

June 23, 2026
Kyushu Railway Company
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The following is information on the status of corporate governance at Kyushu Railway Company (hereinafter, “the Company”).

I. Basic Corporate Governance Policies and Basic Information on Capital Structure and Corporate Attributes

1. Basic Approach

- (1) To fulfill its mission of “Prioritizing safety, we put our customers first and create stable daily life, as well as exciting moments,” the JR Kyushu Group strive to bring energy to everyone involved with the Group.
- (2) In order to realize the Group’s management philosophy, the Company aims to be a corporation in which customers, local community members, business partners, employees and their families, and shareholders can have lasting trust. To this end, the Company is establishing and improving frameworks and systems for decisive and prompt decision making as well as appropriate disclosure of information, while guaranteeing transparency and fairness in management. The Company is also further enhancing its efforts in corporate governance to realize continuous growth and long-term improvement in corporate value. Furthermore, the Company has established the Kyushu Railway Company Basic Corporate Governance Policy to serve as a basic approach and application guideline for its corporate governance.

Reasons for Not Implementing Each Principle of Japan’s Corporate Governance Code

The Company has implemented all principles of Japan’s Corporate Governance Code announced on June 11, 2021.

Disclosure Based on Each Principle of Japan’s Corporate Governance Code

Principle 1-4: Cross-Shareholdings

(Basic approach to the holding and reduction of cross-shareholdings)

In cases where it is judged that they contribute to increases in corporate value over the medium to long term from such perspectives as ongoing business operations, or the expansion of earnings through the strengthening of business alliances and relationships, the Company engages in cross-shareholdings, but we work toward an overall reduction of cross-shareholdings from the perspective of improving capital efficiency, among other factors.

(Assessing the suitability of cross-shareholdings)

On an annual basis, the Board of Directors scrutinizes and verifies whether or not to hold individual cross-shareholdings by comprehensively considering whether the purpose of maintaining the holdings is appropriate in light of the management philosophy and other important items, whether gains associated with the holdings cover the Company’s cost of capital, and other matters.

Furthermore, in FY2025, at a meeting held in October 2025, the Board of Directors conducted assessments of whether to hold individual cross-shareholdings based on the above policy.

(Exercising voting rights)

With respect to exercising voting rights of its cross-shareholdings, the Company casts opposing votes when there are concerns regarding corporate governance, and otherwise exercises its voting rights upon giving consideration as to whether or not a proposal will contribute to enabling growth of the entity concerned, improving its corporate value, or otherwise.

(Sales of the Company shares)

Where a partner company holding the Company's shares as cross-shareholdings expresses a desire to sell those shares, the Company will not allow preventing the sale of those shares, such as by implying that it will reduce trading with the partner company.

Principle 1-7: Transactions between Related Parties

In the event a transaction occurs, or the potential of a transaction may occur, between the Company and its officers or key shareholders (shareholders who own more than 10% of total voting rights), the transaction is closely monitored through procedures that involve the prior approval of the Board of Directors to ensure that the common interests and rights of the Company and its shareholders are not jeopardized. Furthermore, the Company conducts surveys of the directors every year in regard to the occurrence of transactions with related parties in an effort to manage and monitor such transactions.

Supplementary Principle 2-4 (1)

The JR Kyushu Group recognizes that in order to continue to grow and evolve in the future, it is important to create a company where each and every employee with diverse values can feel fulfilled in their work, maximize their abilities, and grow. The Company will promote business operations that make the most of the diversity of its employees through measures and initiatives based on one of the pillars of its personnel strategy: "Create a culture and system that allows individuals to utilize their values and abilities."

With regard to the appointment of female managers: to form a foundation of female employees, in addition to setting a target every year the percentage of new female employees 30% or more annually, we are working to improve retention rates. Furthermore, we will measure the progress of appointment and promotion by metrics such as the percentage* of female employees in managerial positions among those who have been with the Company for 15 years or more (*including those who would have reached 15 years of service had they not resigned). As of April 1, 2026, the percentage of female employees in managerial positions among female employees who have been with the Company for 15 years or more is 16.5%, exceeding the same percentage for male employees.

With regard to mid-career recruitment, the Company conducts recruitment for management departments throughout the Company as well as the railway operations department and business development department, and 15 of those recruited employees are serving as managerial positions as of April 1, 2026. Furthermore, concerning recruitment of foreign employees, the Company conducts recruitment of new hires and mid-career recruitment, as well as appoints employees to employees in management. Two of those employees are in a managerial position as of April 1, 2026.

The Company continuously carries out appointment of foreign employees and mid-career employees to managerial positions.

The details of the Human Resources Development Policy and the Internal Environment Development Policy are disclosed in the Integrated Report.

Principle 2-6: Roles of Corporate Pension Funds as Asset Owners

Not applicable because the Company has not adopted a corporate pension fund plan.

Principle 3-1: Enhancement of Information Disclosure

- (i) The Company's management philosophy and other important items have been determined in the JR Kyushu Group Medium-Term Business Plan 2025-2027 and disclosed on the Company's corporate website.
- (ii) The Company's basic approach to corporate governance is as stated in Part I.1. of this report, entitled "Basic Approach."
- (iii) This is how remuneration for Directors is determined. Basic remuneration, at the fixed amount, is determined at a level commensurate with their role and responsibilities, and remuneration linked to business performance (monetary remuneration and stock compensation) has a structure that takes into account Directors' motivation for improving business performance and corporate value. The details are as listed under "Director Compensation" in the "Policy for Determining Compensation Level and Calculation Methods" section of Part II.1. "Items Related to Institutional Organization, Organizational Management, Etc." of this report.
- (iv) When nominating directors, considering factors such as reports made by the Nomination and Compensation Advisory Committee, the Board of Directors decides on candidates based on a selection standard determined by the Board of Directors, such that values a high level of ethics, personality, character and management ability. The Board of Directors makes a proposal to a General Meeting of Shareholders regarding the dismissal of a director, after considering factors such as reports made by the Nomination and Compensation Advisory Committee, and deliberating on the matter, if such director ceases to satisfy the aforementioned selection standard, or if corporate value has become significantly impaired as a result of such director having exercised negligence with respect to his or her professional duties, or if circumstances are such that would constitute grounds for disqualification otherwise. Approval of the Audit and Supervisory Committee is to be obtained prior to determining a candidate for director who is an Audit and Supervisory Committee member.

Furthermore, the nomination of a president is decided at a meeting of the Board of Directors based on the "President Succession Plan" and the report of the Nomination and Compensation Advisory Committee. The "President Succession Plan" is decided at a meeting of the Board of Directors after considering factors such as the deliberation of the Nomination and Compensation Advisory Committee. At the time of nomination, the nominee is selected from a pool of candidate personnel based on the qualities that the President must embody and the human resources requirements.
- (v) When appointing, dismissing or nominating a director, the Company explains the individual reasons for such appointment, dismissal or nomination.

Supplementary Principle 3-1 (3)

The Group presents its Value Creation Story in the Integrated Report, carries out business management based on management resources, such as human capital, and management strategies for the Value Creation Process, and discloses the relation between the value and impacts created as a result.

In terms of climate change and nature-related matters, the Company has expressed its policy for environmentally harmonious business development, including the aim to achieve virtually zero CO₂ emissions by 2050, in the JR Kyushu Group Environmental Vision 2050 to contribute to the Group's growth and the realization of a sustainable society. Additionally, the Group has expressed its support for the TCFD and TNFD recommendations and is conducting analysis and information disclosure in line with these recommendations.

Supplementary Principle 4-1 (1)

By taking decisions related to management at the Board of Directors, and decisions related to business execution at the Executive Committee, the Company seeks to strengthen the supervisory function and speed up decision making through the separation of the roles of management and business execution.

The Board of Directors decides on important items such as those stipulated by laws and regulations and the Articles of Incorporation, including the Regulations of the Board of Directors. Decision making on other items related to business execution is conducted by the Executive Committee. Furthermore, in accordance with the Guidelines on Administrative Authorities, authority related to day-to-day business execution is given to the relevant corporate officers as well as the heads of each department.

Principle 4-9: Independence Evaluation Criteria and Qualifications for Independent Outside Directors

The independence evaluation criteria and the qualifications for independent outside directors are listed under “Other Items Related to Independent Officers” in the “Independent Officers” section of Part II.1. of this report, entitled “Items Related to Institutional Organization, Organizational Management, Etc.”

