



JTB GROUP ESSENCE BOOK 2024

JTBグループ会社案内
エッセンスブック2024

不許複製・禁無断転載



人をつなぐ 笑顔をつなぐ
Connecting People, Connecting Smiles
Eijiro Yamakita

Since its founding in 1912, the JTB Group has been bringing people, places and possibilities together across the world. We owe our century-plus long history to the loyalty of our customers and the confidence of our business partners. We are deeply grateful and humbled by this trust.

In recent years, awareness of sustainability has been rising rapidly. At the JTB Group, we believe that the value of what we do has three key dimensions: (1) improving the quality of life, (2) creating a better society, and (3) protecting the Earth. As these are the very defining elements of sustainability, the JTB Group's sustainability journey indeed traces back to its founding.

In the field of ethnic studies, the human race has been described as '*homo mobilitas*'. No other animal has spread out so far and wide across the planet. Clearly, traveling and expanding our circle of connections are essential parts of what it means to be human. Viewed through this lens, I believe that our organization – with its mission of bringing people, places and possibilities together – has a vital role to play in this world.

In essence, our business is about creating connections between travelers, businesses and destinations... between Japan and the world... between the real and the virtual... between the present and the future. There is no limit to the value that connections can generate. They serve as a powerful catalyst for collaboration and innovation, both of which are indispensable if we are to overcome the shared challenges we face as a society.

By building connections between our diverse stakeholders and the many markets and destinations we serve, the JTB Group is trailblazing a new era of global interconnectedness. We look forward to journeying with you.

Eijiro Yamakita
President and CEO

* 'The Journal of Humanity's Journey' edited by Michiko Into (2013); Rinsen Shoten

The Wellspring of Value Creation at JTB:

Connecting and *Contributing*



Creating a brighter tomorrow

A scenic landscape at sunrise or sunset. The sun is low on the horizon, creating a bright sunburst effect and casting long, golden rays across a misty valley. The sky is a mix of blue, orange, and yellow. The foreground shows a green field with a path leading into the distance. The background features rolling hills and a line of trees.

Bringing People, Places and Possibilities Together

Through the delivery of innovative solutions (products, services, information, systems), the JTB Group delivers unrivaled excitement, experiences and value to individual, business and institutional customers worldwide.

People + Merchandise + Capital + Information = POSSIBILITIES

Contents

Click the links below to get to know us better.

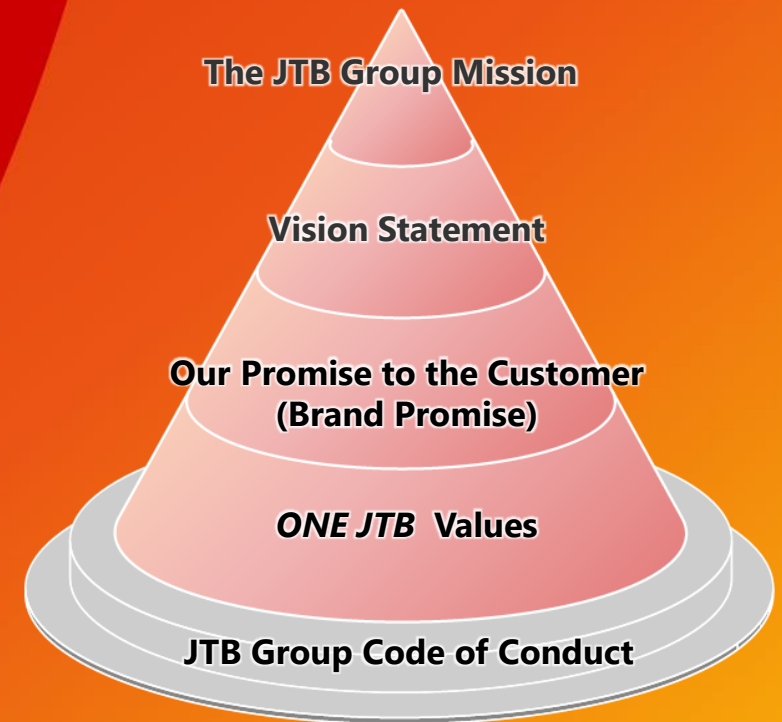
Who We Are

- [The JTB Way](#)
- [History of the JTB Group](#)
- [The Role and Potential of Tourism](#)
- [Changes in the Social Landscape](#)
- [The JTB Approach to Value Creation](#)
- [Business Strategy](#)
 - [Tourism Business Strategy](#)
 - [Area Solutions Business Strategy](#)
 - [Business Solutions Business Strategy](#)
 - [Global Business](#)
- [Sustainability](#)
- [DEIB](#)
- [Human Resource Development](#)
- [Fueling Innovation](#)
- [External Recognition](#)
- [Organizational Structure & History](#)
- [Financial Information](#)

Spotlights

- [Real Heroes:](#)
[Chiune Sugihara and Japan Travel Bureau](#)
- [Emergency Disaster Response](#)
- [Helping Destinations Build a Larger 'Fan Base'](#)
- [Sports and the JTB Group](#)
- [JTB DataConnect HUB®:](#)
[A groundbreaking platform supporting digital transformation in the lodging industry](#)
- [Nabegataki Falls: Reducing Overtourism through Innovation](#)
- [The「ALL JTB AWARD」](#)
- [Connecting Communities & Businesses](#)

The JTB Way



The mission, vision and values that shape our business and guide our conduct.

Group Mission

**We strive to foster peace
and global
interconnectedness
through the creation of
opportunities for
meaningful human
interaction.**

Vision Statement

**Pioneering ways to bring
people, places and
possibilities together in
a new era.**

Our Promise to the Customer (Brand Promise)

**We aim to deliver excitement,
wonder and results through the
creation of opportunities
to explore the Earth's beauty, rich
history, and cultural heritage.
We owe our first 100 years of
success to our customers. We
continue to build on this
legacy by creating value and
connections and leading the
way on our shared journey
towards greater sustainability.**

Brand Slogan

Perfect moments, always

ONE JTB Values

**Create trust
Rise to the challenge
Keep smiling**

The JTB Group Code of Conduct

1. We commit to abide by all applicable laws and social norms and to conduct our business with integrity and transparency.
2. We step into the shoes of our customers in order to ensure that we are serving them with integrity.
3. Through integrity and openness, we foster trust and teamwork with our business partners.
4. We compete fairly with our competitors.
5. We meet the expectations of our stakeholders through timely, accurate and fair disclosure and the delivery of "real value experience".
6. As an upstanding corporate citizen, we support sustainable community development and environmental conservation efforts.
7. As conscientious members of the workforce, we take responsibility for our actions and strive to make a positive difference in the community.
8. Our corporate culture embraces diversity, respects diverse values and welcomes innovation.
9. We hold ourselves to a high moral and ethical standard in everything that we do.

A dynamic brand that embraces diversity and continually innovates new ways of bringing people, places and possibilities together

In April 2023, the JTB Group launched its first rebranding in 35 years



New design retains the dynamism and fluidity of our brand image with a new monochromatic logotype



12 nature-inspired background colors convey the diversity and possibilities that characterize our organization

The JTB Group's journey is the journey of its people, its customers and its partners. We continue to pioneer a wide range of solutions aimed at delivering satisfaction, joy and results across and beyond the tourism sector.

The 12 background color gradients of our new logo design system highlight the diversity of our workforce and stakeholder base while the white JTB logotype conveys our openness to creating new value through collaboration.

History of the JTB Group

(Evolution of our Business Model)

[Click here to return to Table of Contents](#)

Evolution of our Business Model



Since its founding in 1912, JTB's business model has continued to expand and evolve.

Ticket Agent

1912 - Early 1960s

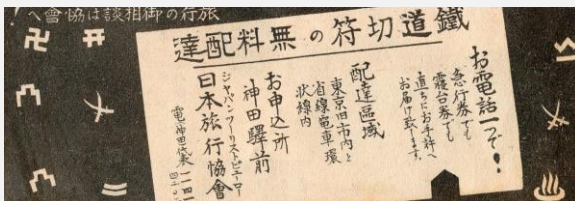
JTB's journey begins as a ticket agent for transportation and lodging providers in the domestic market.



The Nagasaki Office of East Asian Travel Agent



Department Store Information Counter



Advertisement for rail tickets touts free delivery (circa 1935)

Travel Company

Late 1960s - 1990s

JTB evolves into a developer and purveyor of 'package tours' with a growing international presence.



Package Tour Sales



Original armbands sported by JTB tour conductors



Package Tour Products

Solution Company

2000s - Present

Today, the JTB Group delivers a wide range of products, services, systems and solutions to meet the needs of today's travelers, businesses and destinations worldwide.



Tourism as a Vehicle for Socioeconomic Development



For more than 110 years, the JTB Group has contributed to social and economic sustainability by aligning its activity with the needs of the times.

Tourism as a Vehicle for Modernization

As Japan hurried to establish its place among the community of nations after opening its doors in the second half of the 19th century, inbound tourism was heralded as a vehicle for acquiring foreign currency, promoting the development of the domestic economy, and fostering an understanding of Japanese culture. Japan Tourist Bureau was formed to pioneer the way forward. This pioneering spirit continues to guide our vision and values today.



Commemorative founding photograph (circa 1912)

Expanding the Industry's Frontiers

During Japan's period of rapid economic growth in the mid-late 20th century, JTB powered the expansion of the domestic travel industry by pioneering and popularizing the package tour. JTB further expanded the envelope of domestic travel and tourism through educational tourism, health tourism, and other groundbreaking initiatives.



Creating the Future of Tourism

With the endorsement of the Japan Tourism Agency, JTB personnel have supported the efforts of the United Nations World Tourism Organization (UNWTO) since 2014. In March 2022, JTB executed a groundbreaking Memorandum of Understanding with the Global Sustainable Tourism Council (GSTC). Through these and other international partnering efforts, the JTB Group has emerged as a catalyst for change in the global travel and tourism industry.



Real Heroes: Chiune Sugihara and Japan Travel Bureau

During World War II, Japanese diplomat Chiune Sugihara continued to issue "life visas" to Jews who were fleeing from persecution for passage through to Japan. Jews with the visas came to Japan from Vladivostok with the help of Japan Tourist Bureau.

Although there were various risks due to the historical background of the time, from a humanitarian standpoint, the Japan Tourist Bureau facilitated the movement of Jews and helped them escape from Japan to other parts of the world, saving thousands of lives.



<https://youtu.be/NMKBGbyalxl>

The Role and Potential of Tourism

The Importance of the Tourism Industry in Japan

With its far-reaching ripple effect, the tourism industry plays a vital role in the national economy.

