **flexibly implement share repurchases**.

Key Strategy (1) Realize Sustainable Mobility Services: Promoting the Future Railway Project

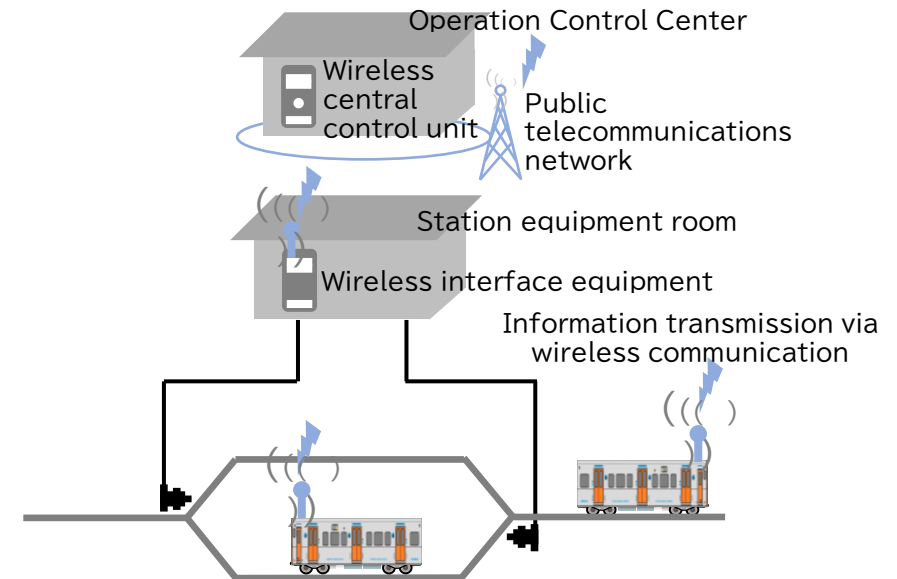
- A wireless train control system using public telecommunications networks is scheduled for introduction in the Nagasaki area in FY29.3. While enhancing safety, this will also enable the streamlining of ground facilities.

Introduction of a Wireless Train Control System Using Public Telecommunications Networks

[Conventional ground-based train control system]



[Onboard-Centered Train Control System (After Introduction)]



- Shifts train control from a ground-based to an onboard-centric system by utilizing public telecommunications networks. This eliminates the need for ground facilities such as signaling equipment, thereby reducing maintenance and renewal costs.
- Suppresses introduction costs by utilizing the same onboard equipment as the GOA2.5 automated driving system.

Introduction Schedule (Target)

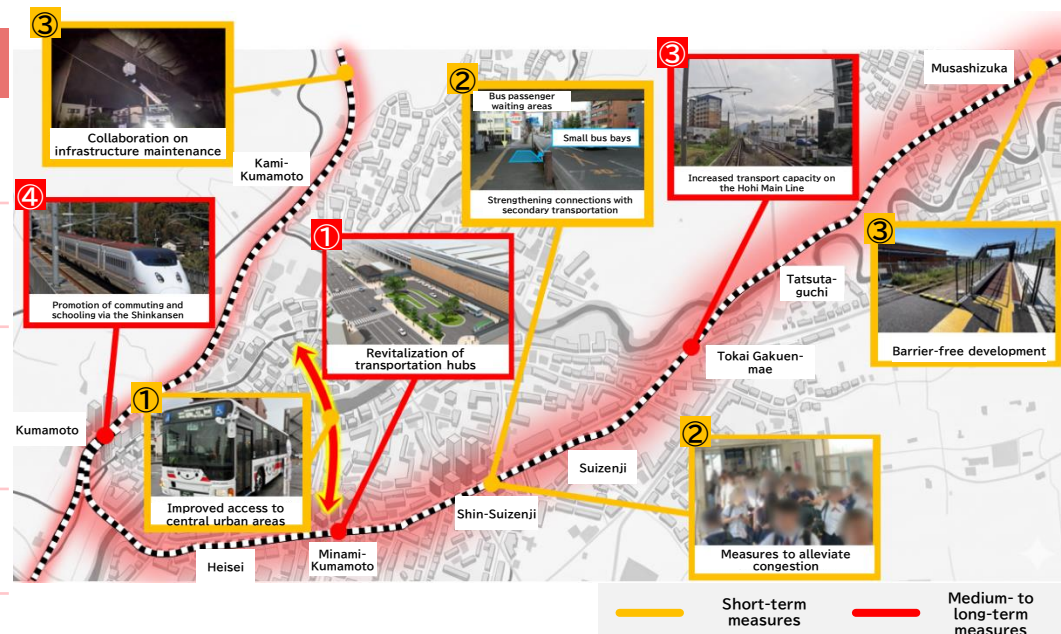
FY29.3: Nagasaki Main Line (Kikitsu-Urakami, via Nagayo)
 FY33.3: Nagasaki Main Line (Isahaya-Nagasaki, via Ichinuno)
 FY34.3: Omura Line (Huis Ten Bosch-Isahaya)
 Thereafter, to be expanded sequentially to other lines

Key Strategy (2) City Building through Enhanced Collaboration among Businesses: Initiatives in the Kumamoto Area

- We concluded a comprehensive partnership agreement with Kumamoto City, aiming to “create a community centered on rail-based transportation through co-creation.”

Comprehensive partnership agreement with Kumamoto City

Areas of collaboration	Main initiatives
① Urban development centered on railway stations	<ul style="list-style-type: none"> • Enhance the role of Minami-Kumamoto Station as a key hub • Increase the value of areas along railway lines
② Enhancing the convenience of public transportation	<ul style="list-style-type: none"> • Strengthen intermodal connections and alleviating congestion at Shin-Suizenji Station • Improve the station plaza at the Shinkansen exit of Kumamoto Station
③ Building sustainable transportation infrastructure	<ul style="list-style-type: none"> • Increase transport capacity on the Hoho Main Line • Promote barrier-free access • Improve efficiency in the maintenance and management of grade-separated road bridges
④ Initiatives to revitalize the local community and promote its appeal	<ul style="list-style-type: none"> • Promote population growth through the use of the Shinkansen • Develop disaster-resilient communities
⑤ Other matters agreed upon by both parties	



Joint press conference with Kumamoto City (March 31, 2026)

Specific initiatives and areas under consideration

- (1) At Minami-Kumamoto Station, which is located near central Kumamoto and serving as a key transportation node, consider development of a mobility hub in the station plaza and improved access from the south side of the station
- (2) Renovate the station plaza at the Shinkansen exit of Kumamoto Station to improve convenience and alleviate congestion in surrounding areas
- (3) Examine the implementation of comprehensive, multi-year maintenance and management for grade-separated road bridges within Kumamoto City
- (4) Leverage the location of Kumamoto Station—positioned at the center of the Kyushu Shinkansen—to explore measures for increasing the residential population

Key Strategy (2) City Building through Enhanced Collaboration among Businesses: Launch of a New Membership Tier Service

- To cultivate loyal customers who use multiple services across the Group, we will launch a new membership tier service “JR KYUPO Waku Waku Program” on April 1, 2026.
- We aim to create a conglomerate premium by strengthening inter-business collaboration centered on JR KYUPO.

Building loyal customers



- We will expand the scope of the service to all “JR Kyushu Web Members” and launch the new membership tier service.
- Offer attractive benefits based on membership rank and personalized service proposals. Drive customer loyalty through mutual customer referrals between business segments.
- Create a Conglomerate Premium by increasing the spending per customer and the number of services used.

Expected effects and profit contribution

- The introduction of a new membership tier program is expected to deliver the following effects:

Acceleration of increases in spending and service usage per customer (promoting upgrades in membership tier)

Prevention of declines in spending and service usage per customer (maintaining membership tiers)

- In FY27.3, we aim to achieve profit contributions of approximately ¥0.5 billion, mainly in the railway and station building businesses.