Supplementary Principle 4-10 (1)

When determining director candidates, considering factors such as reports made by the Nomination and Compensation Advisory Committee, the Board of Directors decides on candidates based on a selection standard determined by the Board of Directors, such that values a high level of ethics, personality, character and management ability.

When determining remuneration for Directors (excluding directors who are Audit and Supervisory Committee members), the Nomination and Compensation Advisory Committee delegated by the Board of Directors determine remuneration within the total value limits imposed by the resolution of the General Meeting of Shareholders. The reason for delegating authority is to ensure transparency and objectivity on the determination of remuneration.

Supplementary Principle 4-11 (1)

The Company’s Board of Directors determines a diverse range of director candidates with varying expertise and experience, while considering the notion of striking a balance in the Board of Directors overall, and accordingly aims to develop an optimal workforce capable of effectively and efficiently carrying out such functions. Currently, it comprises inside directors who are well versed in the activities of each business division as well as a number of outside directors who offer advice based on their wide range of expertise and, from an independent standpoint, provide monitoring and supervisory functions in a highly effective manner.

Supplementary Principle 4-11 (2)

The Company limits the number of companies at which directors serve concurrent roles to the extent reasonable. In addition, the Company discloses important information on those serving concurrent roles in its Business Report. Also, the details are as listed under “Relationship with the Company (2)” in the “Directors” section of Part II.1. “Items Related to Institutional Organization, Organizational Management, Etc.” of this report.

Supplementary Principle 4-11 (3)

Disclosures based on this item are included in “Overview of the Results of Evaluation of the Effectiveness of the Board of Directors and Future Initiatives” in the latter half of this report.

Supplementary Principle 4-14 (2)

The Company implements training for all of its directors related to the Companies Act and other laws. This training is provided by attorneys and other outside specialists. Additionally, we provide business briefings and on-site tours for outside directors, carrying out initiatives that contribute to increasing their understanding of the Company’s business.

Principle 5-1: Policy for Constructive Dialogue with Shareholders

The Company treats dialogue with shareholders with the utmost seriousness. Opinions obtained in this way are shared as appropriate with the Board of Directors, and are thus

used for the purpose of achieving sustainable growth and increases in corporate value over the medium to long term.

The departments responsible for engaging in shareholder dialogue are the Strategy Management Department of the Corporate Planning Headquarters and the Administration Department. The Chief Financial Officer provides supervision for this dialogue. In addition, these departments provide reports to the Board of Directors, etc., and share opinions with related departments, so as to share the content of dialogue with shareholders in an appropriate manner.

The Company decides on the individual members who will engage in shareholder dialogue based on shareholder requests. As a general rule, directors will also be present during these dialogues.

In regard to the methods in which the Company uses to engage in dialogue with its shareholders, the Company holds financial results presentations and discloses the contents of these presentations on its corporate websites. In addition, the Company carries out other methods for dialogue, such as private meetings.

When engaging in dialogue with its shareholders, the Company makes concerted efforts to prevent insider transactions in accordance with internal regulations related to information management and appropriate disclosure.

Activities, etc. related to dialogue with shareholders

Details on activities, etc. related to dialogue with shareholders are described in “2. Status of IR Activities” of this report and in the Integrated Report posted on the Company’s website. (http://www.jrkyushu.co.jp/company/ir_eng/)

Action to implement management that is conscious of cost of capital and share price

[Content of Disclosure]

Disclosure of Initiatives (Update)

[Availability of English Disclosure]

Available

[Date of Disclosure Update]

May 12, 2026

[Explanation of Actions]

The Company has commenced the “JR Kyushu Group Medium-Term Business Plan 2025-2027,” its three-year plan from April 1, 2025 to March 31, 2028. In addition to the key strategies, the Company has established policies for cash allocation and balance sheet management. The plan sets numerical targets for FY2027 (fiscal year ending March 31, 2028), including those for operating revenue, operating income, EBITDA, and ROE.

(JR Kyushu Group Medium-Term Business Plan 2025-2027

https://www.jrkyushu.co.jp/company/ir_eng/policy/plan/)

To enhance shareholder value, in addition to providing long-term stable shareholder returns, the Company believes it is important to expand the equity spread through maintaining and improving ROE and reducing the cost of shareholder equity.

Regarding capital profitability, the Company will work towards achieving the target ROE of approximately 10% for FY2027 by focusing on the growth and efficiency improvement of existing businesses, the creation of new businesses, timely and appropriate portfolio reviews, leveraging debt, and controlling equity. Although the CAPM level is currently on a downward trend due to a decrease in the beta value, the Company recognizes that the cost of shareholder equity is in the mid-5% to mid-7% range, taking into account the price-earnings ratio and other factors, and will carry out appropriate investments accordingly.

The Company reports its numerical targets and its status of progress and specific initiatives, etc. aimed at achieving those numerical targets at financial results presentations and other such sessions.

2. Capital Structure

Ratio of foreign investors	More than 20% less than 30%
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Major Shareholders

Name	Number of shares held (shares)	Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	19,794,600	12.80
JP MORGAN CHASE BANK 385642	6,456,825	4.18
Custody Bank of Japan, Ltd. (Trust Account)	5,796,800	3.75
THE CHASE MANHATTAN BANK, N.A. LONDON SECS LENDING OMNIBUS ACCOUNT	3,978,300	2.57
TAIYO LIFE INSURANCE COMPANY	3,200,000	2.07
JPMorgan Securities Japan Co., Ltd.	2,893,365	1.87
Custody Bank of Japan, Ltd. (Trust Account 4)	2,469,700	1.60
Nippon Life Insurance Company	2,346,000	1.52
Meiji Yasuda Life Insurance Company	2,296,000	1.48
STATE STREET BANK AND TRUST COMPANY 505001	2,270,428	1.47

Controlling shareholder (except for Parent company)	—
Parent company	None

Supplementary Information

Major shareholders are as listed in the current register of shareholders as of March 31, 2026.

3. Company Attributes

Listed stock market and market section	Tokyo Stock Exchange, Prime Market; Fukuoka: existing market
Fiscal year-end	March
Industry classification	Road & Rail Transportation
Number of employees (consolidated) as of the end of the most recent fiscal year	Over 1,000
Operating revenues (consolidated) as of the end of the most recent fiscal year	¥100 billion–¥1 trillion
Number of subsidiaries (consolidated) as of the end of the most recent fiscal year	More than 50 but less than 100

4. Index of Policies for the Protection of Minority Shareholders Related to Transactions with Controlling Shareholders

N/A

5. Other Special Circumstances That Significantly Affect Corporate Governance

N/A

II. The Status of Business Management Systems for Managerial Decision Making, Execution, and Supervision, and Other Corporate Governance Systems

1. Items Related to Institutional Organization, Organizational Management, Etc.

Organizational structure	Company with audit and supervisory committee
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Directors

Statutory number of directors	17
Statutory term of office for directors	1 year
Chair of Board of Directors	Chairman
Number of directors	15
Appointment status of outside directors	Appointed
Number of outside directors	8
Number of independent outside directors	8

Relationship with the Company (1)

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Hitomi Yamamoto	Former member of another company								△			
Takashi Tanaka	Former member of another company											
Hiroshi Ogasawara	Former member of another company							○				
Kiyotaka Fujibayashi	Former member of another company							△				
Hiroko Ozawa	Former member of another company											
Satoyuki Hayakawa	Other											
Hiroshi Fujita	Tax Accountant											
Tomoko Ogami	Attorney											

* Categories for “Relationship with the Company”

* “○” indicates that the director currently falls under the category, or did so recently, and “△” indicates that the director fell under the category in the past.