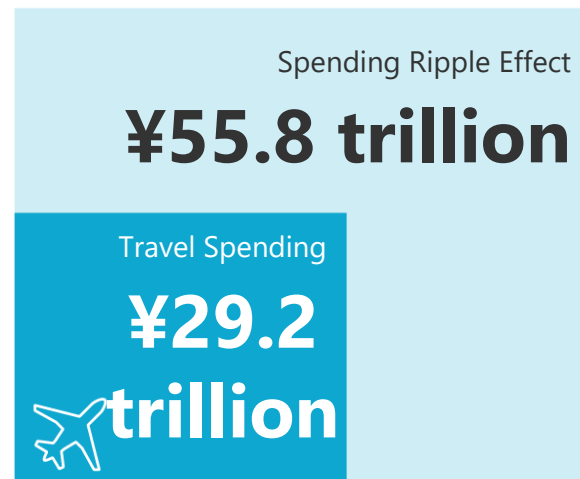
Tourism's Long Arm

The tourism industry encompasses far more than travel agents, hotels, transportation providers and tourist attractions. Its reach and impact extend to virtually every sector of the domestic economy.



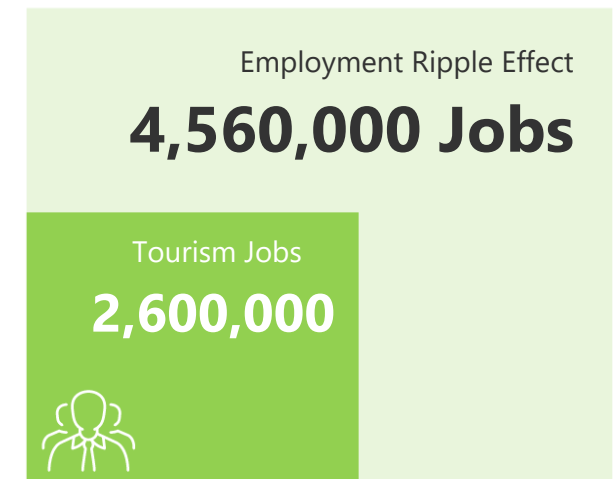
Ripple Effect of Traveler Spending

The economic ripple effect generated by traveler spending is enormous.



Job Creation

Directly and indirectly, the tourism industry accounts for 4.56 million jobs nationwide, 6.6% of Japan's entire workforce.



Source: Japan Tourism Agency "Economic Ripple Effect of Travel Spending (2019)"

The Global Importance of Travel & Tourism

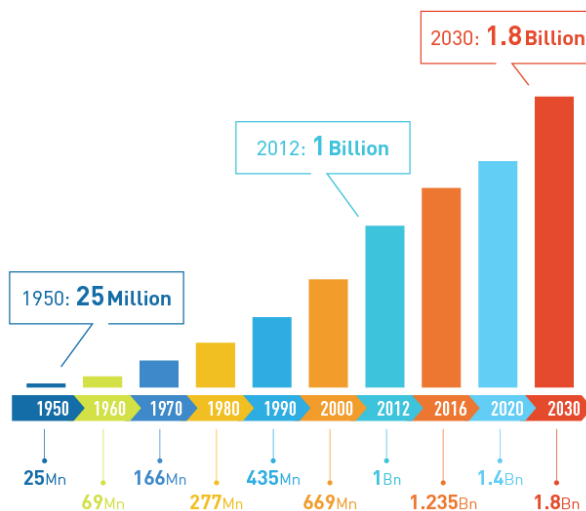


The tourism industry plays a significant role in the global economy.

International Tourists to Hit 1.8 Billion

The United Nations World Tourism Organization (UNWTO) 2017 forecast projected that international tourism would reach the 1.8 billion mark in 2030

International Tourist Arrivals 1950-2030

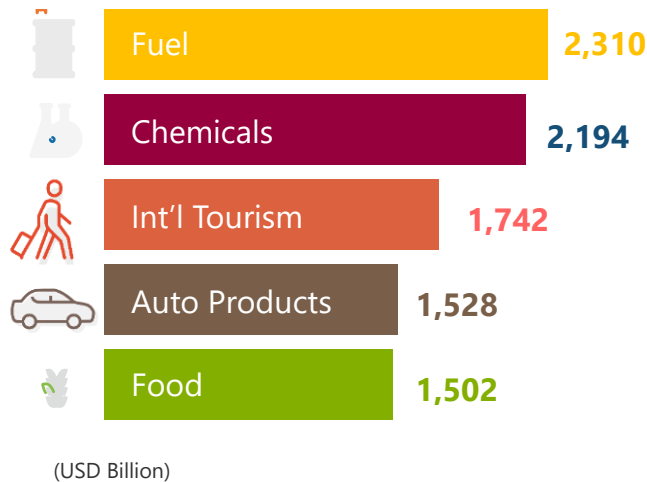


Source: UNWTO Tourism Highlights: 2017 Edition

Fueling Socioeconomic Development

In 2019, tourism was the global economy's third largest export sector generating more revenue than automotive and food exports.

Export Revenue by Industry (2019)

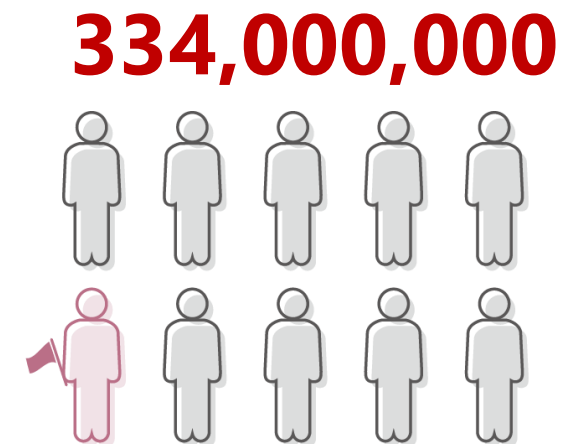


Source: UNWTO International Tourism Highlights 2020

Job Creation

Approximately one out of every ten jobs worldwide are attributable to tourism and related activity.

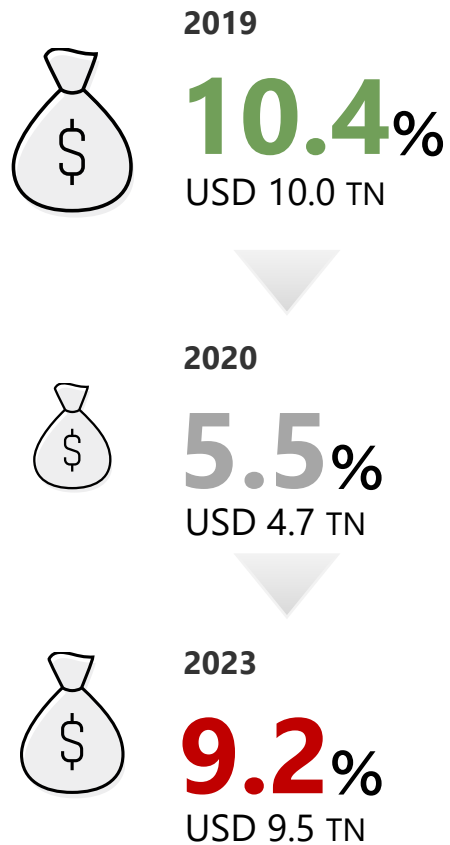
People Employed in Tourism-related Industries around the World (2019)



Source: WTTC Travel & Tourism ECONOMIC IMPACT 2021

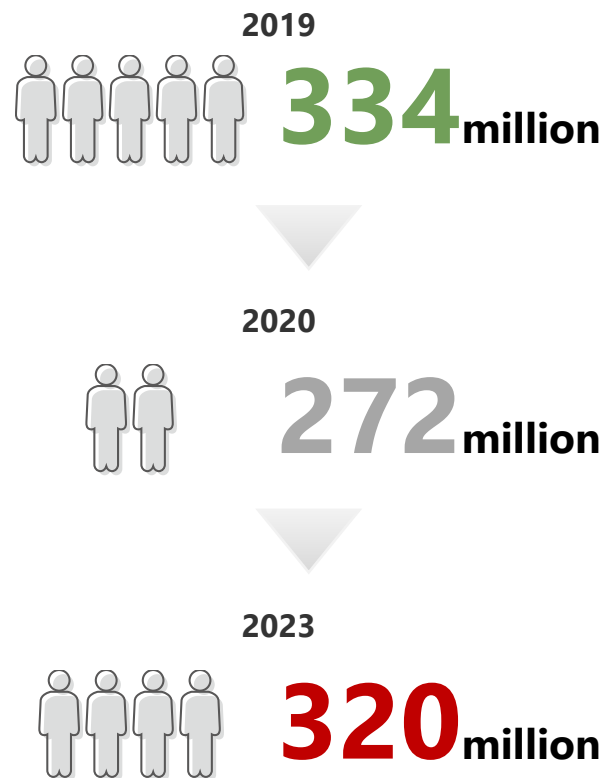
Although the pandemic wreaked unprecedented havoc on the global tourism industry, demand is recovering rapidly worldwide.

Percentage of Global GDP



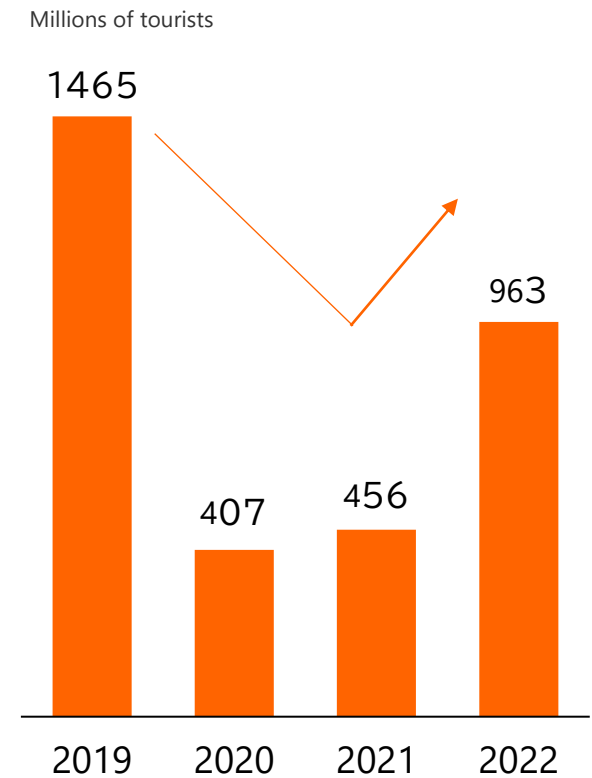
Source: WTTC Travel & Tourism ECONOMIC IMPACT

Tourism-related Employment



Source: WTTC Travel & Tourism ECONOMIC IMPACT 2023

Tourists Traveling Internationally



Source: UNWTO "WORLD TOURISM BAROMETER May 2023 "

Emergency Disaster Response

Under disaster response agreements with local governments and critical infrastructure providers, JTB is responsible for providing logistical support for relief personnel working in disaster-stricken areas. These services require speed and intelligence-gathering as well as resourcefulness and flexibility.

In August 2021, JTB was recognized for its role in supporting the local recovery and relief efforts conducted by Japan's Ministry of Land, Infrastructure, Transport and Tourism in the aftermath of the heavy rains that battered the Tohoku Region in August 2021.

JTB is committed to living up to its civic responsibility, harnessing its expertise in travel and logistics to support communities and their residents in times of need.