Service eligibility

JR Kyushu Web members
Approx.
4.74 million people*
*As of April 30, 2026

Previous membership tier service eligibility
“JR Kyupo App” users
Approx.
0.91 million people*
*As of April 30, 2026

Key benefits

<Example: Diamond tier>

- Complimentary unlimited railway pass
- Complimentary pair hotel stay invitation voucher
- Points can be redeemed for station building premium coupons
- Higher point accrual rate, etc.

Member tiers



Tier evaluation criteria

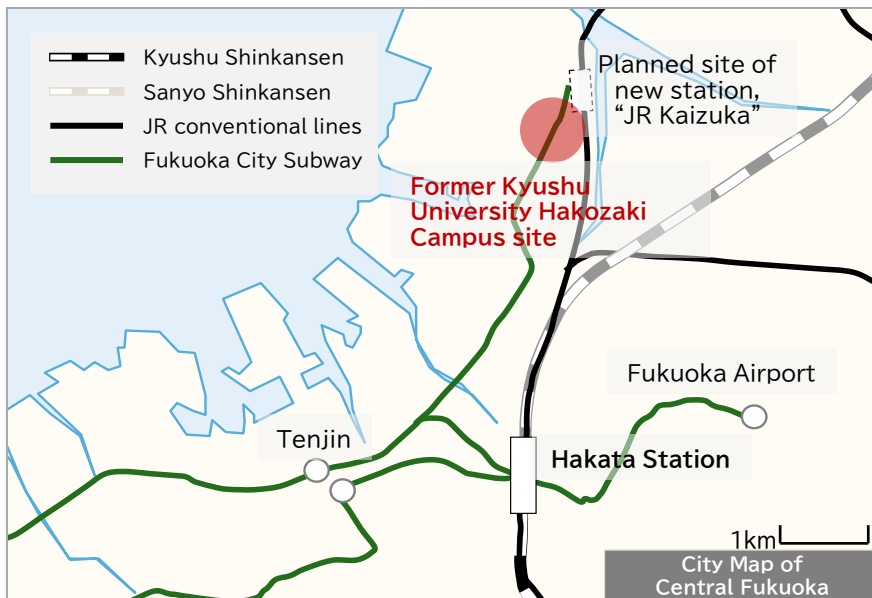
- Annual points earned
- Number of services used per year
- Combined registration status (registration of JQ CARD and SUGOCA)
- Railway spending (set as a requirement to reach the top two tiers)

Key Strategy (2) City Building through Enhanced Collaboration among Businesses: Participate in Public Redevelopment Projects

- Officially selected as the project operator for the land use project for the site of the former Kyushu University Hakozaki Campus



- Based on the concept of the “HAKOZAKI Green Innovation Campus,” the project aims to create a hub where diverse people gather and generate innovation.
- We are introducing the IOWN concept to integrate and link various smart services, with the aim of realizing a next-generation smart city model.
- Planned mixed-use development includes for-sale and rental housing, retail facilities, and offices.
- A new nearby station, “JR Kaizuka,” is scheduled to open in 2027.



Location	Hakozaki, Higashi-ku, Fukuoka City, Fukuoka Prefecture
Site area	Approx. 28.5 ha
Project operators	Sumitomo Corporation (lead company), Kyushu Railway Company , Saibu Gas, Shimizu Corporation, Daiwa House Industry, Tokyu Land Corporation, The Nishinippon Shimbun, Nishi-Nippon Railroad
Project schedule (planned)	FY2028: Initial town opening Thereafter, phased development
Primary uses	Innovation hub, offices, commercial facilities, international school, hospital, residential, etc.

Key Strategy (3) Plant Seeds for the Future: Initiatives in the Grid-Based Storage Battery Business

- The second project, “Battery Station Tomiai,” has been completed in the city of Kumamoto and has commenced operations.

Battery Station Kyushu LLC

JR Kyushu

- Underutilized land along railway lines
- Qualified personnel (chief electrical engineers)



Sumitomo Corporation Group

- Business expertise
- Energy storage supply chain

Name	Battery Station Kyushu LLC
Established	April 2023
Investors	Kyushu Railway Company BS Holdings Co., Ltd.* Sumitomo Corporation Kyushu Co., Ltd.

* Wholly owned subsidiary of Sumitomo Corporation that owns and manages energy storage assets

- In April 2023, we established a limited liability company jointly with the Sumitomo Corporation Group to operate a grid-based storage battery business.
- We are installing storage battery systems by effectively utilizing land along railway lines and idle land across the railway network, contributing to the stabilization of power supply through energy storage.

Battery Station Kawashiri



Battery Station Tomiai



Locations	Kawashiri, Minami-ku, Kumamoto City	Tomiai-machi, Minami-ku, Kumamoto City
Commenced operations	September 2024	April 2026
Effective capacity	6.0 MWh (equivalent to daily electricity use of approx. 600 households)	6.3 MWh

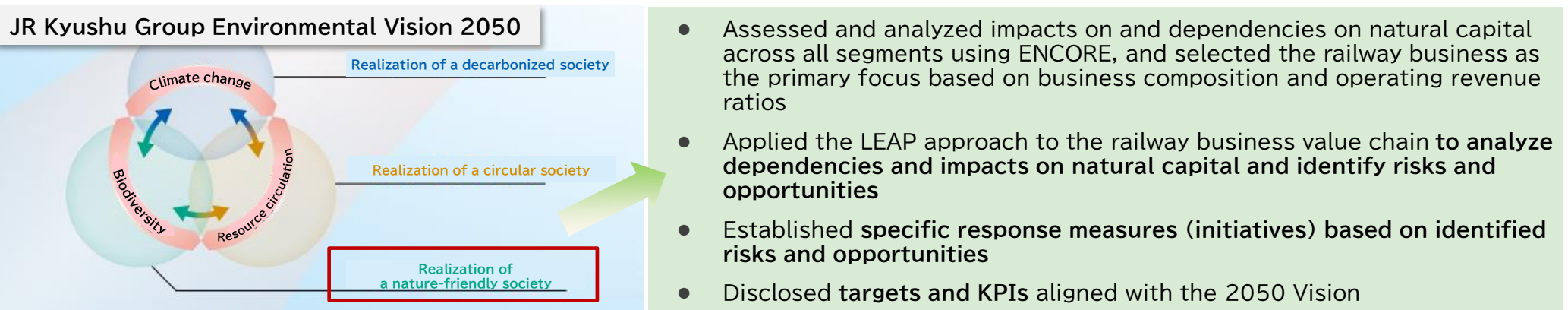
Another project with a rated output exceeding 10 MW is planned in Nagasaki Prefecture.

We will further expand installation scale and use cases for storage batteries while monitoring trends in renewable energy adoption and power supply-demand conditions in the Kyushu area.

Business Development in Harmony with the Environment: Information disclosure based on TNFD recommendations

- Implemented “Disclosure Based on TNFD Recommendations,” a non-financial KPI under the Medium-Term Business Plan
- Conducted a comprehensive analysis of dependencies and impacts on natural capital, as well as risks and opportunities, in the railway business

Overview of our information disclosure based on TNFD recommendations



Examples of initiatives addressing risks and opportunities

[Risk of water and soil contamination at rolling stock depots, etc.]

Strengthening appropriate storage and leak prevention measures for chemicals and fuels in accordance with applicable laws and regulations, including the PRTR Act

[Environmental impact risks in procurement]

Formulation and implementation of Green Procurement Guidelines

[Creating positive cycles through environmentally contributing services]

Introducing services that reduce environmental impact and contribute to the conservation of natural capital through railway use (e.g., Green EX, Park & Ride)

[Utilization of tourism resources]

Creating new tourism value by leveraging natural resources and promoting tourism through co-creation with local communities, municipalities, and businesses

Non-Financial KPIs in the Medium-Term Business Plan 2025–2027

- We are progressing generally as planned with respect to non-financial KPIs set under the Medium-Term Business Plan.