* “●” indicates that a close relation falls under the category, or did so recently, and “▲” indicates that a close relation fell under the category in the past.

a. Executive of a listed company or a subsidiary thereof

b. Executive or non-managing director of the parent of a listed company

c. Executive of a fellow subsidiary of a listed company

d. Party or company executive who establishes a listed company as its primary client

e. Principal client of a listed company or an executing person thereof

f. Consultant, accountant, or legal expert receiving considerable cash and other assets other than directors’ compensation from a listed company

g. Principal shareholder of a listed company (where said principal shareholder is a corporation, an executive of said corporation)

h. Executive (directors themselves only) of a listed client company (where d, e, and f do not apply)

- i. Executive (directors themselves only) of a company that has a relationship involving cross-assumption of office of outside directors
- j. Executive (directors themselves only) who receives contributions from a listed company
- k. Other

Relationship with the Company (2)

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Hitomi Yamamoto		Yes	<p>(Important information on concurrent post(s)) Part-time Advisor, ANA Strategic Research Institute Co., Ltd. Outside Audit and Supervisory Board Member, West Nippon Expressway Company Limited (scheduled to retire in late June 2026) *Outside Director and Audit and Supervisory Committee Member, Suzumo Machinery Co., Ltd. (scheduled to be appointed in late June 2026)</p> <p>Although the Company has a business relationship with ALL NIPPON AIRWAYS CO., LTD. including payment of travel fares, the monetary value of such transactions are within the scope of the independence criteria set by the Company. In addition, although the Company has a business relationship with West Nippon Expressway Company Limited including contracting of construction work, the monetary value of such transactions are within the scope of</p>	<p>Ms. Yamamoto was appointed in anticipation that she will perform the functions of supervision and monitoring of the Company's management and perform a checking function over it based on her perspective informed by her in-depth insight and knowledge relating to services, safety, diversity, crisis management and human resources strategies that she has accumulated throughout her career after joining ALL NIPPON AIRWAYS CO., LTD. In addition, it has been determined that Ms. Yamamoto is sufficiently independent of the Company due to the fact that she fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders should arise. Her appointment also reflects the Company's belief that she will supervise its management from an independent perspective.</p>

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
			the independence criteria set by the Company.	

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Takashi Tanaka		Yes	(Important information on concurrent post(s)) Executive Adviser, TOYO TEC CO., Ltd Adviser, KANSAI UNITE PROTECTION CO. LTD	Mr. Tanaka was appointed in anticipation that he will perform the functions of supervision and monitoring of the Company's management and perform a checking function over it based on his perspective informed by his experience and knowledge as an expert in safety, finance, IT/DX and management, which he has accumulated throughout his career in management at Resona Trust & Banking Co., Ltd. (current Resona Bank, Limited) and TOYO TEC CO., Ltd. In addition, it has been determined that Mr. Tanaka is sufficiently independent of the Company due to the fact that he fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders should arise. His appointment also reflects the Company's belief that he will supervise its management from an independent perspective.

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Hiroshi Ogasawara		Yes	<p>(Important information on concurrent post(s)) Representative Director and Chairman of the Board; President, YASKAWA Electric Corporation External Director, Tokyo Century Corporation Chair, Fukuoka Association of Corporate Executives</p> <p>Although the Company has a business relationship with YASKAWA Electric Corporation including real estate lease, the monetary value of such transactions are within the scope of the independence criteria set by the Company. In addition he concurrently serves as Chair of the Fukuoka Association of Corporate Executives, and although the Company has a business relationship with the said association, including payment of membership fees, the monetary value of such transactions are within the scope of the independence criteria set by the Company.</p>	<p>Mr. Ogasawara was appointed in anticipation that he will perform the functions of supervision and monitoring of the Company's management and perform a checking function over it based on his perspective informed by his experience and knowledge as an expert in IT/DX, human resources strategies and management, which he has accumulated throughout his career after joining YASKAWA Electric Manufacturing Co., Ltd. (current YASKAWA Electric Corporation). In addition, it has been determined that Mr. Ogasawara is sufficiently independent of the Company due to the fact that he fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders should arise. His appointment also reflects the Company's belief that he will supervise its management from an independent perspective.</p>

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Kiyotaka Fujibayashi		Yes	<p>(Important information on concurrent post(s)) Advisor, Mitsui Fudosan Co., Ltd.</p> <p>Although the Company has a business relationship with Mitsui Fudosan Co., Ltd. related to real estate, the monetary value of such transactions are within the scope of the independence criteria set by the Company.</p>	<p>Mr. Fujibayashi was appointed in anticipation that he will perform the functions of supervision and monitoring of the Company's management and perform a checking function over it based on his perspective informed by his experience and knowledge as an expert in real estate strategies and management, which he has accumulated throughout his career in real estate business and management at Mitsui Fudosan Co., Ltd. and Mitsui Fudosan Residential Co., Ltd. In addition, it has been determined that Mr. Fujibayashi is sufficiently independent of the Company due to the fact that he fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders should arise. His appointment also reflects the Company's belief that he will supervise its management from an independent perspective.</p>

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Hiroko Ozawa		Yes	<p>(Important information on concurrent post(s)) Outside Director, PR TIMES Corporation Outside Director, SUNCALL CORPORATION</p> <p>Although the Company has a business relationship with PR TIMES Corporation, including press release distribution service, the monetary value of such transactions are within the scope of the independence criteria set by the Company.</p>	<p>Ms. Ozawa was engaged in management and brand management in the Sony Group companies and a company invested by Sony Pictures Entertainment (Japan) Inc., and she also actively holds seminars and other events on human resources development and diversity. She was appointed in anticipation that she will perform the functions of supervision and monitoring of the Company's management and perform a checking function over it based on her perspective informed by her experience and knowledge relating to corporate management, sustainability, diversity promotion, etc. that she has accumulated throughout her career. In addition, it has been determined that Ms. Ozawa is sufficiently independent of the Company due to the fact that she fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders</p>

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
				should arise. Her appointment also reflects the Company's belief that she will supervise its management from an independent perspective.

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Satoyuki Hayakawa	Yes	Yes	-	<p>Mr. Hayakawa was appointed in anticipation that he will leverage his wealth of experience and broad insight gained through long-time engagement in police administration to supervise the Company's management and perform a checking from an independent standpoint. In addition, it has been determined that Mr. Hayakawa is sufficiently independent of the Company due to the fact that he fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders should arise. His appointment also reflects the Company's belief that he will supervise its management from an independent perspective.</p>

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Hiromi Fujita	Yes	Yes	(Important information on concurrent post(s)) Representative Partner, Sakura Yuwa Partners Tax Accountants' Corporation	Ms. Fujita was appointed in anticipation that she will leverage her wide range of experience and knowledge gained as a tax accountant to monitor the business execution of the Company's directors from an independent standpoint and from the perspective of a tax expert. In addition, it has been determined that Ms. Fujita is sufficiently independent of the Company due to the fact that she fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders should arise. Her appointment also reflects the Company's belief that she will supervise its management from an independent perspective.

Name	Audit and Supervisory Committee member	Independent director	Supplementary explanation on compatibility	Reason for appointment
Tomoko Ogami	Yes	Yes	(Important information on concurrent post(s)) Lawyer, Kunitake Comprehensive Law Firm	Ms. Ogami was appointed in anticipation that she will leverage her wide range of experience and knowledge gained as an attorney to monitor the business execution of the Company's directors from an independent standpoint and from the perspective of a legal expert. In addition, it has been determined that Ms. Ogami is sufficiently independent of the Company due to the fact that she fulfills the requirements for independent directors as defined by the Tokyo Stock Exchange as well as the Company's independence evaluation criteria for outside officers, and therefore no conflict of interest with general shareholders should arise. Her appointment also reflects the Company's belief that she will supervise its management from an independent perspective.

Audit and Supervisory Committee

Member Composition and Chairman Attributes

	Total members	Full-time members	Inside directors	Outside directors	Chair
Audit and Supervisory Committee	4	2	1	3	Outside director

Directors and employees who are to assist with the duties of the Audit and Supervisory Committee	Yes
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Items Related to Independence from Executive Directors of Such Directors and Employees

Employees of the Audit and Supervisory Committee Office that receive necessary instructions for Audit and Supervisory Committee duties from Audit and Supervisory Committee members of the Company will not receive guidance from directors (excluding directors who are Audit and Supervisory Committee members) with regard to those instructions.

Collaboration between Audit and Supervisory Committee, Accounting Auditor, and Internal Audit Department

The Audit and Supervisory Committee, the accounting auditor, and the Internal Audit Department hold meetings on a regular basis where information is exchanged regarding audit plans, methods, and results. In addition, important information and opinions are exchanged between the Audit and Supervisory Committee, the accounting auditor, and the Internal Audit Department, when necessary, in an effort to enhance the depth of mutual audits.

Voluntary Committees

Establishment of voluntary committees that correspond with the Nomination Committee and the Compensation Committee	Yes
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Establishment of Voluntary Committee, Member Composition, and Chairman Attributes

Voluntary Committee Corresponding with the Nomination Committee

Committee name			Nomination and Compensation Advisory Committee			
Total members	Full-time members	Inside directors	Outside directors	Outside experts	Others	Chair
6	1	1	5	0	0	Outside director

Voluntary Committee Corresponding with the Compensation Committee

Committee name			Nomination and Compensation Advisory Committee			
Total members	Full-time members	Inside directors	Outside directors	Outside experts	Others	Chair
6	1	1	5	0	0	Outside director

Supplementary Information

The Nomination and Compensation Advisory Committee was established in March 2019 to take over the duties of the previous Compensation Advisory Committee, with the objective of planning the further enhancement of corporate governance, and improving the objectivity and transparency of procedures related to the nomination and

compensation, etc. of directors. The Committee deliberates the following themes, and functions as the equivalent of both nomination committee and compensation committee.