**Partial Listing of Disaster Response Agreements
with Local Governments, etc.**

Government Agency	Agreement Date	Description
Tokyo Metropolitan Government	March 2018	Disaster prevention and mitigation services to be furnished under Wide-Area Partnering Agreement between the Tokyo Metropolitan Government and JTB Corp.
Osaka Prefecture/Osaka City	August 2018	Partnering Agreement to Furnish Backup Services for Tokyo Metropolitan Government functions in the event of Disasters
Tohoku Regional Development Bureau (Ministry of Land, Infrastructure, Transport and Tourism)	March 2019	Agreement regarding Assistance with Securing Emergency Lodging for Government Personnel during Disasters
Hokkaido Regional Development Bureau (Ministry of Land, Infrastructure, Transport and Tourism)	February 2021	Agreement between Hokkaido Regional Development Bureau, JTB Corp. (Hokkaido Branch) and Kinki Nippon Tourist Co., Ltd. Hokkaido regarding Assistance with Securing Emergency Lodging for Government Personnel during Disasters
City of Nagoya	June 2021	Agreement between the City of Nagoya, JTB Corp. (Nagoya Branch) and Atoko Co., Ltd. (a full-service affiliate of JTB) regarding Securing Emergency Lodging for Temporarily Assigned Government Personnel during Large-Scale Disasters
Tohoku Regional Development Bureau (Ministry of Land, Infrastructure, Transport and Tourism)	April 2022	Agreement regarding Emergency Transportation Operations for Government Personnel during Disasters

Changes in the Social Landscape

As sustainability awareness deepens around the world, the SDGs are inspiring significant changes in the way we live, work and play.

Economic Growth and Employment Equity

If economic growth is to be truly sustainable, every individual must be given access to a quality education and the opportunity to receive fair treatment in the labor market.

Towards Greater Inclusivity

In order to create a more inclusive and equitable society, the rights, individuality, and beliefs of all people must be respected - regardless of race, religion, age, gender, economic status, disability, sexual orientation and gender identity.

Responding to Climate Change

Climate change impacts every country and every being on Earth. Greater effort is needed to promote resource efficiency, conserve energy, and harness the power of renewable energy to slow the pace of global warming.



The mindboggling speed of digital evolution is transforming consumer behavior at an unprecedented pace.

Fusion of Real & Virtual

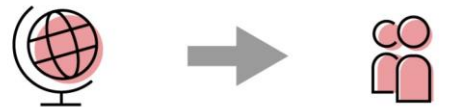
Faster communication speeds and the evolution of AI/VR/AR technologies are increasingly blurring the lines between 'real' and 'virtual', merging digital experiences into our everyday lives, and keeping people and things connected anywhere/anytime.



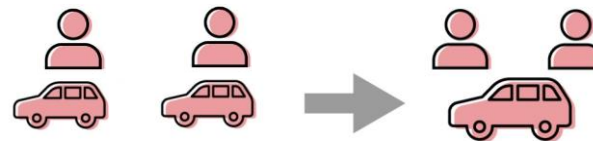
Shorter Trend Duration

Rapidly evolving digital technologies are fundamentally rewriting how we live, work and play, fueling changes in consumer values and spending habits at an unprecedented pace.

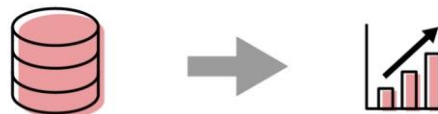
Powerful influence of social media on consumer behavior



Value creation through 'asset sharing'



The rise of algorithmic business



Evolving Consumer Values

Maturing consumerism is driving value diversification and market segmentation with a growing emphasis on individual preferences and interests. Consumer spending is increasingly motivated by the emotional value and 'story' obtained *through* a purchase rather than the object or service acquired *by* the purchase.



Changes and Challenges in the Tourism Landscape



Changes in the social and digital environment continue to create new challenges for tourism.

Diversification of Consumer Values

Shift from Individual Ownership to Sharing



Work Style Diversity

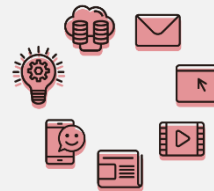


Urban-to-Rural Migration



New Destination Challenges

Delays in Digital Transformation



Staffing Shortages



Overtourism



Challenges Facing Tourism Operators

Customer & Employee Engagement



Sustainability Management



The Need to Innovate



Helping Destinations Build a Larger 'Fan Base'

Across Japan and around the world, COVID-19 has drastically affected the way people live, work and play. On upside, the pandemic also led to the development of new ways for people to stay connected to the places they love. In Japan, the Hometown Tax Donation Program has become a popular means for Japanese taxpayers to support their favorite localities.

Non-residents who feel a special connection with or actively support another community can be thought of as its 'fan base'. From an economic development standpoint, getting people to engage and develop an emotional attachment with the community is an effective way to expand the 'fan base' and fuel revitalization. It also increases the likelihood and frequency of future in-person visits.

For these reasons, many communities worldwide are pursuing initiatives aimed at communicating what makes them unique and offering non-residents convenient and rewarding ways to get involved from afar.

The JTB Group has extensive experience assisting such communities with the development of strategies designed to increase domestic and international visibility and grow its 'fan base' through the creation of attractive content and touchpoints that promote interest, commerce and tourism.



The JTB Approach to Value Creation

The JTB Value Creation Process



Harnessing the unique strengths of our organization, we continually create new ways of bringing people, places and possibilities together while helping to make the world a happier, more peaceful and sustainable place.

Group Mission: We strive to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction.

Vision Statement (Medium-Term Vision): Pioneering ways to bring people, places and possibilities together in a new era.

Capital (Inputs)

Financial Capital

- Consolidated Net Assets: **¥142.3 billion** (FY22 year-end)
- Cash on Hand: **¥283.5 billion** (FY22 year-end)

Intellectual & Human Capital

- ▶ **Workforce Diversity**
 - **19,510 employees worldwide** (FY22 year-end)
- ▶ **Experience**
 - Over 110 years of bringing people, places and possibilities together across the world
- ▶ **Field Expertise**
 - Hospitality and resourcefulness,
 - International mega event experience
- ▶ **High Employee Engagement**

Social & Relationship Capital

- ▶ **Customer Relationships**
 - Corporate (business//gov't/academia): **36,000 organizations**
 - Individual (travelers/consumers): **20 million**
- ▶ **Business Partner Relationships**
 - Business Partners: 90,000
- ▶ **110+ Year History/Brand**

Infrastructure Capital

- ▶ **Global Network**
 - Japan: **582 locations** (incl. sales affiliates)
 - Overseas: **159 Locations in 35 countries/regions**

Natural & Cultural Capital

The sustainability of our business requires that we actively work to protect the global environment and preserve cultural diversity.

Business Activity (Leverage)

The Wellspring of Value Creation at JTB: *Connecting & Contributing*



We are in the business of bringing people, places and possibilities together

Tourism Business Strategy

Tourism as a platform for expanding our lineup of consumer, corporate and community solutions.

Area Solutions Strategy

Driving new growth through innovative area revitalization solutions

Business Solutions Strategy

Driving new growth through an expanding array of solutions to challenges faced by today's businesses

Management Priorities that Support Our Business

DX

Sustainability

DEIB

Corporate Governance

Compliance

Results (Outputs)

Primary Financial KPIs

(FY28 = Final Year of Medium-Term Management Plan)

- Sales (Yen)
- Gross Profit/Gross Profit Margin
- Operating Profit: (7 times pre-COVID level)
- CFROI (Cash Flow Return on Investment: 19.9%)
- Product/Service Portfolio Transformation
(Non-travel Products/Services: Gross Profit: 150% vs. 2019 / % of Overall Gross Profit: 33%)

Primary Non-Financial KPIs (FY23)

▶ Intellectual/Human/Social & Relationship Capital

- Wage Increase (TBD)
- Percentage of Employees with Disabilities: (2.36%)
- Proportion of Women in Managerial Positions (39%)
- Human Rights Due Diligence (In-house/Supply Chain)
- Hiring/Development/Deployment of In-House Specialists: (20)
- Employee Surveys: 83% Positive Job Satisfaction Rate
- JTB Group Talent Exchange Program: (250 applicants)

▶ Infrastructure Capital

- OMO Conversion: (No. of offline conversions of leads generated online)
- Customer Willingness to Recommend: (NPS)

▶ Natural & Cultural Capital

- Reduce CO2 Emissions
(Carbon Neutrality: Scopes 1-2: 2030 / Scope 3:2050)
- Support Biodiversity: (JTB Brighter Earth Project)
- Promote Cultural Preservation: (Events hosted by JTB worldwide)

▶ Composite Metrics

- Nikkei SDGs Management Survey: (2.5% improvement in overall score)

Social Value (Outcomes)

The Value of What We Do



Making Life More Fulfilling

- Excitement & Engagement
- Learning
- Physical & Mental Wellbeing



Creating a Better Society

- Innovation
- Economy
- Peace



Protecting the Earth

- Symbiosis
- Environmental Sustainability
- Environmental Security

The Value of What We Do



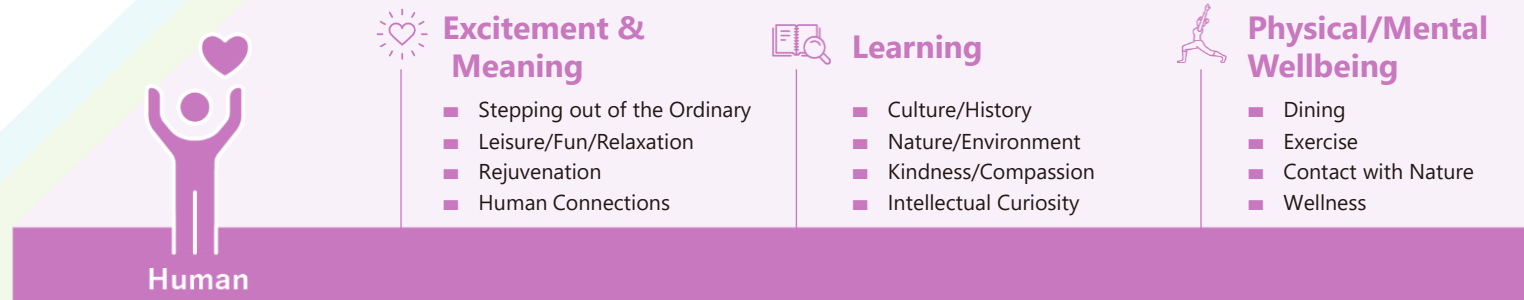
Three Key Dimensions

The JTB Group's business is aimed at maximizing value across three dimensions.

Through our business, we seek to make the world a better, more sustainable place.

Making Life More Fulfilling

We help people live life more fully, experience excitement and meaning, pursue learning, and improve their physical and mental wellbeing.