Materiality	Major strategies/initiatives, indicators/targets (FY28.3)			Progress (FY26.3)
Our utmost mission: to create safety and pursue customer satisfaction	Medium-term safety plan	<ul style="list-style-type: none"> Accidents in the railway business that result in fatalities among customers Occupational accidents that result in fatalities among employees, etc. 	0 cases 0 cases	0 cases 0 cases
	CS-improvement strategy	<ul style="list-style-type: none"> Level of customer satisfaction*1 	75.0 points or higher	1H: 70.5pt; 2H: 72.0pt
Leveraging our comprehensive capabilities centered around mobility services, aiming to co-create with local communities through city building	Business strategy	<ul style="list-style-type: none"> Population along train lines 	Rate of population decline lower than for Kyushu as a whole No quantitative target	–
		<ul style="list-style-type: none"> Promote alliances outside the Group 		Comprehensive partnership agreements concluded with the cities of Munakata in September and Kumamoto in March
Development of human resources, the source of value creation	Human resource strategy*2	<ul style="list-style-type: none"> Results of employee attitude survey (overall level of satisfaction) 	Continued YoY improvement	0.02 points increase
		<ul style="list-style-type: none"> Exchanges of opinions between executives and employees Ratio of female employees among new employees Percentage of management positions held by employees with at least 15 years of service*3 Retention of female employees DE&I index*4 Ratio of male employees who take childcare leave 	40 times or more per year 30% or more per year Percentage of women not below that of men Monitoring annual trends Continued YoY improvement 50% or more taking one month or more	96 times (including management philosophy briefing sessions, etc.) 33.5% Women:16.5% Men:15.4% 97.8% 3.32 72.6%
Sound corporate management	IR (institutional investors)	<ul style="list-style-type: none"> Continued holding of financial results briefings and the sharing and utilizing of investor opinions at board meetings 	5 times or more per year	Sharing of investor feedback at Board of Directors meetings: 8 times
	IR (individual investors)	<ul style="list-style-type: none"> Holding of large meetings with outside directors Briefings, tours, and other opportunities to interact with individual investors 	1 time or more per year 10 times or more per year	1 time 26 times
	Promotion of mutual understanding	<ul style="list-style-type: none"> Customer roundtable meetings 	10 times or more per year	17 times
	Risk management	<ul style="list-style-type: none"> Reinforcement of group governance 	Monitor status every six months	Reported implementation status to the Board of Directors
Business development in harmony with the environment	Decarbonized society	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by 60% by FY2036.3 (vs. FY2024.3) Tackle Scope 3 	Confirm progress Set reduction targets	Approx. 11% reduction (FY25.3 actual) –
	Circular economy	<ul style="list-style-type: none"> Efficient use of water resources 	Reduce water consumption*5 each fiscal year Disclosure based on TNFD recommendations	Reduced from previous year (0.86 to 0.67) (FY25.3 actual) Disclosed information based on TNFD recommendations
	Biodiversity	<ul style="list-style-type: none"> Biodiversity initiatives 		

*1 Comprehensive score of survey on hospitality, facilities, schedules, etc. *2 All figures represent non-consolidated indicators except “Results of employee attitude survey (overall level of satisfaction)” *3 Including those who reach 15 years of tenure if they do not retire *4 Our own index, taking an average score of items related to inclusion in the employee attitude survey *5 Sales-to-water usage ratio: Water usage per unit of revenue (thousand cubic meters per 100 million yen)

Reference: Initiatives to realize management that is conscious of capital cost and stock price

Our view

To enhance market valuation, it is essential to execute strategies that clearly demonstrate future growth potential and gain market understanding. From the perspective of increasing shareholder value, we recognize the growing importance not only of improving ROE but also of lowering the cost of equity capital.

Policy direction

- Aim to expand the equity spread by continuously focusing on improving return on capital and reducing the cost of equity capital
- Continue shareholder returns to enhance shareholder value
Target a dividend payout ratio of 35% or more on a consolidated basis, while also conducting flexible share repurchases

Initiatives to improve ROE

- Drive growth and improve efficiency in existing businesses while creating new sources of revenue
Execute the three key strategies outlined in the medium-term business plan: “Realize Sustainable Mobility Services,” “City Building through Enhanced Collaboration among Businesses,” and “Plant Seeds for the Future ”
- Review the business portfolio in a timely and appropriate manner, including potential exits
- Overall reduction in cross-shareholdings
- Utilize debt effectively and manage equity levels

Initiatives to reduce cost of equity capital

- Strengthen business resilience and build a sustainable operating structure
Respond swiftly to management challenges (e.g., Future Railway Project, fare and charge revisions, local line discussions)
- Initiatives involving IR activities
Engage in disclosure and communication that addresses market opinions

[Examples of initiatives]

Enhance shareholder value

Work to expand the equity spread

Improve ROE

Equity spread
(= ROE - Cost of Equity)

Reduce the cost of equity capital

Provide stable and long-term shareholder returns

Specific Initiatives to Realize Management That Is Conscious of Capital Cost and Stock Price

Target	Execution and Progress of Key Initiatives (FY26.3)	
<p>Initiatives to improve ROE</p>	<p>[(1) Realization of sustainable mobility services]</p> <ul style="list-style-type: none"> • Realization of the effects of fare revisions • Steady progress and realization of benefits from the Future Railway Project <p>[(2) City building through inter-business collaboration]</p> <ul style="list-style-type: none"> • Launch of the JR Kyupo Waku Waku Program • Promotion of internal growth through value enhancement of existing assets and advancement of a capital recycling model through property sales <p>[(3) Plant of seeds for the future]</p> <ul style="list-style-type: none"> • Promotion of BtoB and BtoG initiatives, including comprehensive maintenance agreements for over-track road bridges and initiatives by JR Kyushu Construction Group Holdings 	<p>[Timely and appropriate review of business portfolio]</p> <ul style="list-style-type: none"> • Organizational restructuring and dissolution of JR Kyushu Housing Company <p>[Reduction of strategic shareholdings]</p> <ul style="list-style-type: none"> • Steady reduction of strategic shareholdings (sale of two holdings) <p>[Utilization of debt and control of equity]</p> <ul style="list-style-type: none"> • Interest-bearing debt / EBITDA ratio: 4.2x • Equity ratio: 40.4% • Flexible execution of share repurchases
<p>Initiatives to reduce the cost of capital</p>	<p>[Strengthening resilience and building a sustainable business structure]</p> <ul style="list-style-type: none"> • Conclusion of comprehensive partnership agreements with municipalities along rail lines aimed at co-creating communities • Ongoing discussions on fare systems and the role of local railway lines • Implementation of real estate investment decisions based on appropriate criteria (cancellation of the project utilizing the space above the tracks at Hakata Station) • Implementation of disclosure based on TNFD recommendations <p>[Investor relations initiatives]</p> <ul style="list-style-type: none"> • Disclosure and communication reflecting market feedback, including updates to the Medium-Term Business Plan • Proactive engagement with shareholders and investors (selected as Award for Excellence in Corporate Disclosure) 	

Analysis of Our Current Status and Outlook

Analysis

- **Improvement in earnings capacity and capital efficiency**
Earnings capacity and capital efficiency have steadily improved, driven by the realization of the effects of fare revisions, progress in the Future Railway Project, and progress in the real estate and hotel businesses
- **Emergence of medium- to long-term challenges**
Downward pressure on capital profitability has become apparent, including soaring construction costs and higher financing costs due to rising interest rates. In addition, uncertainty regarding future changes in the external environment is considered to be one of the factors affecting current market valuations (e.g., PER)
- **Shareholder returns**
We expect to increase dividends to ¥115 for FY26.3 and ¥121 in the following fiscal year. The Company is also committed to improving capital efficiency through measures such as share repurchases

Expansion of the equity spread

	FY25.3	FY26.3	FY27.3 (forecast)	FY28.3 (forecast)
Stock price (¥)	3,650	3,763	—	—
PBR (x)	1.25	1.17	—	—
ROE(%)	9.7%	9.6%	Approx. 10%	Approx. 10%
PER(x)	13.08	12.74	—	—