<Principal themes for deliberation>

- Policy for selecting directors, and selection proposals
- Proposals for selecting senior corporate officers
- Progress in relation to succession plan
- Compensation systems for officers (policies for deciding compensation, reasonableness of the level and composition of compensation)
- Skillset for directors

Independent Officers

Number of independent officers	8
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Other Items Related to Independent Officers

Independence Evaluation Criteria for Outside Officers

Outside officers shall be deemed to be independent if they do not fall under any of the following items:

- (1) a current executive director, executive officer, corporate officer, or employee (hereinafter, “executive”) of the Company or any of its subsidiaries (hereinafter, “Group companies”), or someone who has served in such a position in the past 10 fiscal years
- (2) a spouse or relative by blood or marriage within the second degree of a current executive of a Group company (to the extent such a person is deemed to be an important party), or of someone who has served in such a position in the past three fiscal years
- (3) an entity of whom the Company is a major business partner (that is, a recipient of payment from the Company in excess of 2% of said recipient’s average consolidated sales over the period of the previous three fiscal years), or, in the event such an entity is a corporation, an executive person of said corporation
- (4) a major business partner of the Company (that is, an entity that makes payments to the Company that account for over 2% of the Company’s average consolidated sales over the period of the preceding three fiscal years), or, in the event such a business partner is a corporation, an executive person of said corporation
- (5) a major lender to the Company (that is, an entity that provides loans to the Company in excess of 2% of the Company’s average consolidated assets over the period of the preceding three fiscal years), or, in the event such a lender is a corporation, an executive of said corporation
- (6) a legal expert, etc., whose remuneration received from the Company, other than officers’ compensation, exceeds ¥10 million on average per annum over the period of the preceding three fiscal years, or, if such an expert belongs to a corporation, 2% of the consolidated sales of said corporation over the same period
- (7) a director or executive of an organization that receives donations in excess of ¥10 million on average per annum from the Company over the period of the preceding three fiscal years
- (8) a major shareholder of the Company (that is, a shareholder who holds 10% or more of the total number of voting rights of the Company), or, in the event such a shareholder is a corporation, an executive of said corporation
- (9) a spouse or relative by blood or marriage within the second degree of a person who falls under any of items (3) through (8) (to the extent such a person is deemed to be an important party)
- (10) in addition to the preceding items, a person who is unable to independently perform duties as an outside director or an outside corporate auditor due to a conflict of interest with the Company or to other exceptional circumstances

Incentives

Implementation of initiatives related to providing incentives for directors	Introduction of the performance-linked share-based remuneration plan
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Supplementary Information

The Company adjusts individual compensation levels based on a director’s responsibilities and results achieved in the previous fiscal year. Remuneration for directors (excluding outside directors and directors who are Audit and Supervisory Committee members) consists of basic remuneration at the fixed amount and performance-linked remuneration. Performance-linked remuneration consists of monetary remuneration that fluctuates according to corporate performance, etc. and stock compensation.

Recipients of stock options	None
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Supplementary Information

None

Director Compensation

Disclosure of Individual Director's Compensation	Individual compensation amounts are not disclosed.
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Supplementary Information

The Company discloses total compensation paid to directors in its Business Report and Securities Report.

Policy for determining compensation level and calculation methods	Yes
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Policy for Determining Compensation Level and Calculation Methods

Policy, etc. concerning decisions on the details of remuneration, etc. for officers, etc.

The Board of Directors resolved the decision policy regarding the details of remuneration, etc. for individual officers at the meeting held on May 9, 2025. Upon the said resolution by the Board of Directors, the Board of Directors had consulted the Nomination and Compensation Advisory Committee regarding the content of the resolution and received the report of the latter's findings.

With regard to remuneration, etc. for individual officers for FY2025, the Board of Directors also confirmed that the procedure for determining the details of remuneration, etc. and such details thus determined were consistent with the decision policy at the time of the resolution and that the report from the Nomination and Compensation Advisory Committee was respected. The Board thus judged that they were in accordance with the said decision policy.

The decision policy regarding the details of remuneration, etc. for individual officers is described below.

1. Basic Policy concerning the Determination of Remuneration and the Company's View on Remuneration Level

This is how remuneration for Directors is determined. Basic remuneration, at the fixed amount, is determined at a level commensurate with their role and responsibilities, and remuneration linked to business performance (monetary remuneration and stock compensation) has a structure that takes into account Directors' motivation for improving business performance and corporate value. The amount of remuneration is determined at an appropriate level in light of surveys conducted by external specialized organizations and other information.

2. Compensation Mix

(a) Directors (Excluding Outside Directors and Directors Who Are Audit and Supervisory Committee Members)

Basic remuneration at the fixed amount and performance-linked remuneration comprise remuneration for Directors. Performance-linked remuneration consists of monetary remuneration that fluctuates according to corporate performance, etc. and stock compensation. Performance-linked remuneration functions as a short-term and long-term incentive for improving business performance and corporate value.

With regard to the performance-linked remuneration, the percentage of performance-linked remuneration to the total remuneration for Directors (excluding outside directors and Directors who are Audit and Supervisory Committee members) is set to increase when the Directors' position rises. In case of Director and President, the percentage is around 35% at standard (minimum of around 12% to maximum of around 45%), of which, performance-linked

remuneration (monetary remuneration) is around 17% (minimum of 0% to maximum of around 22%), and non-monetary performance-linked remuneration (stock compensation) is around 18% at standard (minimum of around 12% to maximum of around 23%).

The key performance indicators (KPI) used for the performance-linked remuneration (monetary remuneration) are set as consolidated operating income for each fiscal year for steadily improving results toward the goal of achieving targets set for each fiscal year.

Consolidated operating income for each fiscal year has been set as a KPI for performance-linked remuneration (share-based) in the short term. In the medium to long term, a KPI based on a rank has been set for stock compensation, comparing the Company's Total Shareholders Return (TSR) with TSR of competitors in the period of the Medium-Term Business Plan (three fiscal years). By further clarifying in this way the linkage between remuneration for executive directors, and business performance and the value of Company shares, the objective is to ensure that not only the benefits of higher share prices, but also the risks of falling share prices are shared with shareholders, thereby further strengthening the motivation for directors to contribute to improvements in business performance and corporate value over the medium to long term. Furthermore, incentives adopting employee awareness survey findings as evaluation items have been set to quantitatively assess the degree of human resources strategy realization.

Basic remuneration and performance-linked remuneration (monetary remuneration) are paid monthly during a Director's term of office, and remuneration linked to business performance (stock compensation) is paid when a Director retires. However, for retiring Directors, performance-linked remuneration (monetary remuneration) shall be paid in a lump sum at their retirement for the purpose of demonstrating maximum incentive function.

(b) Outside Directors and Directors Who Are Audit and Supervisory Committee Members

In consideration of their responsibilities, the remuneration of outside directors and directors who are Audit and Supervisory Committee members consists of basic remuneration only.

3. Limits on Officers' Compensation

The amount of remuneration for directors (excluding directors who are Audit and Supervisory Committee members) was approved to be up to ¥650 million annually (of which up to ¥120 million is for outside directors) at the 38th Annual General Meeting of Shareholders held on June 20, 2025. As of the end of the 38th Annual General Meeting of Shareholders held on June 20, 2025, the number of Directors will be 11 (including five (5) outside directors). It was resolved at the 31st Annual General Meeting of Shareholders held on June 22, 2018 that the amount of remuneration for Directors who are Audit and Supervisory Committee members be up to ¥120 million. As of the end of the 31st Annual General Meeting of Shareholders held on June 22, 2018, the number of Directors who are Audit and Supervisory Committee members is four (4) (including three (3) outside directors).