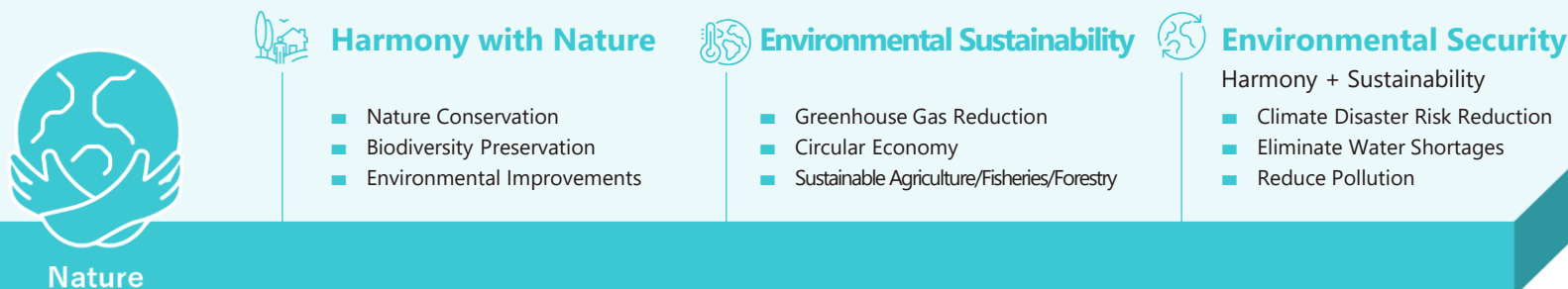
Creating a Better Society

The connections we create make the world a better place... sparking innovation, boosting the economy, and contributing to world peace.



Protecting the Earth

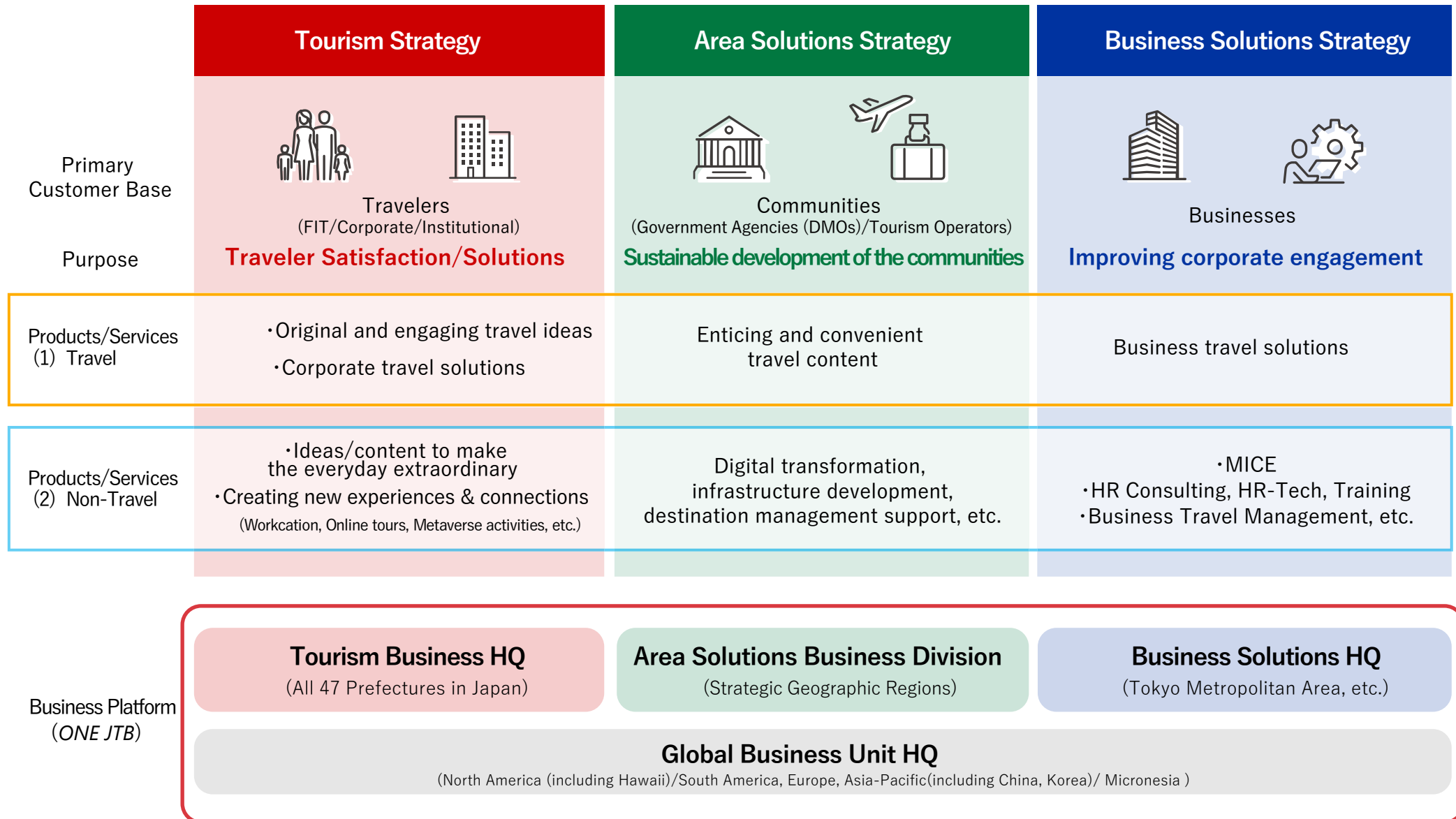
By bringing people in contact with nature, we help foster environmental respect, harmony and sustainability... contributing to the health of the planet.



Bringing People, Places and Possibilities Together: The Big Picture



Using tourism as a platform for business evolution, the JTB Group is expanding its lineup of community and corporate solutions. Under a 3-pronged strategy, we are working as *One JTB* to maximize cross-business synergies.



The JTB Group Turns Possibilities into Reality



Our core strength lies in our ability to conceive, plan, partner and implement innovative ways of bringing people, places and possibilities together.

Bringing People, Places and Possibilities Together

Core Competencies

A Wealth of Solutions

(Travel/Non-Travel)



80,000

Tourism Operators



10,000

Solution Providers



JTB協定旅館ホテル連盟

JTB-Affiliated Ryokans & Hotels Federation

(Stakeholder Network)

Robust Global
Network/Resources

Business Delivery
Platform

The Ability to Turn Ideas into Reality

(Conceptualization/Planning/Collaboration)

Delivering satisfaction and solutions to a diverse
global customer base for more than a century



35,000 Businesses



550 Communities/
Municipalities



84,0000 Students



20,000,000
Travelers/Consumers



JTB総合研究所

JTB Tourism Research & Consulting Co.



一般財団法人

日本健康開発財団

JAPAN HEALTH & RESEARCH INSTITUTE

(Survey/Research Functions)

On-the-Ground Prowess

(The Ability to Get the Job Done)

Hospitality



Integrity

**Boldness of Spirit/
Accountability**



Resourcefulness

International Mega-Event Experience

Strong Partnerships with Gov't Agencies, etc.



あなたの学びの応援団

JTB UNIVERSITY

HRD platform supporting the professional
development of JTB Group colleagues worldwide

The Cumulative Know-how of 110 Years / The Power and Global Reach of the JTB Network

* Approximation of annual performance

The Power and Global Reach of the JTB Network



JTB's extensive global network allows us to do what we do best all around the world...seamlessly.

Japan (All 47 Prefectures)

Domestic Presence

385 Locations

(Consumer Sales Offices/
Corporate Sales Offices)

Affiliated Sales Offices

**Full-Service Affiliated Offices:
72 Companies/181 Offices**

**Corporate Alliances:
15 Companies/16 Offices**

Overseas

159 Locations/80 Cities/35 Countries & Regions
(HQ Offices, Branches, Sales Offices and Affiliated Sales Offices)

Europe 30 Locations/20 Cities/17 Countries

Amsterdam (2)
London(5)
Paris
Rome(3)
Geneva
Zurich(2)
Madrid(2)
Frankfurt
Budapest
Zagreb
Prague(2)

Oslo
Copenhagen
Stockholm
Helsinki
Rovaniemi
Moscow
Saint Petersburg
Tallinn
Warsaw

Oceania 6 Locations/5 Cities/2 Countries

Sydney(2)
Cairns
Gold Coast

Melbourne
Auckland

Micronesia 2 Locations/2 Cities/1 Country

Guam

Saipan

China 10 Locations/3 Cities/1 Country

Beijing(3)
Shanghai(5)

Qingdao(2)

Korea 11 Locations/3 Cities/1 Country

Seoul(9)
Jeju

Busan

Asia 64 Locations/27 Cities/10 Countries & Regions

Singapore(6)
Kuala Lumpur(2)
Kota Kinabalu
Bangkok(2)
Phuket
Ho Chi Minh(2)
Hanoi
Da Nang
Bali(2)
Jakarta(24)
Bogor
Bandung(2)
Surabaya
Cilegon

Medan
Palembang
Malang
Taipei(2)
Kaohsiung
Delhi(2)
Gurugram(2)
Mumbai
Bangaluru
Manila
Cebu
Hong Kong(2)
Macao

North/South America 27 locations/17 Cities/3 Countries

Torrance(5)
San Diego
New York
Las Vegas(3)
San Francisco
Chicago
Atlanta
New Orleans
Boston

Phoenix
Richmond(3)
Toronto
Banff
Calgary(2)
San Paolo(2)
Rio de Janiero
Manaus

Hawaii 9 Locations/3 Cities

Honolulu(7)
Kona (Big Island)

Maui

Portfolio Rebalancing (Contribution to Gross Profit)

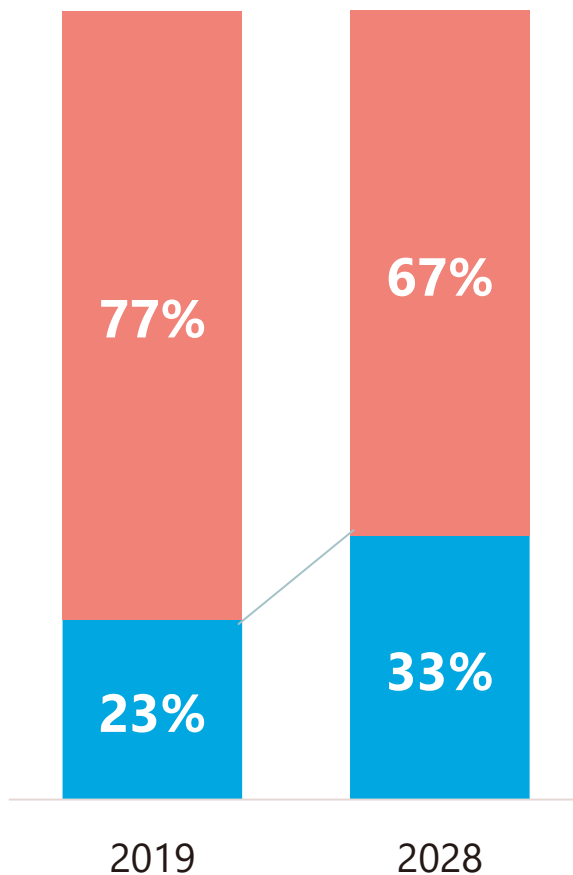


Under its Mid-Term Management Plan, the JTB Group aims to rebalance its business portfolio in order to lay a stable foundation for ongoing organizational growth.