Outlook

- **Balancing sustainability and profitability of the railway business**
While prioritizing safety, the Company will accelerate discussions on railway policy, including realizing the benefits of the Future Railway Project, the role of local railway lines, and fare system reforms
- **Enhancement of existing assets and disciplined growth investments**
In addition to enhancing the value of existing assets, the Company will expand its capital recycling model and promote the establishment of a framework to generate development profits and cash
- **Development of “a third pillar” and transformation of the business portfolio**
- **Relentless pursuit of enhanced shareholder value**
While deepening dialogue with the market to further reduce the cost of equity, the company will also promote the replacement of low-efficiency assets

Maintaining and improving ROE, and reducing the cost of capital

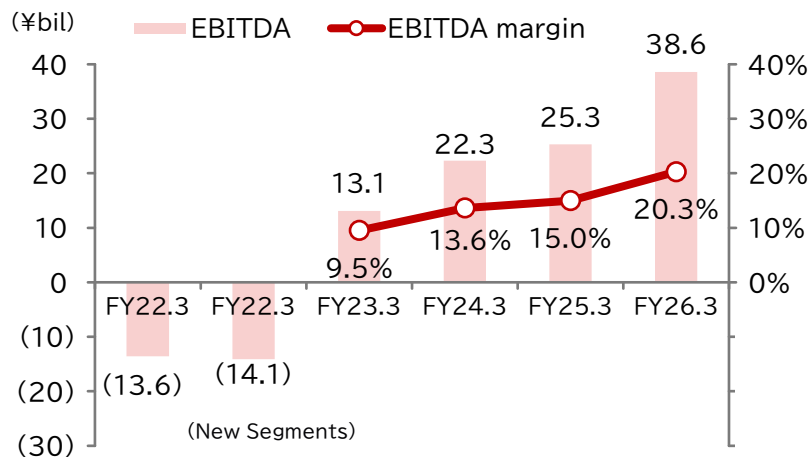


APPENDIX

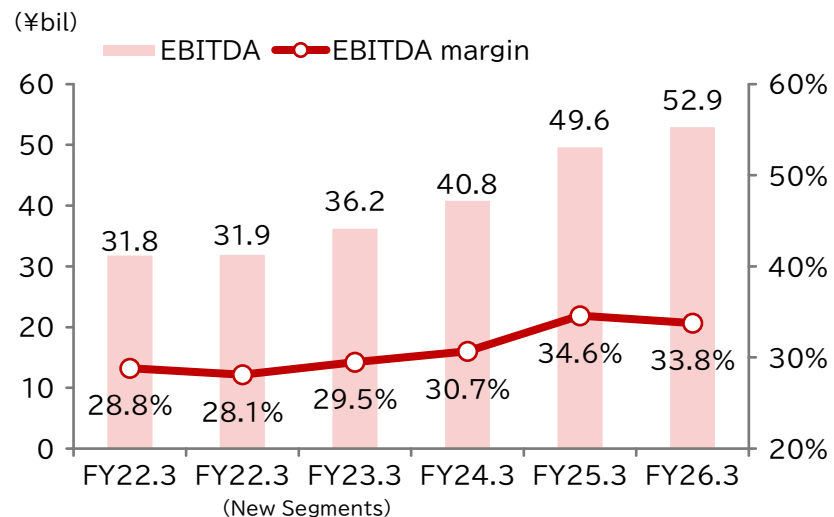


EBITDA by Segment

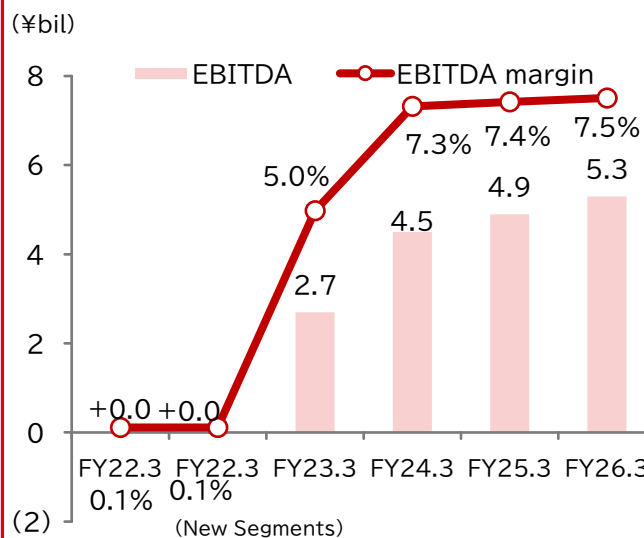
Transportation



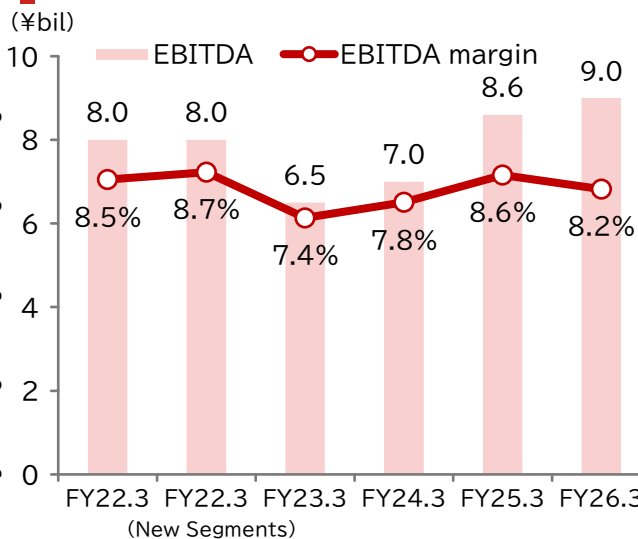
Real Estate and Hotels



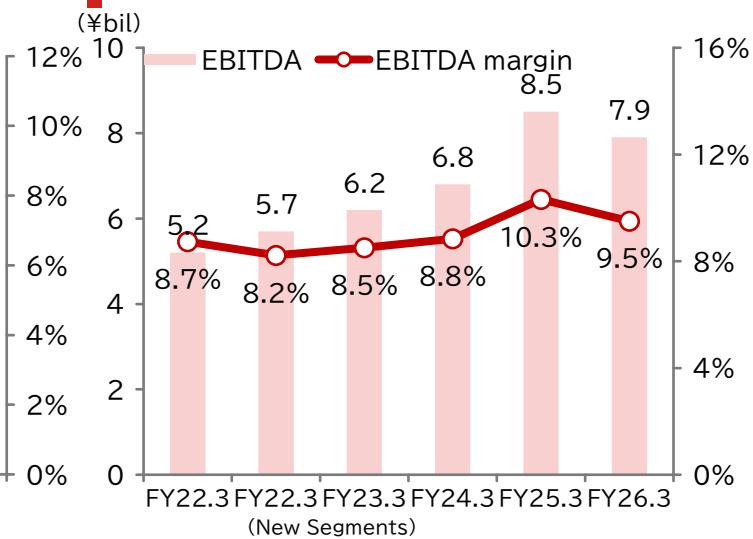
Retail and Restaurant



Construction



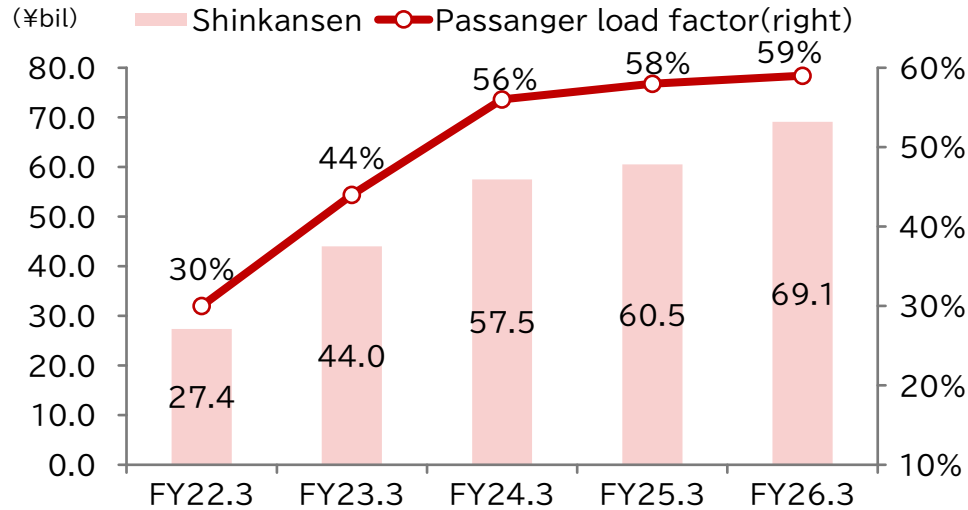
Business Services



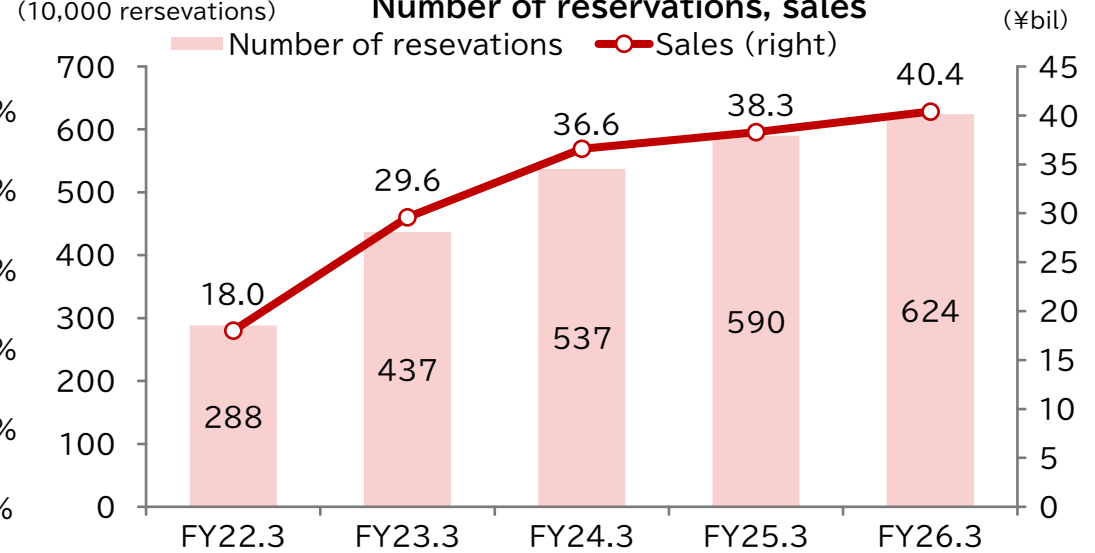
* Figures by segment are prior to eliminating intersegment transactions.

Trends in the Railway Business

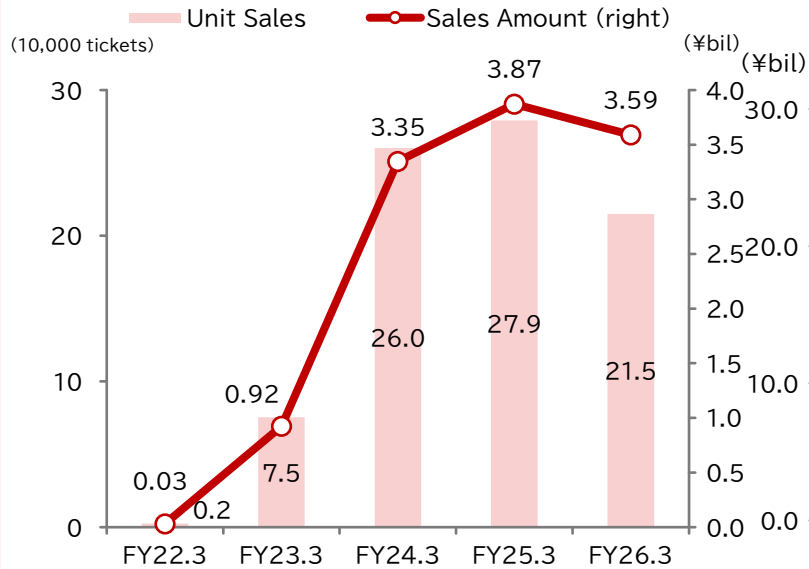
Railway transportation revenues (Shinkansen), passenger load factor on the Kyushu Shinkansen (Hakata-Kumamoto)



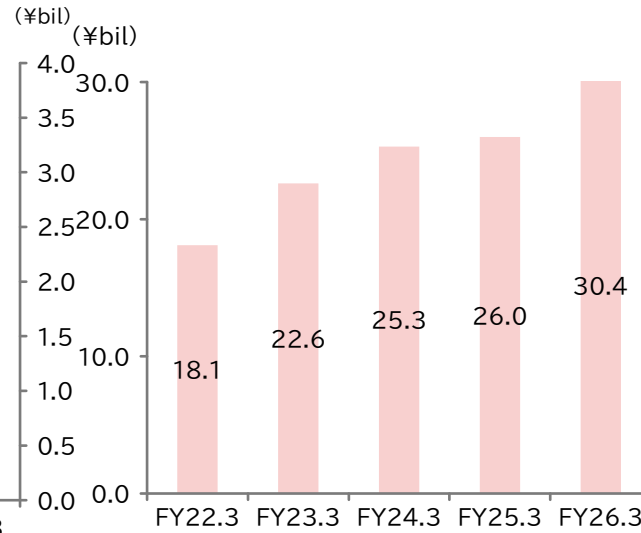
Internet train reservation services: Number of reservations, sales



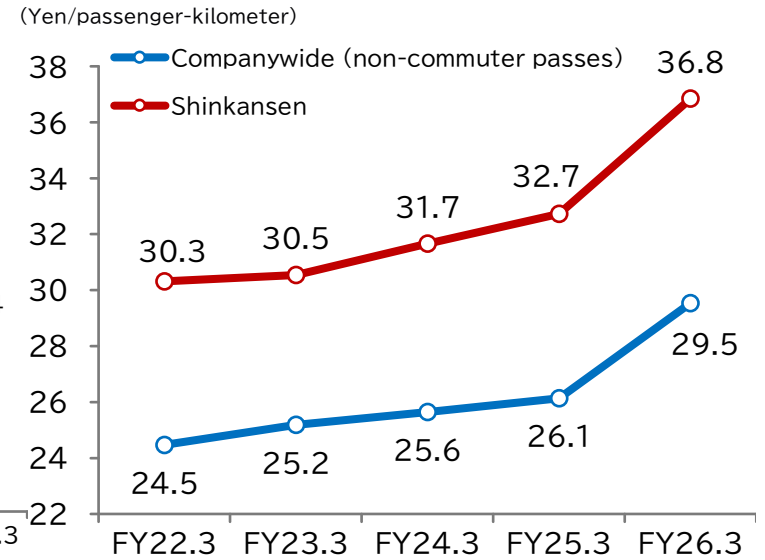
Sales Amount and Unit Sales of JR-KYUSHU RAIL PASS



Railway transportation revenues (short distance)