With regard to performance-linked share-based remuneration plan "Board Benefit Trust" for directors (excluding outside directors and directors who are Audit and Supervisory Committee members), it was resolved at the 35th Annual General Meeting of Shareholders held on June 23, 2022 that the Company contribute funds to the trust up to ¥600 million (¥390 million of which for Directors), apart from the above amount of remuneration, over three fiscal years as funds for the acquisition of shares to be provided in the future. As of the end of the 35th Annual General Meeting of Shareholders held on June 23, 2022, the number of Directors who are subject to this plan is six (6). The Company shall grant Directors (excluding outside directors and directors who are Audit and Supervisory Committee members) a specified number points determined upon having given consideration to factors relating to respective fiscal years such as their positions based on the Rules on Provision of

Shares to Officers, and the extent to which business performance has achieved the targets stipulated by the Medium-term Business Plan. Each point granted to the Directors, etc. shall be converted into one common share of the Company at the time of the provision of the Company's shares, etc. (provided, however, in case where the Company's shares become the subject of a share split, allotment of shares without contribution, or consolidation of shares, etc., the maximum number of points, accumulated number of points granted or the conversion rate shall be adjusted in a reasonable manner in proportion to the relevant ratio, etc.). The total number of points granted to Directors in each fiscal year shall be up to 43,000.

4. Methods of Calculating Performance-linked Remuneration

(a) Method of Calculating Performance-linked Remuneration (Monetary Remuneration) Provided to Directors

For performance-linked remuneration (monetary remuneration), 30% of basic remuneration for corporate officers shall be set as standard. Remuneration shall be provided by varying the amount of remuneration by the KPI of 0.0 to 1.5 (1.0 set as a standard) according to the degree of consolidated operating income achievement in each fiscal year.

(b) Method of Calculating Performance-linked Remuneration (Stock Compensation)

Short-term incentives in stock compensation are calculated with the use of a coefficient ranging from 0.0 to 2.0 (1.0 set as a standard) that corresponds to the degree to which the consolidated operating income target for each fiscal year is achieved. Medium- to long-term incentives are calculated with the use of KPI ranging from 0.0 to 2.0 (1.0 set as a standard) that corresponds to a rank obtained by comparing the Company's TSR with TSR of competitors in the period of the Medium-Term Business Plan (three fiscal years).

Points up to 5% of the medium- to long-term incentives explained above are added, taking into consideration employee awareness survey findings in three fiscal years from April 2025 to March 2028 (linked to the period of the Medium-Term Business Plan). Points are not subtracted in cases where no improvement is made.

The number of Company shares to be provided to each director is calculated by multiplying the number of points granted to a director by 1.0. In case where the requirements in Rules on Provision of Shares to Officers are met, for certain percentage of shares, instead of providing the Company's shares, monetary provision shall be made equivalent to the market price of the Company's shares.

5. Conditions for Providing Remuneration, etc.

For performance-linked remuneration (stock compensation), even Directors who have been granted points may not acquire the right to receive remuneration if the Directors were resolved to be dismissed at the General Meeting of Shareholders, retired due to certain misconduct during their term of office, or if they engaged in inappropriate behavior that caused damage to the Company. In addition, even for Directors who have received the Company's shares, the Company may claim, based on the resolution by the Board of Directors, that the Directors to return the economic value equivalent to the Company's shares that the Directors received if the Directors engaged in certain misconduct or inappropriate behavior that caused damage to the Company during their term of office.

6. Procedures for Determining Compensation

When determining remuneration for Directors (excluding directors who are Audit and Supervisory Committee members), the Nomination and Compensation Advisory Committee delegated by the Board of Directors determine remuneration within the total value limits imposed by the resolution of the General Meeting of Shareholders. The reason for delegating authority is to ensure transparency and objectivity on the determination of remuneration.

Remuneration for directors who are Audit and Supervisory Committee members is determined through discussion among directors who are Audit and Supervisory

Committee members, within the total value limits imposed by the resolution of the General Meeting of Shareholders.

The Nomination and Compensation Advisory Committee consists of members selected from Representative Director and outside Directors (excluding directors who are Audit and Supervisory Committee members) upon the Board of Directors' resolution, chaired by an independent outside Director, and at least half of its members are independent outside Directors. The Nomination and Compensation Advisory Committee deliberates on the policy on deciding Director (excluding directors who are Audit and Supervisory Committee members) remuneration and the details on individual remuneration, and plays a role in strengthening fairness and objectivity on remuneration.

Support Systems for Outside Directors

A support system was put into place to allow outside directors to freely exchange opinions when necessary and provide them with preliminary explanations from each department.

Status of Persons Who Have Retired from a Position Such as Representative Director and President

Retired Representative Director and Presidents, etc. Holding Advisory or Any Other Position in the Company

Name	Title/position	Responsibilities	Working form and conditions (full-time/part-time, paid/unpaid, etc.)	Date of retirement from position such as president	Term of office
Susumu Ishihara	Honorary Advisor	Advice upon request from the Company, economic organization activities, social contribution activities, etc.	Part-time, unpaid	June 23, 2009	Annual renewal
Koji Karaike	Senior Executive Adviser	Advice upon request from the Company, economic organization activities, social contribution activities, etc.	Full-time, paid	June 27, 2014	Annual renewal

Total number of retired representative director and presidents, etc. holding advisory or any other position in the Company	2
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Other Items

- The above “Date of retirement from position such as president” indicates the date of retirement as Representative Director and President of the Company.
- In addition to responding to inquiries of the president with respect to the Company’s business activities, Honorary Advisor and Senior Executive Adviser also engage in external activities that benefit the Company and society.
The Company deems that there are no problems with respect to governance given that they are not involved in managerial decision-making.

2. Items Related to Functions for Business Execution, Audits and Supervision, Nomination, Determining Compensation, Etc. (Overview of Current Corporate Governance System)

In June 2018, the Company transitioned to a company with audit and supervisory committee while also adopting Corporate Officer System with aims that include strengthening the supervisory function of its Board of Directors, speeding up managerial decision-making, achieving efficient corporate management, and separating the task of business execution from those of managerial decision-making and the supervisory function.

- Board of Directors
The Board of Directors decides on important items such as those stipulated by laws and regulations, including the Regulations of the Board of Directors. The Board of Directors

also supervises the business execution of the Company's directors, senior corporate officers and corporate officers. The Board of Directors meets once a month as a general rule, and comprises a total of 15 members, including 11 directors (excluding directors who are Audit and Supervisory Committee members) and four directors who are Audit and Supervisory Committee members. Meanwhile, the Company appoints eight independent outside directors to the Board of Directors to further strengthen its supervisory function.

In addition, the Company has established the Executive Committee, which meets once a week as a general rule. It deliberates on items for which authority has been delegated to it following a resolution by the Board of Directors pursuant to the Articles of Incorporation, and also on important items related to business operations. The Company has also established the Group Executive Committee. It deliberates on business strategy, such as the JR Kyushu Group's management vision and the allocation of management resources, as well as important items pertaining to each Group company. By steadily carrying out business management at each Group company, the Group Executive Committee is making efforts to reinforce the comprehensive strengths of the JR Kyushu Group.

- **Audit and Supervisory Committee**

The Audit and Supervisory Committee receives reports on important matters related to audits and other such matters, and also holds discussions and makes decisions regarding those matters. As a general rule, the Audit and Supervisory Committee meets once a month. The Company's Audit and Supervisory Committee comprises four Audit and Supervisory Committee members (of which, three are independent outside directors), and through attendance at meetings of the Board of Directors and other important meetings, roundtable discussions with the president and outside directors (excluding Audit and Supervisory Committee members), interviews with outside directors (excluding Audit and Supervisory Committee members) and the relevant corporate officers and other means, carries out audits and other tasks with respect to business execution of the Company's directors.

Furthermore, the Company judges, selects and evaluates the independence, expertise, etc. of the accounting auditor in accordance with the selection standards and the evaluation standards for the accounting auditor, which were formulated by the Audit and Supervisory Committee.

- **Policy and Procedure for Appointment**

When nominating directors, considering factors such as reports made by the Nomination and Compensation Advisory Committee, the Board of Directors decides on candidates based on a selection standard determined by the Board of Directors, such that values a high level of ethics, personality, character and management ability. The Board of Directors makes a proposal to a General Meeting of Shareholders regarding the dismissal of a director, after considering factors such as reports made by the Nomination and Compensation Advisory Committee, and deliberating on the matter, if such director ceases to satisfy the aforementioned selection standard, or if corporate value has become significantly impaired as a result of such director having exercised negligence with respect to his or her professional duties, or if circumstances are such that would constitute grounds for disqualification otherwise.

With respect to determining a candidate for director who is an Audit and Supervisory Committee member, the Company selects based on a selection standard determined by the Board of Directors and obtains the approval of the Audit and Supervisory Committee.