Products & Services

Travel
Non-Travel

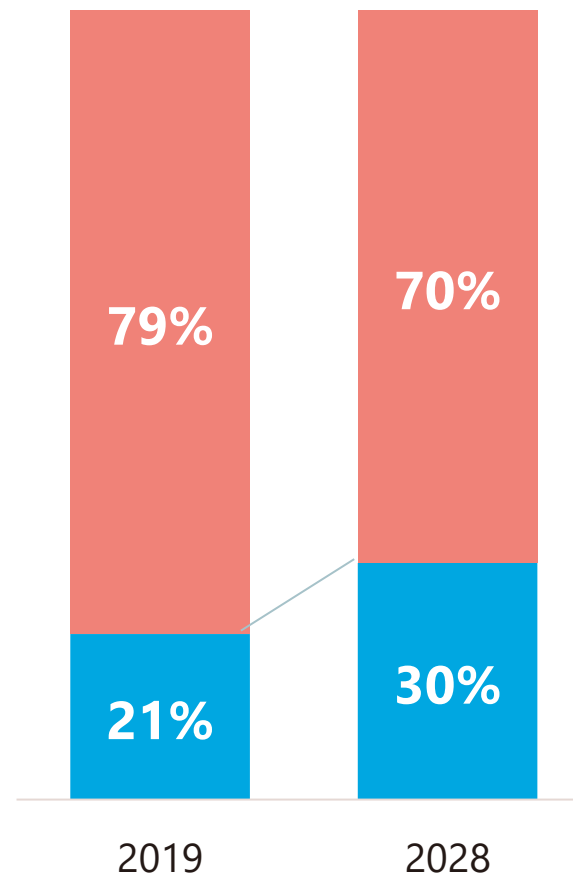
Percentage of Total



Business Models

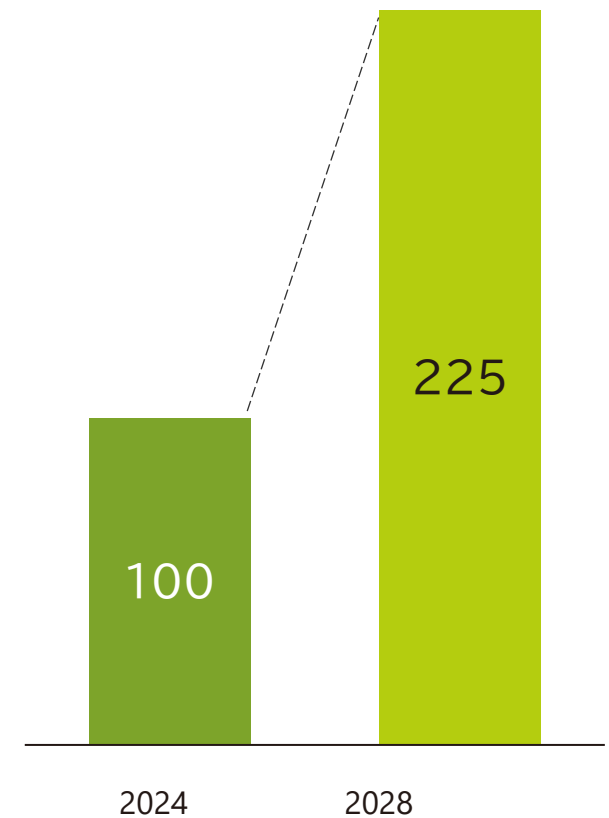
Non-recurring revenue
Recurring revenue

Percentage of Total



Japan Inbound

125% Projected Growth over 2024
Levels by 2028

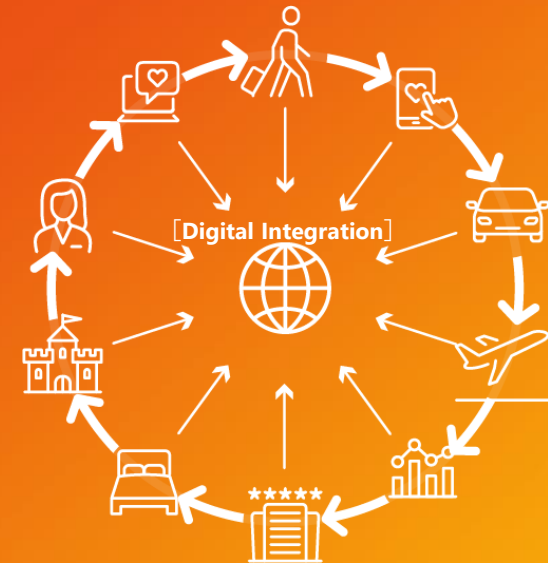


Tourism Business Strategy

Connecting Travelers & Communities

The JTB Group is creating new business models that bring people, places and possibilities together.

The Future of Tourism



By digitally and organically interweaving the entire travel experience, we deliver an optimized customer journey that integrates the everyday and the extraordinary.

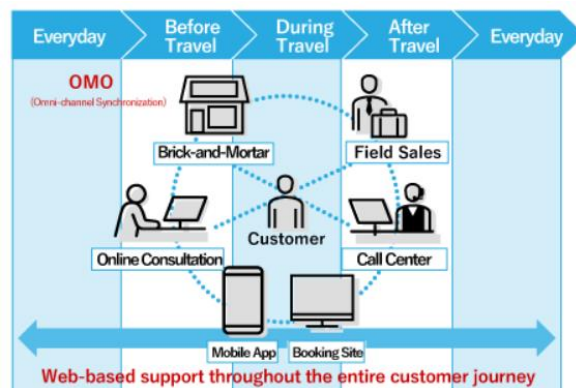
[Click here to return to Table of Contents](#)

Travel and Tourism Digitalization

Through digital transformation, we deliver enhanced 'real value' across the entire travel experience.

More Customer Touchpoints

Through a web-centered cross-channel approach, we seamlessly support every stage of the customer journey. Understanding each individual customer better enables us to deliver a tailored menu of products and services that optimize the customer experience beginning with the everyday and continuing through travel and beyond.



**Online-Merge-Offline:
The Customer Journey Begins with the
Everyday**

Channel & Tour Flexibility

JTB's Online Travel Consultation service puts the expertise of industry professionals and destination experts at the customer's fingertips. (Upper image)

JTB MySTYLE lets travelers (domestic and international) tailor their travel plans to their own needs and desires (Lower image).



Online Travel Consultation

<https://stores.jtb.co.jp/cc-0001>



https://www.jtb.co.jp/kokunai_tour/

https://www.jtb.co.jp/ovs_dp_static/service/

Greater Convenience Before and During Travel

From searching for travel deals and making reservations to confirming itineraries and messaging, the official JTB Travel App provides one-stop functionality to meet the needs of today's traveler. The JTB Travel App allows travelers in Japan to purchase and display JR tickets as well as e-coupons for admission to local attractions. International travelers can display e-tickets and access emergency contact information.



The Official JTB Travel App

<https://www.jtb.co.jp/apps/>



E-Coupons: A Smarter Way to Travel

<https://tabisugo.jtb.co.jp/>

Partnering with Local Stakeholders to Improve Destination Appeal

As a Destination Management Company, the JTB Group works closely with community stakeholders to enhance destination allure.

Destination Products & Services

Success Story (1): Achi Village in Nagano Prefecture has been recognized as 'the country's No. 1 Nighttime Sky' by Japan's Ministry of the Environment. Working with community stakeholders, JTB has developed original tours featuring this heavenly brilliance. In just six years, tour participation has increased from 6,000 to 130,000. (Upper image)

Success Story (2): In collaboration with local residents, JTB created the Tsunan Sky Lantern Launch in Japan's Niigata Prefecture. This original event, incorporated into numerous tour products, allows visitors to experience the breathtaking release of sky lanterns into the night sky. (Lower image)



**Achi Village, Nagano Prefecture:
Japan's No. 1
Nighttime Sky Tour**

<https://sva.jp/>



**Tabimonogatari
Charter Tour:
Tsunan Sky
Lantern Launch**

Wide-Area 'Theme' Products

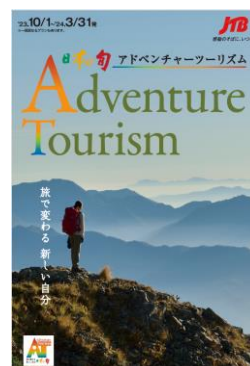
Success Story (1): JTB's original online ticketing platform supports sales of 'universal' admission tickets to local museums and art galleries. (Left image)

Success Story (2): Showcasing seasonal local delicacies, JTB's 'Japan-in-Season' program has been helping to revitalize communities through increased tourism and merchandising since 1998. (Right image)



**The Museums of Tokyo
Gurutto Pass 2023
(Organized by The Gurutto
Pass 2023 Executive
Committee)**

<https://www.rekibun.or.jp/en/grutto/>



Japan-in-Season

<https://www.jtb.co.jp/newtourism/>

Tourism x Transportation Infrastructure

The JTB Europe Group offers 1,300 sightseeing bus tour routes with multiple connections to virtually every major city across Europe. By opening up our 'grid' to the distribution channels of other operators, these bus routes have become an integral part of the ground transportation infrastructure across Europe. Departure is guaranteed with a minimum of one passenger.



EuropaMundo

<https://www.europamundo.com/eng/>

JTB goes far beyond travel and tourism, offering a rich variety of 'lifestyle content' that expands our customer touchpoints.

Giving the Gift of Travel

The JTB Group makes it easy to gift the gift of travel. Tabimono Senka (Upper image) provides a wealth of travel-as-a-gift ideas, including stays at leading hotels and ryokan, day trips to hot springs, and unforgettable dining experiences. Arigato Premium (Lower image) offers a wide range of curated travel products for those looking for that perfect travel gift for that special someone.



Tabimono Senka

<https://www.jtb.co.jp/gift/nicegift/tabimono/>



ARIGATO PREMIUM GIFTS

<https://www.harmonick.co.jp/catalog-gift/arigato-premium/>

Unique Outing Ideas

JTB's 'Rurubu' guidebooks are designed to breathe new excitement into your everyday outings. (Upper image)

Our 'Rurubu & more' lifestyle media platform for women and families provides a wealth of creative ideas for tailored outings that make every day more special. (Lower image)



Original Outing Ideas by Rurubu

るるぶ & more.



Rurubu & more: (Around-the-town media for women and families)

<https://rurubu.jp/andmore>

Lifestyle Information

Building on the success of its acclaimed travel publications featuring the hottest things to see, eat and do in Japan and around the world, Rurubu's new 'Explore, Create, Learn' lineup is designed to stimulate wonder and curiosity.

In 2023, Rurubu proudly celebrated its 50th year of publication.