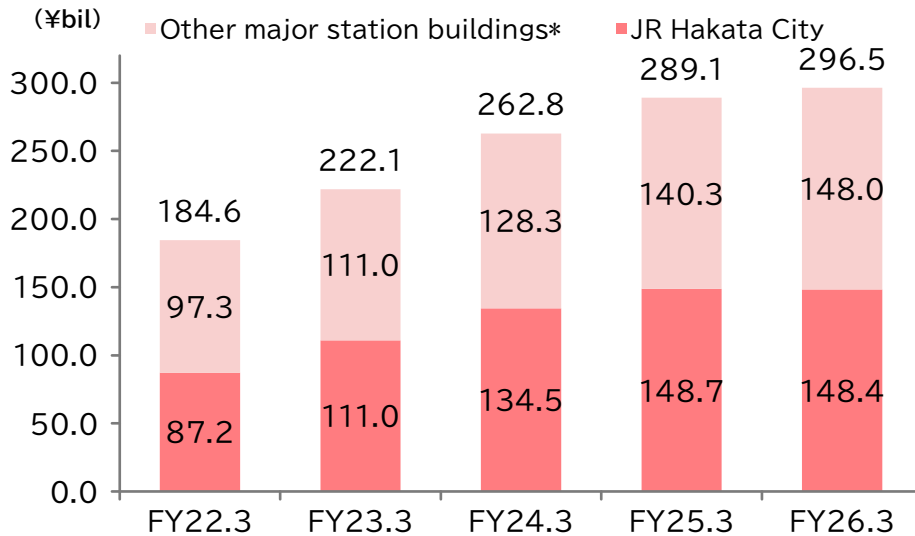


Yield (Companywide (non-commuter passes), Shinkansen)

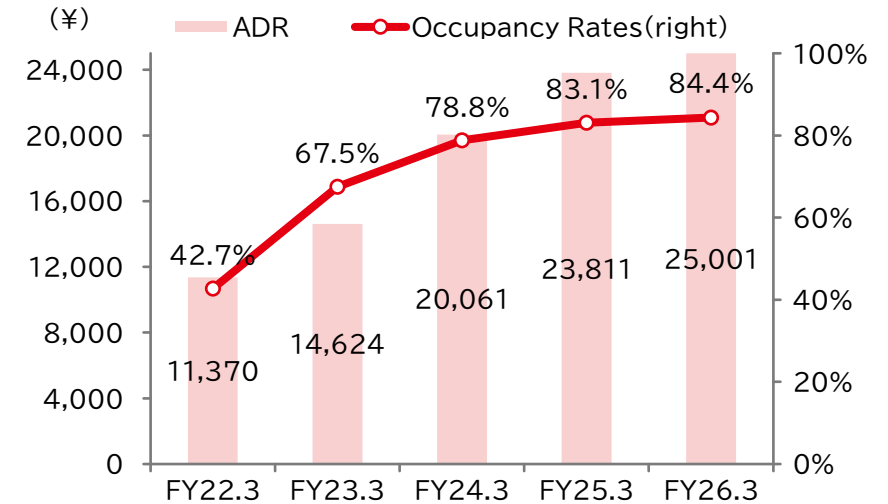


Trends in the Real Estate and Hotel Businesses

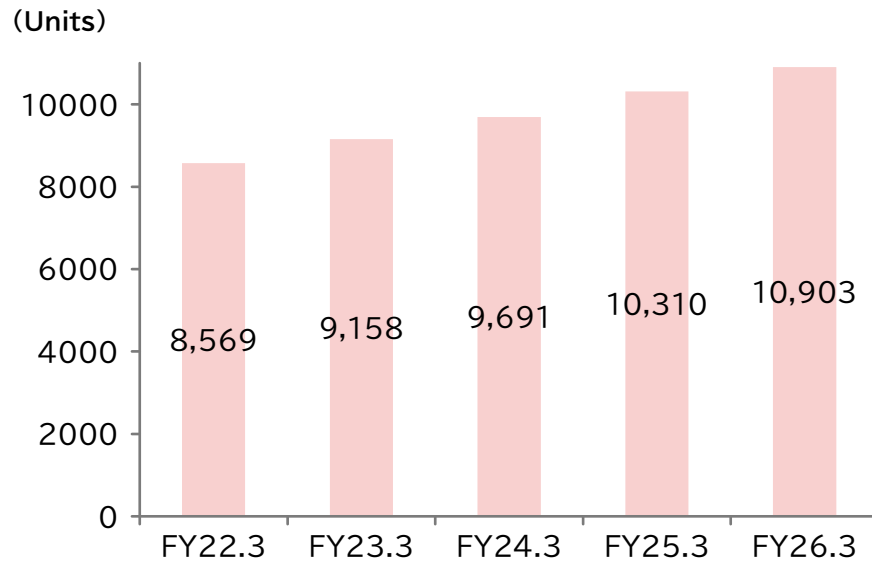
Station building tenant sales



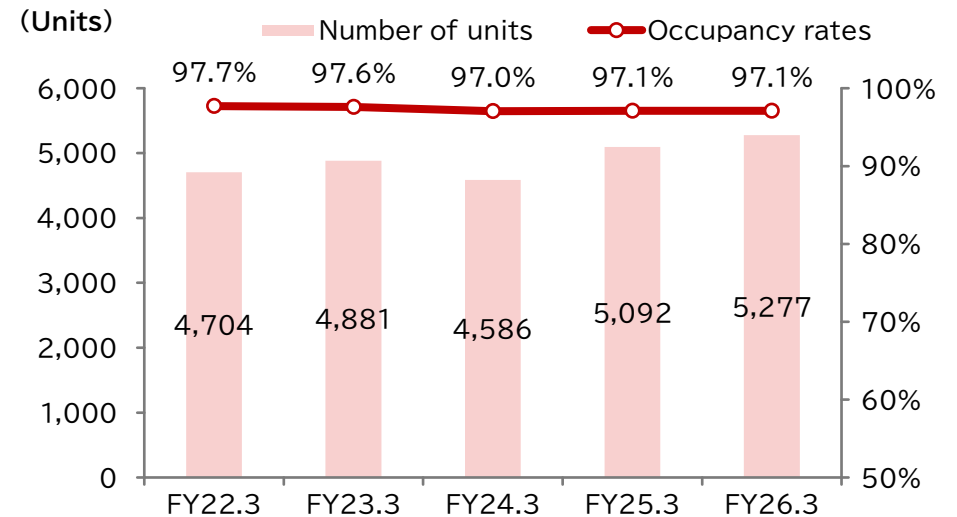
Hotel occupancy rates and average unit prices



Unit sales of condominiums (cumulative)



Rental apartment numbers (cumulative) and occupancy rate



* Numbers of rooms are as of the end of each fiscal year (excluding the sale of properties to a private REIT, etc.)
 * 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)



Overview of Major Development Pipelines

Name	Location	Schedule	Lot area / Floor space / Units / Rooms	Notes (Uses, etc.)
(Tentative name) JR Higo-Ozu Building Development Project	Kikuchi-gun, Kumamoto Prefecture	Spring 2027: Planned completion	Site area: Approx. 2,556 m ² Total floor space: Approx. 9,212 m ²	• Office building
Kajiya-cho No. 1 Urban Area Redevelopment Project	Kagoshima City, Kagoshima Prefecture	Fiscal 2024: Urban planning decision Fiscal 2026 or later: Business plan approval expected	Site area: Approx. 5,500 m ²	• Planning a complex facility with condominiums and commercial space
Former site of Kyushu University Hakozaki Campus	Higashi-ku, Fukuoka City	March 2026: Developer selection Fiscal 2028: Phase 1 opening planned Fiscal 2036: Substantial completion of the town	Site area: Approx. 28.5 ha	<ul style="list-style-type: none"> • Project by eight companies, including us, with Sumitomo Corporation as lead • Planning to incorporate functions such as business/research, commercial, residential, educational, and medical facilities • Will provide a green, open environment along with a diverse range of smart services
Southern Tosu Cross Park (Industrial Park)	Tosu City, Saga Prefecture	Fiscal 2027: Development permission expected Fiscal 2030: Site preparation completion expected	Site area: Approx. 34 ha	<ul style="list-style-type: none"> • Joint project with Tokyu Land Corporation, JDC Corporation, Marubeni Corporation, and us • Aiming to attract manufacturers and build an industrial park with logistics facilities, etc.
Kasuya-machi Nakabaru Higashi / Shime-machi Befu Land Readjustment Project	Kasuya and Shime, Kasuya-gun, Fukuoka Prefecture	Fiscal 2027: Project approval expected Fiscal 2033: Site development works completion planned	Site area: Approx. 32 ha	<ul style="list-style-type: none"> • A joint venture of Nishimatsu Construction Co., Ltd., Tokyu Land Corporation, and us has been selected as the tentative business executor • Logistics facilities, commercial facilities, housing, etc.
Asahi Breweries Hakata Plant Site	Hakata-ku, Fukuoka City	February 2026: Purchase and sale agreement concluded December 2029: Handover planned	Site area: 126,200 m ²	• Entered into a purchase and sale agreement
Logicross Misato Development	Misato City, Saitama Prefecture	August 2026: Planned completion	Site area: Approx. 54,535 m ² Total floor space: Approx. 135,040 m ²	<ul style="list-style-type: none"> • Joint project with Mitsubishi Estate, us, and Sumitomo Warehouse • Multi-tenant logistics facility • Dry warehouses, hazardous material warehouses
LOGI STATION Tosu II Development	Tosu City, Saga Prefecture	February 2028: Planned completion	Site area: Approx. 21,649 m ² Total floor space: Approx. 21,254 m ²	<ul style="list-style-type: none"> • Multi-tenant logistics facility • Dry warehouses, hazardous material warehouses