- **Liability Limitation Agreement with Directors who are not executive Directors**

In accordance with the provision of Article 427, Paragraph 1, of the Companies Act, the Company has entered into an agreement with each Directors who are not executive Directors that limits the liability under Article 423, Paragraph 1, of the Companies Act. The amount of liability limited based on this agreement is held to the minimum liability amount permissible by laws and regulations.

- **The Directors and Officers Liability Insurance Policy**

The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company, and the said insurance policy covers the amount of indemnification and litigation expenses to be borne by the insured upon a claim for damages filed by a shareholder, third party, etc. As a general rule, insurance premiums are borne by the Company. Damages such as damages that the insured will bear due to a claim for damages caused by violation of the law will not be covered by the insurance contract. The insured persons in the said insurance policy are major executives of the Company and its subsidiaries including directors, auditors, and executive officers.

● Other

With regard to information security, the Company attempts to carry out information security management across the entire group under the control of the Information Security Committee. In addition, based on The JR Kyushu Group Basic Policy on Human Rights, the JR Kyushu Group Human Rights and Corporate Ethics Committee has been established, and the Company reviews initiatives to promote human rights, including human rights due diligence. Furthermore, the ESG Strategy Committee has been established, and the Company and Group companies work to strengthen and promote ESG management so as to continue in the role of a corporate group that contributes to build a sustainable society through business activities.

3. Reasoning for Selecting Current Corporate Governance System

The Company endeavors to further enhance its corporate governance by including Audit and Supervisory Committee members with voting rights at the meetings of the Board of Directors in the members of the Board of Directors, and strengthening the supervisory function of the Board of Directors. Furthermore, the Company endeavors to further heighten its corporate value by delegating a portion of authority for execution of important operations to directors on the basis of its Articles of Incorporation and resolution of its Board of Directors, and by realizing swifter and more efficient operations. The Company has selected the aforementioned corporate governance system to such ends.

III. Operational Status of Policies for Shareholders and Other Stakeholders

1. Initiatives to Invigorate the General Meeting of Shareholders and Smoothly Facilitate Voting

	Supplementary information
Early dispatch of Notice of Convocation	Materials are sent roughly three weeks prior to the General Meeting of Shareholders.
Setting the date of the General Meeting of Shareholders on days that do not conflict with other companies	The General Meeting of Shareholders is held on days that do not conflict with other companies.
Voting by electromagnetic method	The Company has enabled Internet voting.
Initiatives to improve the voting environment for other institutional investors through a commitment to electronic voting platforms	The Company utilizes the electronic voting platform operated by ICJ, Inc.
Offering of Notice of Convocation (abstract) in English	The Company translates the Notice of Convocation (abstract) and makes it available on its corporate website. https://www.jrkyushu.co.jp/company/ir_eng/news/
Other	We distribute an informational video about each agenda item and the exercise of voting rights, etc.

2. Status of IR Activities

	Supplementary information	Information directly from representatives
Preparation and announcement of disclosure policy	In addition to standards and methods for information disclosure, the Company has also made available its prescription for quiet periods, etc., on the Company website. https://www.jrkyushu.co.jp/company/ir_eng/policy/disclosure_policy/	
Regular information sessions for individual investors	Every year, the Company holds information sessions for individual investors (these were held a total of twelve times via websites, etc. during the period from April 2025 to March 2026), and with the schedule and materials being made available on the Company website. https://www.jrkyushu.co.jp/company/ir/library/individual_investors/	None
Regular information sessions for analysts and institutional investors	President and Corporate Officer, CFO, or others give financial results presentations after results announcements, in addition to holding the IR DAY that includes outside directors and other events.	Yes
Regular information sessions for overseas investors	President and Corporate Officer, CFO, or others give presentations to overseas investors at individual meetings periodically.	Yes

	Supplementary information	Information directly from representatives
IR materials posted on corporate website	Both materials related to financial results and information not related to financial results are made available on the IR information page of the Company website in a timely manner, in addition to monthly data. https://www.jrkyushu.co.jp/company/ir_eng/	
Establishment of an IR division (personnel)	The Strategy Management Department of the Corporate Planning Headquarters oversees the Company's IR activities for institutional investors and analysts, and the Administration Department oversees activities for individual investors.	

3. Status of Initiatives for Respecting Stakeholder Perspective

	Supplementary information
Internal regulations on respecting stakeholder perspective	<p>The Company has clearly stated its commitment to respecting the positions of stakeholders in its Medium-Term Business Plan and other documents. Additionally, it has developed a Multi-Stakeholder Policy that outlines efforts regarding employee benefits, consideration for business partners, and other stakeholder-related initiatives, and has published it on the following page (in Japanese) of the Company's website. https://www.jrkyushu.co.jp/company/esg/pdf/multi_stakeholder.pdf (in Japanese)</p> <p>The JR Kyushu Group formulated The JR Kyushu Group Basic Policy on Human Rights in April 2022 with the aim of supporting the international norms on human rights and fulfilling its corporate responsibility to respect human rights, and has published it on the following page of the Company's website. https://www.jrkyushu.co.jp/company/ir_eng/esg/human_rights_eng/</p> <p>Furthermore, based on the aforementioned policy, the JR Kyushu Group Human Rights and Corporate Ethics Committee has been established, and the Company reviews initiatives to promote human rights, including human rights due diligence. In order to establish a workplace environment in which the Group's employees can continue to work with peace of mind in excellent physical and mental health while providing reassuring and comfortable services to customers, the JR Kyushu Group formulated The JR Kyushu Group Basic Policy on Customer Harassment in September 2024, and has published it on the following page (in Japanese) of the Company's website. https://www.jrkyushu.co.jp/company/esg/human_rights/pdf/240920_customer_harassment.pdf (in Japanese)</p>
Implementation of environmental conservation and CSR activities	<p>ESG Strategy Committee has been established, and the Company and Group companies work to strengthen and promote ESG management so as to continue in the role of a corporate group that contributes to build a sustainable society through business activities.</p> <p>For the JR Kyushu Group Medium-Term Business Plan 2025-2027, the Group reviewed the materialities and established non-financial KPIs. As one of the KPIs, the Group revised the environment-related materiality from "the realization of a zero-</p>

carbon society” to “business development in harmony with the environment,” and in order to realize an integrated approach to environmental issues such as climate change as well as a circular economy and biodiversity, the Group newly formulated the JR Kyushu Group Environmental Vision 2050, and has published it on the following page of the Company’s website.

https://www.jrkyushu.co.jp/company/ir_eng/esg/pdf/Environmental_Vision_en.pdf

In addition, an “Integrated Report” that summarizes these activities related to environmental conservation has been created, and made available on the Company website.

https://www.jrkyushu.co.jp/company/ir_eng/library/integrated_report/

Furthermore, the Group announced our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclosed climate-related information based on the recommendations of the TCFD. Furthermore, the Company discloses information based on the recommendations of the “Taskforce on Nature-related Financial Disclosures (TNFD)” to appropriately assess and disclose risks and opportunities related to natural capital and biodiversity. The information disclosure is provided on the Company’s website.

https://www.jrkyushu.co.jp/company/ir_eng/esg/pdf/tcf_d_report_en.pdf

https://www.jrkyushu.co.jp/company/ir_eng/esg/pdf/tbfd_report_en.pdf

IV. Items Related to Internal Control Systems, Etc.

1. Basic Approach and Status of Maintenance for Internal Control Systems

Based on the Companies Act and the Companies Act Enforcement Regulations, the Company and Group companies have in place systems for ensuring the appropriateness of business operations (hereinafter, “internal control systems”). The Company is engaging in the following initiatives in regard to internal control systems.

1. System for Ensuring the Business Execution of Directors and Employees of the Company and Group Companies Complies with Laws, Regulations, and the Articles of Incorporation

The Company has formulated the JR Kyushu Group’s Code of Ethics to serve as a standard that works to reinforce corporate ethics with each officer (including corporate officers, which includes senior corporate officers; the same applies hereinafter) and employee of the Company and Group companies and ensure compliance with laws and regulations. The Administration Department has been put in charge of implementing this code group-wide and also carries out employee training and other initiatives. In addition, the Audit and Supervisory Committee conducts audits and other tasks with respect to the Company’s directors, while the Internal Audit Department audits the status of compliance with laws and regulations among employees of the Company and Group companies, and reports regularly to the Board of Directors and the Audit and Supervisory Committee.

2. System for Storing and Managing Information Related to the Business Execution of Directors

In accordance with regulations for the management of written documents, information related to the business execution of the Company’s directors is recorded in written documents and through an electromagnetic medium (hereinafter, “documents, etc.,” collectively) is then stored. The documents, etc., can be viewed at any time by the Company’s directors.