New Rurubu Frontiers:
Finding wonder everywhere

The JTB Group helps communities better position and market themselves as visitor destinations.

Destination Marketing Support

The JTB Group provides tourism strategy development and implementation support as well as world-class content development solutions for local governments and destination management organizations (DMOs). (Upper images)

Data captured through hotel reservations systems supports the development of tailored marketing campaigns. (Lower image)



'Kyoto by the Sea' DMO strategy, content development, and destination products and services

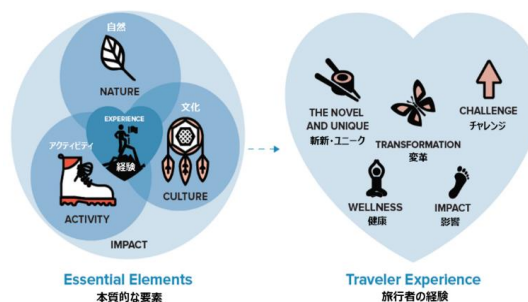


Tourism Forecasting Platform

<https://kankouyohou.com>

Hospitality Infrastructure

Through outdoor activities, hands-on cross-cultural experiences, and opportunities to interact with local residents, JTB's adventure tourism solutions promote the development of quality tourism infrastructure and content targeting the affluent demographic.



Adventure Tourism



<https://www.jtbbwt.com/government/trend/detail/id=2749>

Business Process Outsourcing

We support local economic development and post-disaster tourism recovery by providing one-stop outsourcing for visitor promotions and premium discount voucher programs. JTB's reach and experience enable us to quickly put together operational teams and systems, while signature JTB service ensures peace of mind for clients and participants alike.



**Success Story 1:
Use of "Fukkowari" Vouchers to Promote
Tourism Recovery**

<https://www.jtbbwt.com/government/case-study/solution/area-marketing/detail/id=1338>

**Success Story 2:
Overcoming Staffing Shortages through
Outsourcing**

<https://www.jtbbwt.com/government/trend/detail/id=2048>

Travel-Inspired Solutions for Schools



The JTB Group's expertise in educational support and event coordination services makes us the partner of choice for delivering engaging school events and a superior learning experience.

Customized Event Support

Through tailored event support services, the JTB Group helps educational institutions advance their mission in creative and enjoyable ways.



Excursion Exploration Workbook

–Combining Fun and Authentic Learning –

Original JTB learning workbooks utilize an inquiry-based approach that promotes student engagement and maximizes the educational value of school excursions.

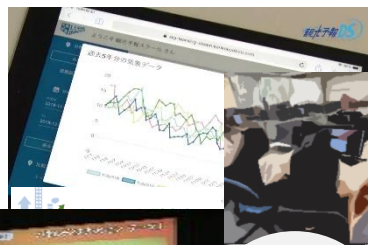
Through experiential learning, students are encouraged to proactively investigate and identify problems, record observations, and develop solutions to real-world problems. The use of *e-portfolios* supports authentic learning by enabling students to create a 'learning album' documenting academic progress, communicate interactively with instructors, and advance steadily towards learning and employment goals.



Unique Learning Modules

We offer a wide variety of educational content ranging from inquiry-based and career education modules to SDGs awareness training and global education.

Inquiry-based Learning



Career Education

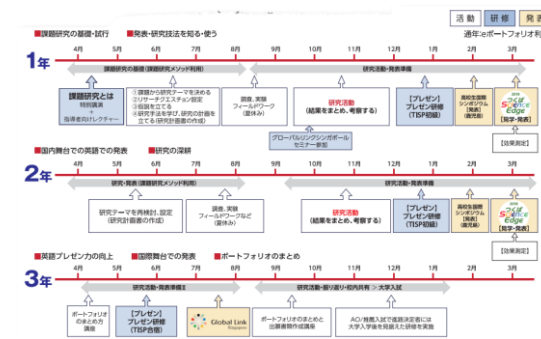


SDGs



Curriculum Management Support

J's GROW provides educational institutions with a powerful set of tools for managing curricula*, monitoring improvements in learner competencies, and delivering a superior learning experience.



Tailored Recommendations for Events and Inquiry-based Learning

* Curriculum Management: A systematic approach to developing, delivering, assessing and improving curricula to best support the school's mission.

Sports and the JTB Group

From intramural athletics and professional sports to high-profile mega events, the JTB Group is passionate about sports as a vehicle for bringing people and possibilities together.

Through its extensive logistical and operational involvement in the Tokyo 2020 Olympic and Paralympic Games, JTB further expanded its lineup of sports-related services and solutions while simultaneously implementing industry-leading best practices for infection control.

JTB's signature 'Sports Hospitality' combines spectating with quality dining and entertainment, allowing hosts and guests to forge deeper bonds through the shared experience of sports thrills.

JTB Sports

<https://jtbsports.jp/en/>



JTB runners build momentum in the run-up to Tokyo 2020



JTB President and CEO Eijiro Yamakita presents bouquets at Tokyo 2020

Area Solutions Strategy

Creating recurring revenue models to supporting local development

The JTB Group promotes area revitalization through a wide array of tourism, merchandising and other platform solutions.



(1) Tourism Digital
Transformation

(2) Destination Development
& Management

(3) Area Development

Digital Solutions



Our leading-edge DX solutions help local governments, DMOs and operators promote local tourism industry development efficiently and effectively.

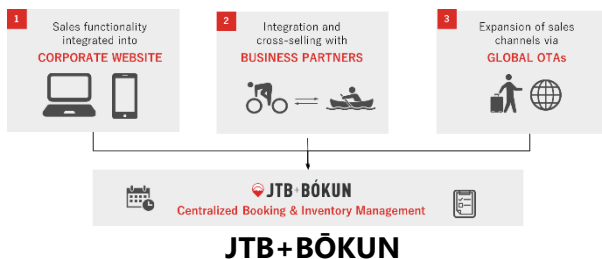
Sales Platforms: (DX Solutions for Operators)

We provide leading-edge ticketing platforms (upper image) as well as sales and inventory management platforms for experiential travel and tour products (lower image). Our Direct-to-Consumer (D2C) digital platforms help tourism industry operators reach more customers directly and contact-free.



Good Fellows JTB Ticketing Platform

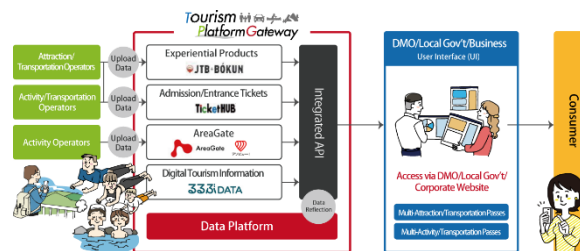
<https://gftb.co.jp/>



<https://www.jtbbokun.jp/>

Sales Management Solutions for Destination-based Products

Innovative JTB software applications allow DMOs, tourism bureaus and MaaS operators to market and manage sales of a broad range of local travel content directly from their own websites.



Tourism Platform Gateway™

<https://www.jtbbwt.com/government/service/solution/ict-kankou/maas/tourism-platform-gateway/>



NIKKO MaaS + Tourism Platform Gateway (Tobu Railway, Tochigi Prefecture, ORIX Auto Corporation, Toyota Tochigi Rental & Leasing, JTB Group)

<https://press.jtbcorp.jp/jp/2022/03/maasnikko-maas39.html>

JTB×BeeCruise Cross-border EC Support

Through an alliance with BeeCruise, JTB's '47storey' helps Japan-based businesses tap into lucrative markets in 118 countries and regions around the world with tailored support to overcome the challenges of cross-border e-commerce, including multilingual communication, international payment processing, global shipping, and customer support.



『47storey』

<https://www.jtbbwt.com/files/user/stores/j6673-1/47storey/>

Solutions for Accommodations Providers

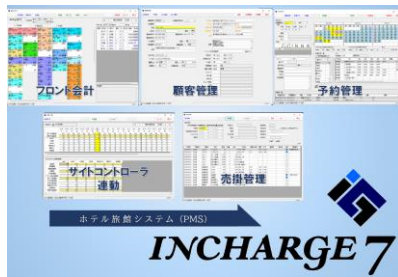


The JTB Group offers a range of innovative solutions to help accommodation providers increase operational efficiency.

Reservations Systems

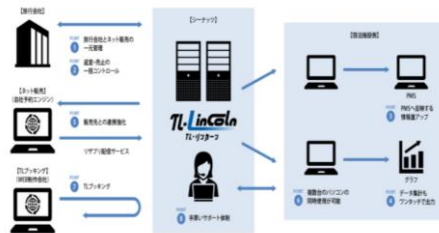
We help lodging facilities digitize their operations through Incharge 7, our state-of-the-art cloud-based reservation management system. (Upper image).

Our TL-Lincoln channel manager system streamlines room inventory management, pricing and reservations data across all distribution channels. (Lower image)



Incharge 7

<https://incharge7.jp/>



TL-Lincoln

<https://www.seanuts.co.jp/english/>

TL-Lincoln is offered by Seanuts through a joint venture with Recruit.

Payment Processing Services

The JTB Group's reservations and prepayment systems integrate seamlessly into lodging provider's website. (Upper image)

Dedicated mobile terminals support a variety of cashless payment options at lodging facilities and visitor attractions (Lower image)

**JTB
Book & Pay**



JTB Book & Pay

<https://product.jtb-jbi.co.jp/jtbbookandpay/>



stera terminal



stera mobile

JTB Merchant Batch Credit Card Payment Services

<https://www.jtb.co.jp/crex/>

Multilingual Communications

With a simple scan of an in-room QR code, Kotozna In-room converts a smartphone into a virtual concierge, allowing guests to easily access information about hotel dining and activities in their own language. The Kotozna system is deployed in approximately 50,000 rooms across Japan (as of September 30, 2023).

The industry's first multilingual generative AI chatbot – Kotozna laMonde - was rolled out in the fall of 2023.



Kotozna In-room

<https://www.jtbbwt.com/government/service/solution/inbound/preparation/kotozna-in-room/>

Space Planning, Operations and HR Solutions

From space planning and interiors to staffing and operations, the JTB Group offers comprehensive facility and HR solutions for the tourism industry.

Total Support for Accommodation Providers

As the full-service partner of choice for lodging providers, the JTB Group harnesses its nationwide sales and support networks to deliver solutions that improve guest experience and increase operational efficiency.



JTB Trading: Real solutions for the lodgings industry

<https://www.jtbtrading.co.jp/>

Facility Design and Much More

From real estate brokerage services and design and construction to facility operations and management, the JTB Group provides one-stop facility support services for the tourism industry. We enhance value for facility owners and communities by creating inviting spaces where people like to gather.



**Real Estate Related Services
(JTB Asset Management)**

<https://jtbest.co.jp/>

Staffing Solutions for the Tourism Industry

Our staffing solutions provide tourism operators with seasoned professionals who are ready to hit the ground running.



Our new *Hospitality Outsourcing* service combines the staffing expertise of World Holdings with the extensive HRD know-how of the JTB Group.