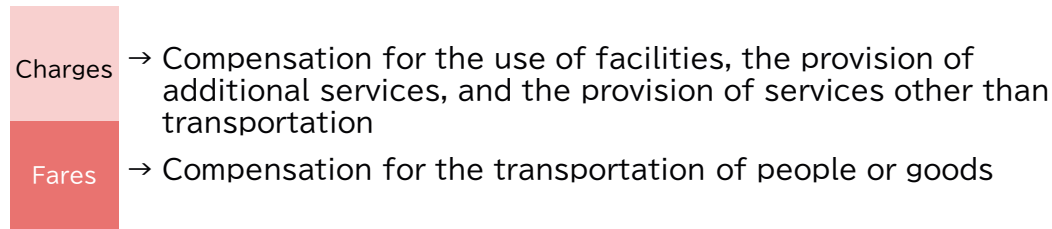
Note: Schedules are subject to change

Rail Fares and Charges in the Railway Business

- In April 2025, we implemented a revision of rail fares and charges for the first time in 29 years.
- Recognizing that it will become difficult to operate a sustainable railway business unless the cost increase caused by changes in the external environment can be passed on quickly to price, we will continue to request the government to implement a flexible and simple system, such as notifying Shinkansen limited express charges and introducing a system to respond to inflation at an appropriate time.

Overview of rail fares and charges

Breakdown of rail fares and charges



Procedures for establishing and adjusting rail fares/ charges

- Establishing/ adjusting the upper limit for fares and Shinkansen express charges requires 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 notifying 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.

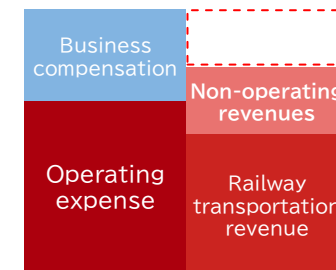
Percentage Revisions and Rates of Increase from Revisions to Rail Fares and Charges Introduced in April 2025

Overall rail fares and charges:
percentage revision of 15.0%, rate of increase of 11.4%
increased revenues: ¥16.0 billion (Average for 25-27)

- Regular rail fares:
percentage revision of 14.6%, rate of increase 11.5%
- Commuter rail fares:
percentage revision of 25.8%, rate of increase of 18.6%
-Work commuter passes:
percentage revision of 30.3%, rate of increase of 22.4%
-School commuter passes:
percentage revision of 16.0%, rate of increase of 9.9%
- Shinkansen express charge:
percentage revision of 12.4%, rate of increase of 9.9%

Note: The rate of increase reflects a percentage revision that takes into account a certain level of reduced usage due to fare hikes.

If examination standards are met (illustration)



Expense > Revenue

(Reference) MLIT website

Monthly Information and Revise Rail Fares and Charges

Monthly Information

P: Preliminary figures (%)

Fiscal 2025/Fiscal 2024	Trend of Handling Revenues			Sum Total	④ Kyushu Shinkansen Usage Status (Hakata—Kumamoto)
	① Commuter Pass Revenue	② Short Distance	③ Medium-to- Long Distance		

Trend of Handling Revenues

Revenue from tickets sold at JR Kyushu stations, through online JR Kyushu train reservation, and at travel agencies. The "Railway Transportation Revenue" on the income statement is calculated after settlement with other JR companies and travel agencies, based on trend of handling revenues.

①Commuter Pass Revenue

Revenue from work and school commuter passes. Percentage revision is 25.8%, and rate of increase is 18.6%(work and school total). Due to the impact of the pre-purchases, the monthly figures are expected to remain below percentage revision and rate of increase for the time being.

②Non-Commuter Short Distance

Among non-commuter pass revenue, that from tickets within a distance of 50 km (including IC cards, etc.) . Percentage revision is 14.6%, and rate of increase is 11.5% (non-commuter).

③ Non-Commuter Medium-to-Long Distance

Among non-commuter pass revenue, that from tickets excluding short distance. That also includes tickets sold in our company for other JR companies' sections. Percentage revision for non-commuter is 14.6%, and for charges is 8.0%. Rate of increase for non-commuter is 11.5%, and for charges is 6.5%. Since fare and charge revisions have not been implemented in other service areas as of now, the monthly figures are expected to remain below percentage revision.

④Kyushu Shinkansen Usage Status (Hakata – Kumamoto)

The average daily number of passengers in the section.
Figures in brackets () are comparison with those for the same month in FY2019/3.

Revise Rail Fares And Charges (Material from July 2024)

	Upper limit of Fares or Charges (%)	
	Percentage revision	Rate of increase
Non-Commuter ②・③	14.6	11.5
① Commuter	Work commuter passes	22.4
	School commuter passes	9.9
	Total	18.6
Charges ③	8.0	6.5
(Shinkansen express charges)	12.4	9.9
Total	15.0	11.4

The rate of increase is calculated by taking into account a certain decrease in usage due to the revise of rail fares and charges from percentage revision.

Percentage Revision 15.0%

Rate of Increase 11.4%

Increased Revenues

¥16.0billion (three-year average for FY2026/3 to FY2028/3)

①Commuter Pass Revenue

Commuter

Percentage revision 25.8%

Rate of increase 18.6%

②Short Distance

Non-Commuter

Percentage revision 14.6%

Rate of increase 11.5%

③Medium-to-Long Distance

(composed of non-commuter and charges)

Non-commuter

Percentage revision 14.6%

Rate of increase 11.5%

Charges

Percentage revision 8.0%

Rate of increase 6.5%

Engagement with Shareholders and Investors in FY26.3

Overview of activities

For institutional investors and analysts:

Earnings briefings, IR Day, small meetings, site visits, and one-on-one meetings

For individual investors:

Company briefings, shareholder events, shareholder newsletters, and shareholder surveys

Feedback to the Board of Directors Number of reports: 8

Key initiatives implemented based on feedback:

- Site visits and interviews at Group companies conducted by members, primarily outside directors
- Establishment of the Risk Management Promotion Office
- Disclosure of the CEO succession plan
- Disclosure based on TNFD recommendations
- Enhancement of the integrated report