3. Regulations and Other Systems for Managing the Risk of Loss at the Company and Group Companies

Securing railway safety is the most important management issue for the Company. In accordance with safety management regulations created based on the revised Railway Business Act, which was enacted in October 2006, the Company has established a safety management system and works to ensure, maintain, and improve transportation safety. Safety promotion committees have been established at the head office. The committees carry out initiatives toward preventing operational accidents and work-related injuries. Through training and other methods, these committees make thorough efforts to ensure the Company can make prompt responses in the event of large-scale accidents or natural disasters. For risks that would have a significant impact on the Company’s business operations, the Company will establish regulations at each division that oversees operations and put in place crisis management systems in order to ensure that an appropriate response is made in the event an issue arises.

The Company has established the Group Executive Committee, which oversees the management of Group companies. The Group Executive Committee is made up of mainly the Company’s corporate officers. The Committee ensures that systems are in place that allow for management to be conducted in an appropriate manner. In addition, the Committee supervises and monitors the management of Group companies by holding discussions on key management issues for the JR Kyushu Group based on regulations for business administration at affiliated companies. Furthermore, in addition to establishing relevant departments and designating officers to help support and oversee Group management, the Company works to improve its governance by assigning its officers and employees to work as part-time directors at Group companies, and also by developing an audit system at each Group company, whereby full-time

auditors are assigned at Group companies as a general rule. Moreover, at each Group company, officers responsible for safety are appointed and regular safety related meetings are held, and at the Company, the management structure is being strengthened, such as by monitoring companies that have experienced events with significant social impact.

4. Systems for Ensuring Effective Business Execution by Directors of the Company and Group Companies

The Company's Board of Directors delegates a portion of authority for execution of important operations when necessary on the basis of the Articles of Incorporation and resolutions of the Board of Directors. Meanwhile, the Company's Board of Directors also determines the amount of work undertaken by each corporate officer, and ensures that systems are in place to allow each director and corporate officer to perform his or her assigned work in an efficient manner. In addition, the Company clarifies the authority and responsibilities of each director, corporate officer and employee through the Guidelines on Administrative Authorities, thereby securing an effective system for business execution.

For Group companies, the Company ensures an effective system for business execution through the establishment of regulations related to the division concerning duties, the chain of command, authority, decision making, and other organizational matters.

5. Systems for Ensuring the Appropriateness of Business Activities at the Company and Group Companies

In order to establish corporate ethics and reinforce compliance with laws and regulations, the Company and Group companies have formulated the JR Kyushu Group's Code of Ethics and established the JR Kyushu Group Human Rights and Corporate Ethics Committee, which deliberates issues related to corporate ethics and compliance. Furthermore, the Company operates the JR Kyushu Group Corporate Ethics Hotline (hereinafter, "the Corporate Ethics Hotline"), which serves as a means for employees of the Company or Group companies, as well as employees of business partners, to directly provide information regarding actions that may potentially be in violation of laws and regulations. The Company and Group companies maintain a resolute attitude toward antisocial forces, such as crime syndicates, companies affiliated with crime syndicates, and corporate extortionists, and rejects any kind of relationship with such organizations.

6. Systems for Reporting to the Company Facts Pertaining to Business Execution of Group Company Directors and Employees

The Company has provided regulations for business administration at affiliated companies. Group executive strategy and other crucial items are communicated through review and reporting systems for the Group Executive Committee, which comprises corporate officers of the Company. Moreover, the Company ensures a system for regular reporting on Group companies' operating results and financial conditions.

7. Items Regarding Employees Who Are to Assist with the Duties of the Company's Audit and Supervisory Committee

The Company's Audit and Supervisory Committee members have the authority to instruct Audit and Supervisory Committee Office employees on items necessary to activities of the Audit and Supervisory Committee.

In addition, Audit and Supervisory Committee Office employees will not receive guidance from directors (excluding directors who are Audit and Supervisory Committee members) or others with regard to those instructions.

8. Systems for Reporting to Audit and Supervisory Committee by Company and Group Company Directors and Employees

The Company ensures a system for Company and Group company directors, corporate officers, and employees to promptly report conduct to Audit and Supervisory Committee that may be in violation of laws, etc., or behavior that will have a major impact on the Company or Group companies. Moreover, the contents of messages regarding the implementation status of internal audits and other items from the Corporate Ethics Hotline are regularly reported to Audit and Supervisory Committee, as stipulated by law.

Company and Group company directors, corporate officers, and employees will not be treated adversely for making reports to the Audit and Supervisory Committee. In addition, regarding the Corporate Ethics Hotline, with the exception of consultations, the privacy of persons making reports will be strictly observed, and that such persons will not be treated adversely.

9. Items Regarding Policy on Prepayment of Fees or Reimbursement Procedures and Costs or Discharge of Debt for Performance of Duties by the Company's Audit and Supervisory Committee Members

The Company secures a budget for views related to the execution of audits on a yearly basis.

10. Other Systems for Securing Effective Auditing by Audit and Supervisory Committee

The Company's Audit and Supervisory Committee conducts regular roundtable discussions with the president and outside directors (excluding directors who are Audit and Supervisory Committee members). Moreover, Audit and Supervisory Committee regularly conduct roundtable discussions with the Internal Audit Department, accounting auditors, and Group company auditors, thus strengthening cooperation.

2. Basic Approach and Status of Policies for Eliminating Antisocial Forces

The Company's basic approach and status of policies for eliminating antisocial forces are as follows.

1. The Company stipulates the forbidding and elimination of any relationship with antisocial forces under its Basic Policy related to Internal Controls and, under the JR Kyushu Group Code of Ethics, calls for a resolute attitude in dealing with antisocial forces.
2. Through contracts and other means, the Company has introduced conditions and prepared systems for eliminating relationships between its business partners and antisocial forces.
3. The Company has appointed personnel in charge of preventing undue claims within its major departments.
4. The Company has prepared and applied internal rules and response guidelines.
5. The Company raises awareness on the importance of eliminating antisocial forces through a "JR Kyushu Group Human Rights and Corporate Ethics Handbook" provided to all employees.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Information

None

2. Items on Other Corporate Governance Systems

In order to deter insider trading, the Company has set up regulations for the prevention of insider trading that target items that may have a considerable effect on investor ratings, namely material facts as determined by the Financial Instruments and Exchange Act (hereinafter, “material facts”). Accordingly, internal information management and appropriate and timely disclosure are being implemented as laid out below.

- Employees in possession of material facts are to promptly transmit said information to an information security officer (general manager of Strategy Management Department) via the general manager of the relevant department (hereinafter, “supervisory general manager”). Material facts pertaining to subsidiaries are also to be transmitted to an information security officer via a supervisory general manager. When in doubt if obtained information falls under the category of “material facts,” an information security officer is to be consulted.
- Information security officers conduct necessary information management of material facts. They also control stock transactions and other trading activities of directors and employees in possession of material facts.
- To disclose material facts promptly, the information management office works in cooperation with the relevant departments on disclosure period and method.
- In addition, details on timely disclosure (with the exception of material facts) are stipulated in the securities exchanges’ securities listings regulations and are applied to the handling of material facts.

Overview of the Results of Evaluation of the Effectiveness of the Board of Directors and Future Initiatives

Recognizing that securing the effectiveness of the Board of Directors leads to the medium- to long-term improvement of corporate value, the Company conducts interviews with the directors and gives questionnaires to them for the purpose of advancing analysis and evaluation in related to said efficiency and then discloses an overview of the results in the Corporate Governance Report.

From November to December in 2025, the Company commissioned a third-party organization to conduct a survey consisting of a questionnaire for all directors to complete, individual interviews, and observer participation in Board of Directors meetings. Thereafter, we analyzed and evaluated the effectiveness of the Board of Directors and discussed the issues recognized in the effectiveness evaluation at a meeting of the Board of Directors.

Overview of results

1. Conclusion

The overall evaluation was that the Board of Directors is functioning effectively.

2. Evaluation process

(i) Persons evaluated

All directors

(ii) Evaluation method

The survey was conducted by a third-party organization using an anonymous questionnaire, individual interviews, and observer participation in Board of Directors meetings.

(iii) Evaluation items

The major categories of the questionnaire were as follows.

I Composition and management of the Board of Directors

II Management and business strategies

III Corporate ethics and risk management

IV Performance monitoring and management evaluation and remuneration

V Dialogue with shareholders, etc.