<https://www.jwsol.co.jp/>



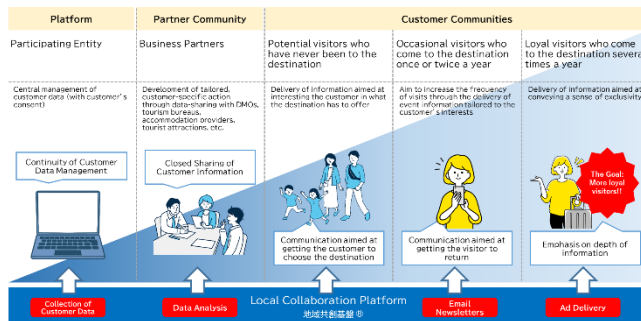
J&J Human Solutions, a JV between JTB and JCB Corporation, provides staffing solutions (tour guides, interpreters, etc.) that can make an immediate contribution to the client's operations.

<https://www.jjhs.co.jp/>

We work collaboratively with local stakeholders to maximize destination attractiveness through leading-edge logistics, financial and marketing solutions.

Customer Relationship Management

Our cloud-based customer relationship management (CRM) platform promotes effective management of customer contact and communications and supports the formation of lasting relationships between visitors, businesses and communities.



Local Collaboration Platform®

<https://www.jtbwt.com/government/service/solution/area-management/digital-marketing/chiiki-kyoso/>

Hometown Tax Donation Program

JTB's 'Furupo' Service, selected by travel aficionados as Japan's No. 1 hometown tax donation site*, provides local communities with a source of much-needed capital. Our 'Furusato Connect' platform provides a convenient tool for connecting businesses and communities.

* Japan Marketing Research Organization
(12/2021 Brand Image Survey)



<https://furu-po.com/>

Branding & Promotions

JTB supports destination branding and promotion efforts through traditional 'Rurubu' publications as well as customized publications developed for the corporate market. The JTB Timetable, first published in 1925, also serves as an effective medium for area/destination promotions.



Publications by JTB Publishing

<https://books.jtbpublishing.co.jp/>

<https://solution.jtbpublishing.co.jp/>

We support sustainable destination development through the creation of original travel content and organically integrated destination 'ecosystems'.

Destination Development Solutions

By delineating a 'zone of focus' and organically integrating existing as well as newly created visitor content under a coordinated vision/theme, the JTB Group helps create a tourism destination 'ecosystem' that supports synergistic and sustainable area development.

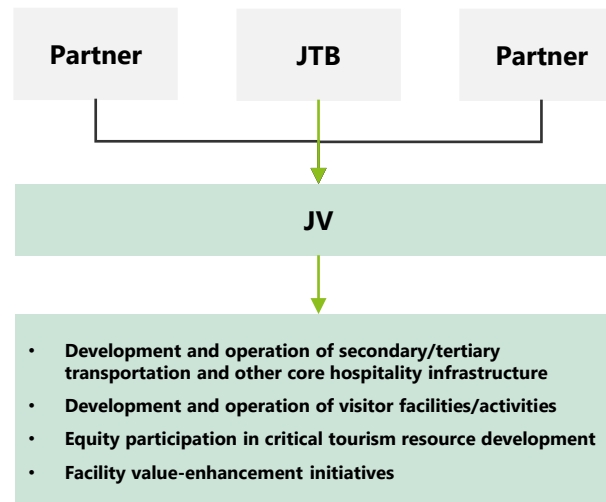


Destination 'Ecosystem' Model

For more information on local initiatives in Okinawa, visit <https://jtb-okinawa.co.jp/oddp/>

Tourism Development & Management Solutions

We work collaboratively with local and national partners in real estate, finance and other industries to develop, build and operate sustainable hospitality infrastructure.



Achieving more through partnering

Expo 2025 & Integrated Resorts

We are rapidly expanding our solution capabilities to capitalize on opportunities presented by Expo 2025 Osaka Kansai as well as the proposed development of integrated resorts in Japan.



Photographs courtesy of Japan Association for the 2025 World Exposition

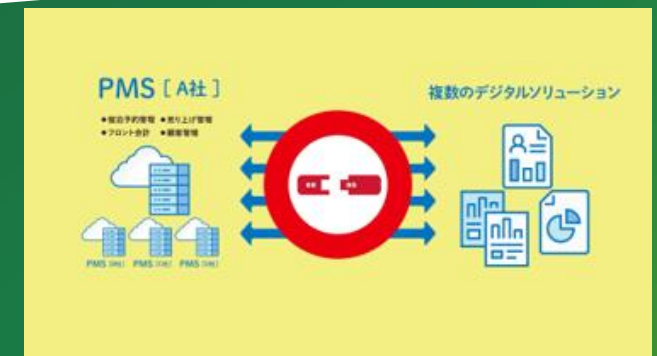
JTB DataConnect HUB®:

A groundbreaking platform supporting digital transformation in the lodging industry

In addition to a backbone Property Management System (PMS) for managing reservations and payments, hotel operators typically use a number of separate dedicated systems for automated check-in/check-out, room service and other operations. The lack of integration across these various systems creates operational inefficiencies by requiring the manual transfer of data.

JTB DataConnect HUB® is the lodging industry's first solution enabling operators to link their PMS to multiple operation-specific systems. In recognition of its contribution to enhancing hotel productivity, JTB DataConnect HUB® garnered Japan Service Innovation honors in 2022.

The JTB Group continues to develop innovative, new solutions aimed at supporting digital transformation across the lodging industry and beyond.



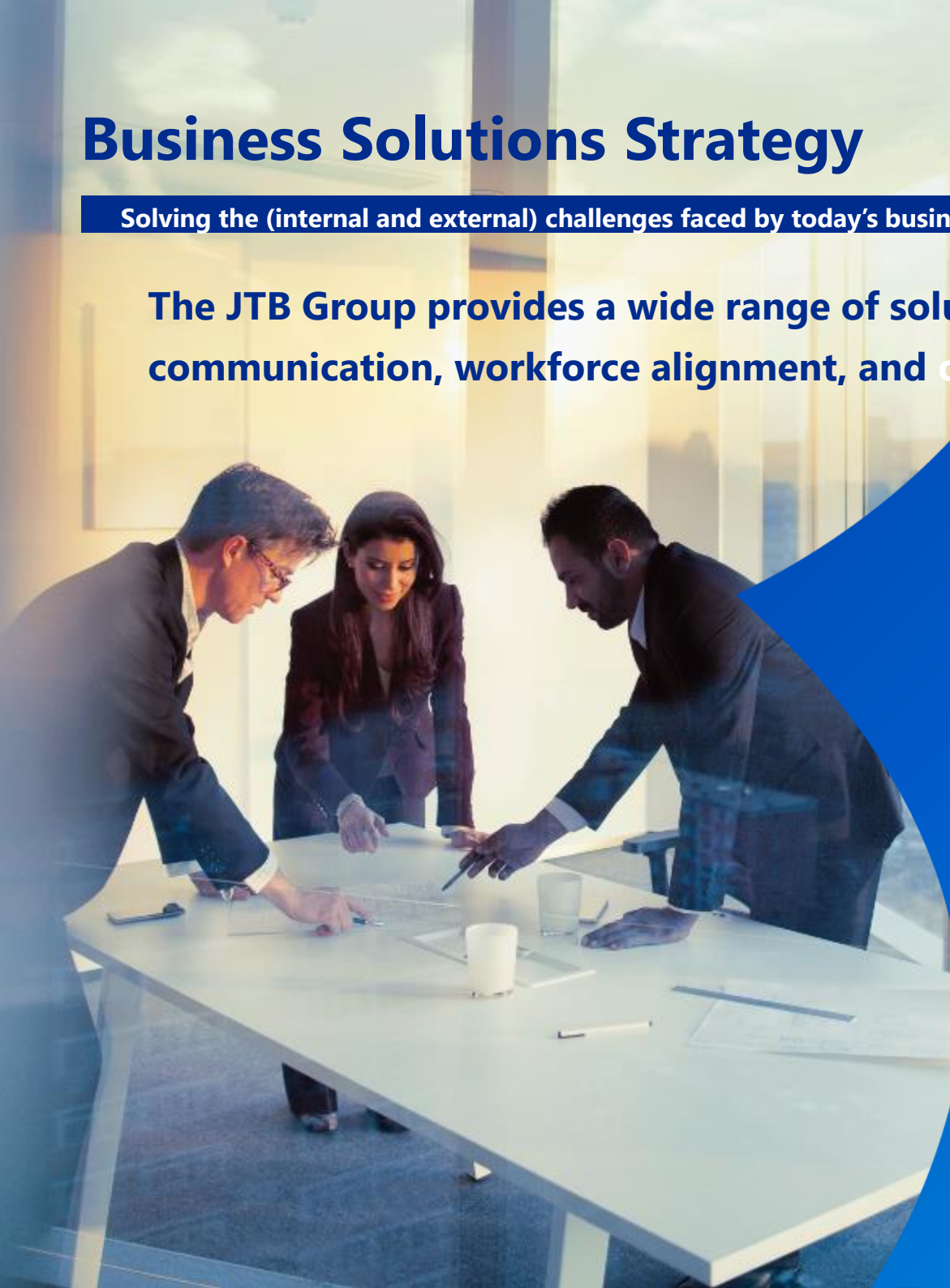
JTB DataConnect HUB®

<https://www.jtbbwt.com/government/service/solution/ict-kankou/digital/jtb-dataconnecthub/>

Business Solutions Strategy

Solving the (internal and external) challenges faced by today's businesses

The JTB Group provides a wide range of solutions that promote corporate communication, workforce alignment, and operating efficiency.



[Click here to return to Table of Contents](#)

Meetings & Events (M&E)

We help businesses harness the full potential of Meetings & Events (M&E) to achieve internal and external goals.

Planning & Management

Our event planning and management services help clients achieve their objectives effectively and efficiently. From internal meetings and training sessions to large-scale stakeholder events, we have the capability to support every delivery modality (in-person/virtual/hybrid) across Japan and around the world.



Enhanced M&E Marketing Value

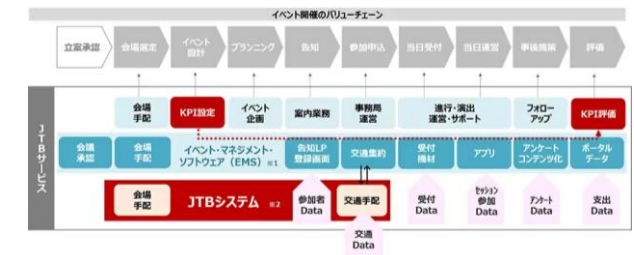
From defining performance indicators (KPIs) to post-event reporting and analysis, JTB Group's comprehensive one-stop support ensures the delivery of meetings and events that maximize marketing value.



<https://www.jtbbwt.com/business/service/solution/meeting-event/employee/marketing-event/>

Strategic Meetings Management

Whether for one-off or recurring meetings, the JTB Group's Strategic Meetings Management (SMM) service delivers comprehensive support from planning, procurement, execution and payment processing to the use of cutting-edge data analytics to improve meeting outcomes.