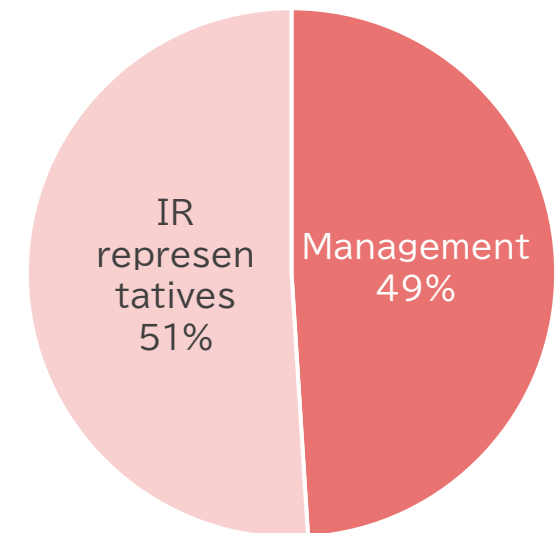
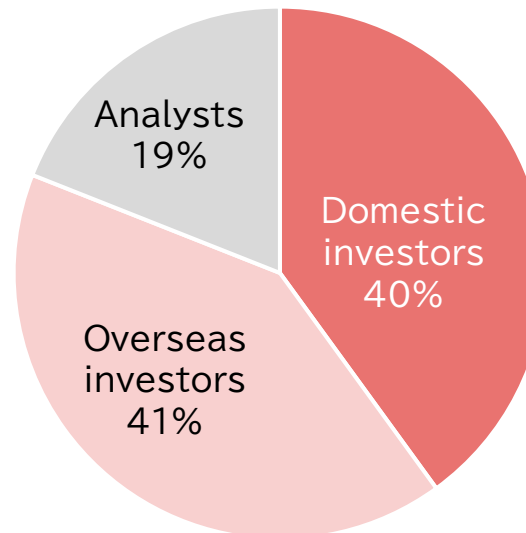
Engagement results

Participants:

President, CFO, Representative Director & Senior Managing Executive Officer, Outside Directors, Directors & Managing Executive Officers, IR Manager

Opportunities for engagement with individual investors:
12

Number of meetings with institutional investors and analysts:
300



Governance Enhancement Measures and Implementation Status in the JR Kyushu Group in Light of the JR Kyushu Jet Ferry Incident (1)

Item		Checkpoints	Status	Implementation Status and Scheduled Actions
Appointment of officer in charge of safety and holding of regular safety meetings	Appointment of officer in charge of safety	Appointment status of safety officer	Initiated	In July 2025, confirmation completed that all Group companies have appointed an officer in charge of safety.
	Holding of regular safety meetings	Status of regular safety meetings	Initiated	Confirmation completed that all Group companies are holding monthly regular safety meetings in FY2025.
Strengthening of management structure	Monitoring by the supervising department of companies involved in incidents with major social impact	Status of monitoring	Initiated	Monitoring meetings for JR Kyushu Jet Ferry held monthly from December 2024 through February 2025 to confirm progress on countermeasures. Monitoring meetings concluded following withdrawal from ferry operations. As of the end of April 2026, there are no applicable companies.
	Identification of risks at Group companies *Major risks related to business operations and safety	Identification of risks and countermeasures; confirmation of progress on countermeasures	Initiated	Confirmation completed that all Group companies have identified mid- to long-term safety-related issues and initiatives, and that the status of progress on major risks and countermeasures related to business operations has been reviewed.
	Increase in the weighting of safety in performance evaluations	Weighting setting	Initiated	In the performance evaluation of Group companies, the weighting of safety in priority initiatives have been incorporated, and confirmation has been completed that all Group companies added safety initiatives.
		Performance evaluation	Initiated	Confirmation completed of each company's self-assessment scores upon receipt of FY2025 performance evaluation sheets.
	Strengthening of audits by Audit & Supervisory Board members of Group companies	Sharing of checklists with added risk-related items	Initiated	Explanations on the content and usage were provided at the "New Audit & Supervisory Board Members Training" held in June 2025, and the FY2025 version was distributed and explained at the JR Kyushu Group Audit & Supervisory Board Members Meeting held in July 2025. The FY2026 version is scheduled to be distributed at the same meeting, along with explanations of changes from the previous year, to all Group company Audit & Supervisory Board members.
		Implementation of on-site audits using the above checklist	Initiated	In July 2025, checklists were collected from Audit & Supervisory Board members. The results were shared with all Group company Audit & Supervisory Board members at the JR Kyushu Group Audit & Supervisory Board Members Meeting held in the same month. In FY2026, audits will also be conducted by each Audit & Supervisory Board member using the FY2026 version of the checklist to be distributed at the same meeting.
	Group audits by the Company's Audit Department	Implementation of Group audits focusing on safety-related items	Initiated	Audits were conducted on the implementation status of regular safety meetings and the effectiveness of their content. It was confirmed that all companies engaged in active discussions, including setting safety-related topics tailored to their respective operations as agenda items. In FY2026, verification of each company's initiatives to ensure safety will continue to be treated as a key audit item.

Governance Enhancement Measures and Implementation Status in the JR Kyushu Group in Light of the JR Kyushu Jet Ferry Incident (2)

Item		Checkpoints	Status	Implementation Status and Scheduled Actions
Enhancing awareness and skills of executives	Holding JR Kyushu Group Safety Promotion Conference	Annual holding of JR Kyushu Group Safety Promotion Conference	Initiated	In July and December 2025, the JR Kyushu Group Safety Promotion Conference was held, and the status of implementation of governance enhancement measures for Group companies, as well as incidents of legal violations occurring at Group companies, were shared across the Group.
	Raising compliance awareness among Group company executives	Compliance training for company presidents	Initiated	From July to August 2025, training on the Companies Act, etc., was provided to all full-time directors of JR Kyushu and its Group companies (including sub-subsidiaries). From July to August 2026, training on the Antimonopoly Act by an external lecturer is scheduled for all directors of JR Kyushu and its Group companies (including subsidiaries).
		Training on the Companies Act, etc., for new executives	Initiated	From July to August 2025, training on the Companies Act, etc., was provided to all full-time directors of JR Kyushu and its Group companies (including subsidiaries). Participation in executive seminars hosted by the Kyushu Productivity Center, scheduled for August to October 2026, will also be requested.
		Management training for executives	Initiated	In September 2025, management training was provided for executives of Group companies. Similar training is scheduled to be conducted in the first half of FY2026.
	Enhancing skills of corporate auditors at Group companies	Practical lectures by external instructors using examples of scandals	Initiated	In December 2025, at the JR Kyushu Group Audit & Supervisory Board Members Meeting, a lecture by an external instructor was conducted for corporate auditors of Group companies (including subsidiaries).
		Participation of new auditors in external training	Initiated	Starting in FY2025, collective training by internal and external lecturers was provided for new corporate auditors of Group companies (April 8 and June 17 for basic sessions; June 18 and 19 for practical sessions), thereby enhancing auditor skills.
Thorough communication and revision of whistleblower system	Communicating awareness of the whistleblower system	Initiated	Corporate ethics e-learning was conducted for all employees of the Company from July to September 2025. Educational materials were also provided to Group companies, and they were requested to conduct training for their employees. The same e-learning is scheduled to be conducted during the same period in FY2026, and Group companies will be requested to provide training not only to employees but also to executives.	
	Establishing an external contact point for whistleblowing	Initiated	On February 10, 2025, a new Corporate Ethics Hotline was established and began operation. *FY2025 consultation results: Total number of consultations: 205 (JR Kyushu: 82; Group companies: 117; Unknown: 6) Average monthly consultations: Old contact point: 7.2/month → New contact point: 17.2/month (Breakdown: JR Kyushu 3.1 → 6.8; Group companies 4.1 → 10.1)	
Strengthening of management oversight by JR Kyushu	Understanding the actual conditions of Group companies	Initiated	Part-time directors of Group companies participated in on-site board meetings and conducted site visits and exchanges of views with employees, thereby gaining an understanding of actual business conditions. In April 2026, the Risk Management Promotion Office was established within the Administration Department to strengthen governance across the entire Group. Furthermore, safety officers have been designated in each department responsible for managing Group companies to provide support and guidance.	



Forward-Looking Statements

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

These statements are judgments made by the Company based on information, projections, and assumptions available at the time of the materials' creation.

Accordingly, please be advised that actual operating results could greatly differ from the contents of the materials due to the economic situation inside and outside Japan and the economic situation in Kyushu; real estate market conditions; the progress of respective projects; changes in laws and regulations; and a wide range of other risk factors.

IR materials can be viewed on our corporate website:
https://www.jrkyushu.co.jp/company/ir_eng/library/earnings/