VI Director evaluation

VII Institutional design

3. Progress, etc. in relation to issues recognized in the FY2024 effectiveness evaluation

Evaluation items	FY2024 issues (P)	FY2025 initiatives (D)	Evaluation (C)	Future initiatives (A)
<p>III Corporate ethics and risk management</p>	<p>Governance of Group companies should be conducted in greater depth.</p>	<ul style="list-style-type: none"> • Continue to have directors conduct interviews for new companies, etc. that join the Group. • Confirm the implementation status of the “governance enhancement measures for JR Kyushu Group companies,” which were formulated as measures to prevent the recurrence of incidents that occurred due to a lack of governance at Group companies. • In addition, conduct roundtable discussions consisting mainly of participants who are outside directors and communicate the results to the Board of Directors and executives as necessary. 	<ul style="list-style-type: none"> • Directors conducted interviews for the Group companies. • Reports regarding the implementation status of measures for strengthening governance for Group companies were made to the Board of Directors. • Roundtable discussions, consisting mainly of participants who are outside directors, were conducted regarding the governance of Group companies, and the results were communicated to the Board of Directors and executives. • As a result, this contributed to the strengthening of in-house systems for safety and risk management. 	<ul style="list-style-type: none"> • Continue to have directors conduct interviews for new companies that join the Group and companies selected based on risk considerations. • Continue to confirm with the Board of Directors the implementation status of the “governance enhancement measures for JR Kyushu Group companies,” which were formulated as measures to prevent the recurrence of incidents that occurred due to a lack of governance at Group companies. • In addition, continue to conduct roundtable discussions, consisting mainly of participants who are outside directors, regarding Group governance, and confirm the status of responses. • Continue to communicate the results of roundtable discussions to the Board of Directors and executives as necessary.

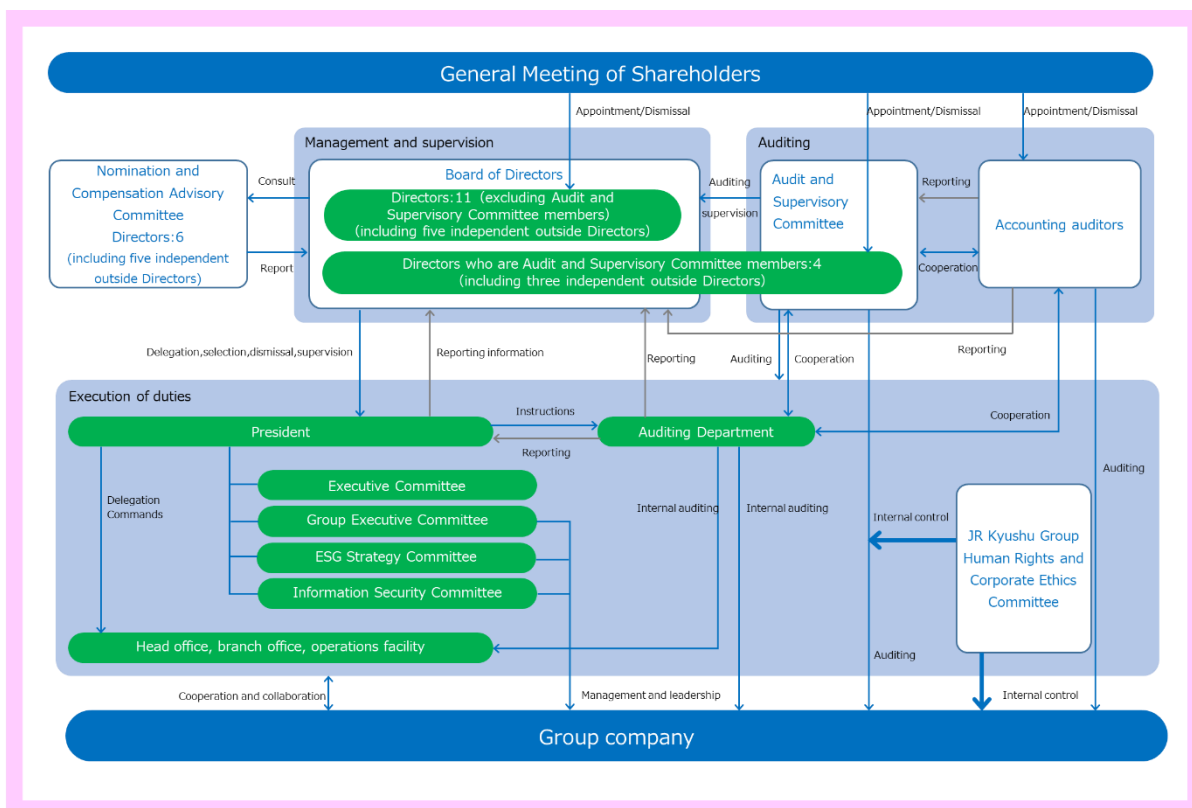
	<p>The operation of internal control systems should be monitored and supervised.</p>	<p>To further strengthen the governance system regarding the Group's safety, conduct roundtable discussions, consisting mainly of participants who are outside directors, on the safety of the core railway business and communicate the results to the Board of Directors and executives as necessary.</p>	<ul style="list-style-type: none"> • Roundtable discussions, consisting mainly of participants who are outside directors, were conducted regarding the safety of the railway business in addition to JR Kyushu Group's safety, and the results were communicated to the Board of Directors and executives. • As a result, this contributed to the strengthening of in-house systems for safety and risk management. 	<ul style="list-style-type: none"> • Continue to conduct roundtable discussions, consisting mainly of participants who are outside directors, regarding JR Kyushu Group's safety, and confirm the status of responses. • Continue to communicate the results of roundtable discussions to the Board of Directors and executives as necessary.
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* As shown in the table above, the Company will strive to improve corporate value by repeating the PDCA cycle every year.

4. Major issues recognized in the FY2025 effectiveness evaluation and initiatives for FY2026

Evaluation items	FY2025 issues (P)	FY2026 initiatives (D)
II Management and business strategies	Discussions for medium- to long-term improvement of corporate value with an awareness of capital efficiency, etc. should be conducted in greater depth.	<ul style="list-style-type: none"> • Deepening of discussions regarding the Group’s business portfolio and optimal capital structure, etc. from a long-term perspective taking into account changes in the management environment
III Corporate ethics and risk management	Governance of Group companies should be conducted in greater depth.	<ul style="list-style-type: none"> • Continue to have directors conduct interviews for new companies that join the Group and companies selected based on risk considerations. • Continue to confirm with the Board of Directors the implementation status of the “governance enhancement measures for JR Kyushu Group companies,” which were formulated as measures to prevent the recurrence of incidents that occurred due to a lack of governance at Group companies. • In addition, continue to conduct roundtable discussions, consisting mainly of participants who are outside directors, regarding Group governance as well as those regarding JR Kyushu Group’s safety, and confirm the status of responses. • Continue to communicate the results of roundtable discussions to the Board of Directors and executives as necessary.

Reference Materials 1: Corporate Governance System



Category of officers	Name	Position			Data of officers		
Directors (excluding Audit and Supervisory Committee members)	1	Toshihiko Aoyagi	Director and Chairman		Number of directors	Male:	9
	2	Yoji Furumiya	Representative Director, President and Corporate Officer			Female:	6
	3	Takuma Matsushita	Representative Director and Senior Managing Corporate Officer			Total:	15
	4	Yumi Akagi	Representative Director and Senior Managing Corporate Officer		Ratio of independent outside directors	53.3 %	
	5	Michiya Sadakari	Director and Managing Corporate Officer		Ratio of female directors	40 %	
	6	Hisashi Yamane	Director and Managing Corporate Officer		Number of corporate officers (excluding directors)	15	
	7	Hitomi Yamamoto	Director	Outside	Independent	Female	
	8	Takashi Tanaka	Director	Outside	Independent	Male	
	9	Hiroshi Ogasawara	Director	Outside	Independent	Male	
	10	Kiyotaka Fujibayashi	Director	Outside	Independent	Male	
	11	Hiroko Ozawa	Director	Outside	Independent	Female	
Directors who are Audit and Supervisory Committee members	1	Satoyuki Hayakawa	Director and Audit and Supervisory Committee member	Outside	Independent	Male	
	2	Kazuyo Hisano	Director and Audit and Supervisory Committee member			Female	
	3	Hiromi Fujita	Director and Audit and Supervisory Committee member	Outside	Independent	Female	
	4	Tomoko Ogami	Director and Audit and Supervisory Committee member	Outside	Independent	Female	

Reference Materials 2: Overview of Appropriate Disclosure System