Strategic Meetings Management(SMM)

<https://me.jtbcom.co.jp/smm/index.html>

Employee Value Proposition (EVP) & Human Resources Consulting (HRC)

Through our leading-edge JTB-EVP* and HRC solutions, the JTB Group helps today's businesses solve workforce management challenges. * Employee Value Proposition: The set of benefits (value) offered by an employer to its employees

HR-Tech & Consulting Services

Through WILL CANVAS, a proprietary cloud-based solution powered by decades of proprietary research in the field of motivation theory, JTB provides businesses with robust and versatile organizational development support. From defining issues and objectives to crafting tailored solutions, experienced JTB consultants deliver one-stop solutions that improve organizational performance.



WILL CANVAS

<https://www.willcanvas.jtbcom.co.jp/>

Organizational/HRD Solutions

We offer a wide range of powerful HR tools to address the increasingly complex HR challenges faced by corporations in today's rapidly changing business environment, including programs designed to improve workforce motivation and service-mindedness as well as experiential activities aimed at increasing employee morale and driving positive organizational change.



<https://www.jtbbwt.com/business/service/solution/meeting-event/seminar/>

<https://www.jtbbwt.com/business/service/solution/meeting-event/seminar/7habits/>

Benefit Services

Through a unique business tie-up with Benefit One Inc., the JTB Group puts the power and convenience of Benefit Station at the fingertips of employers. This robust platform offers a wealth of leading-edge employee benefit, workforce wellbeing, and education/training solutions.



Benefit Station

<https://corp.benefit-one.co.jp/en/>

The JTB Group delivers tailored solutions to help today's businesses address a wide range of challenges.

Business Travel Management

Our Business Travel Management (BTM) services optimize corporate travel by centralizing the management of travel-related processes. JTB Business Travel Solutions Co., Ltd.* brings together the hospitality expertise of JTB with the know-how of CWT to deliver a wealth of corporate travel solutions including B+PLUS, a comprehensive travel management system, and J's NAVI NEO, a state-of-the-art system for travel expense reconciliation.

JTB-CWT Business Travel Solutions

(* A joint venture with CW Travel Holdings)



<https://www.jtb-cwt.com/eng/>

Business Process Outsourcing Services

Leveraging over 110 years of travel and hospitality industry experience, the JTB Group's Business Process Outsourcing (BPO) services help clients improve operating efficiencies and end-user satisfaction. From program development to on-site implementation, our BPO services are revolutionizing the way businesses do business.



<https://www.jtbbwt.com/business/service/solution/benefit/dx/bpo/>

Promotional Support

Beginning with a careful analysis of existing promotional activities, JTB provides comprehensive support aimed at increasing the effectiveness and efficiency of the client's marketing activity. Services include strategy formulation and implementation as well as the development of effective sales collateral. Through our signature TabiMedia® service, clients can harness the power of JTB's extensive traveler touchpoints to reach target audiences.



<https://www.jtbbwt.com/business/service/solution/promotion/>

Global Business

3-Pronged Strategy:

- Global Business Solutions
- Global DMC
- Japan Inbound



As a Destination Management Company (DMC), we harness the power of internal and external partnering to deliver a comprehensive array of services and solutions aimed at maximizing destination attractiveness.

Hop-on/Hop-off Coach Tours + Accommodations Across Europe

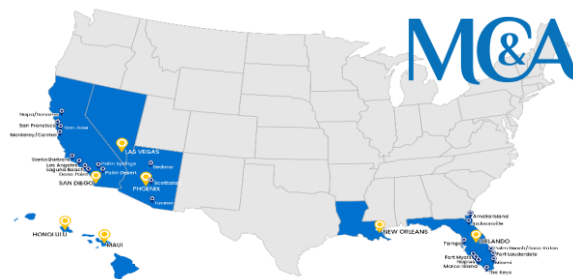
EuropaMundo provides in-destination sightseeing bus tours across Europe with a particular focus on the Latin American traveler. A member of the JTB family of companies since 2014, EuropaMundo markets itself not as a travel service provider but as *a purveyor of travel experiences*. The company operates 1,300 routes connecting all major cities across the European continent as well as “Land Cruise” sightseeing bus tours tailored to the needs of travelers from Japan.



<https://www.europamundo.com/eng/>

MICE Operations in Hawaii & North America

MC&A is a full-service destination management and event company with an extensive presence across Hawaii and the continental United States. Part of the JTB Group since 2016, MC&A is equipped to meet the evolving needs of today's businesses through a full range of innovative destination and event solutions.



<https://mcadmc.com/>

Private-Public Sustainability Partnering

In partnership with government tourism bureaus around the world, the JTB Group continues to lead the way in promoting tourism industry sustainability. In Europe, JTB is collaborating with Switzerland Tourism to promote 'Swisstainability' by developing sustainable travel products and services and working to raise sustainability awareness across the supply chain.

4 categories of "swisstainable" products

- Small Group Tours by Train
- Small Group Tours by Bike
- Green Incentive Tours
- Green Educational Tours



<https://www.kuonitumblare.com/w/greening-your-incentive-tour>

True to our founding mission, we proudly serve the Japan inbound travel market through a multitude of services including packaged tours, international meeting and event support, and e-commerce solutions.

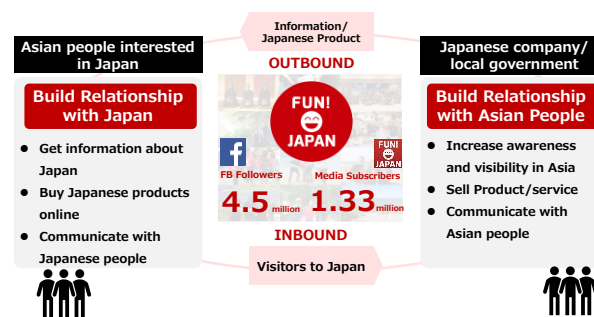
Unparalleled Options for the International Traveler

The JTB Group offers an extensive range of tour products to meet the needs of international travelers in Japan. Sunrise Tours, Japan's first package tour brand catering to international visitors, has serviced more than 8 million foreign tourists since its formation in 1964 while BOUTIQUE JTB delivers customized experiences of 'authentic Japan' to affluent inbound travelers from all around the world.



Reaching Overseas 'Japanophiles'

Through its equity stake in Fun Japan - a members-only digital marketing platform featuring Japan products and services - JTB helps businesses and communities access the purchasing power of 1.25 million 'Japan lovers' across Asia and beyond. Fun Japan not only provides robust e-commerce support but also promotes information exchange and relationship-building through unique metaverse events and more.



<https://www.fun-japan.jp/en/>

VIP Services for Foreign Dignitaries

Through seamless Protocol Logistics Management (PLM) services, the JTB Group provides world-class logistics and reception support for royalty, heads of state and other foreign dignitaries on official visit to Japan. Capable of mobilizing large teams and ground fleets and coordinating accommodations and receptions, JTB is the partner of choice for organizers of international expos, summit meetings and royal family functions.



<https://www.jtbgmt.com/en/mice/feature/>

We deliver leading-edge solutions that combine the reach of our network with signature JTB service to meet the growing global demand for meetings and events (M&E), corporate travel management, and business matchmaking.

Global Live Broadcasting

When it comes to online events linking Japan and the rest of the world, nobody does it better than JTB. Our domestic and overseas staff work together seamlessly to produce world-class events with signature JTB hospitality and reliability.



**Online events featuring presenters
anywhere in the world**

<https://www.jtbbwt.com/business/case-study/solution/medical/detail/id=1808>

M&E Management Systems

JTB Connect is a proprietary system for managing meetings and events developed by JTB India to meet the needs of today's multinational corporation. By automating and centralizing the processes involved in planning and implementing successful conferences and events, JTB Connect simplifies the M&E process and allows hosts to focus on what matters most – their attendees.



International Marketing & Matchmaking

Harnessing the power and reach of our global network, we help businesses in Japan grow their exports of Japanese products throughout the world. Our optimized market-specific services are tailored to the unique needs of each client.



Market Research

- ▶ Local Market/Industry Research
- ▶ Local Demand/Consumer Research



Marketing

- ▶ Website Development
- ▶ Test Marketing



Advertising/Promotions

- ▶ High-visibility physical marketing
- ▶ Promotional activity using local media



Business Matchmaking

- ▶ Business Networking Events
- ▶ Trade Show Participation

Sustainability

Sustainability Policy

1. Sustainability Framework and Compliance
2. Promoting Sustainability through Customer Communication
3. Conserving the Earth's Resources and Biodiversity
4. Promoting Sustainable Communities
5. Sustainable Service Delivery through Value Chain Partnering
6. Creating an Inclusive, Fair and Sustainability-Oriented Work Environment



Materiality-Guided Sustainability Priorities

Enriching the Human Experience

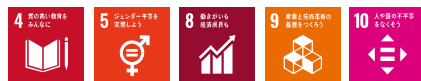
Leisure
Experience &
Job Satisfaction



Learning &
HR Development



Diversity



Nurturing Our Surroundings

Destination
Preservation &
Enhancement



Caring for the
Earth



Engaged Partnering

Creating
Stakeholder Connections



JTB Group's Sustainability Priorities work synergistically to support additional SDGs



Priority Initiatives

The JTB Group has identified 8 materiality-based sustainability priorities along with specific goals/targets. We are committed to being a part of the solution.



https://www.jtbcorp.jp/jp/sustainability/pdf/report_2023_en.pdf

Carbon-Neutrality Targets

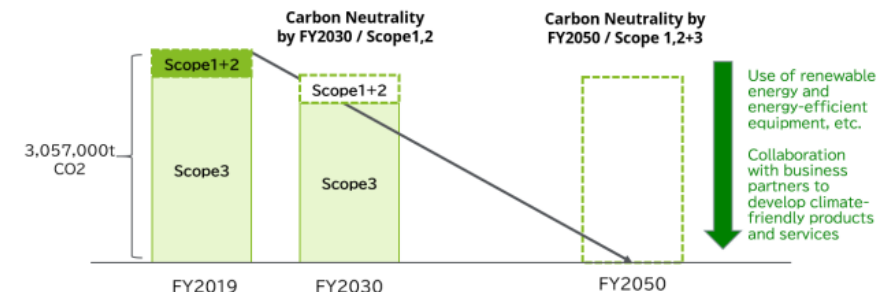
As part of our environmental sustainability efforts, we have adopted a phased approach to reducing the ecological footprint of our business. We are committed to achieving carbon neutrality (net-zero greenhouse gas emissions) by 2050.

Medium-Range Target :

JTB to achieve carbon net zero by FY2030

Long-Range Target:

JTB to achieve carbon net zero across all business domains by FY2050



Scope 3 Target developed in accordance with guidelines issued by Japan's Ministry of the Environment. Although emissions calculations include only Agent-Organized and Tailor Made tour products (but not Arranged Tours), JTB is committed to pursuing common emission reduction initiatives across all tour categories.

Scope 1: Direct greenhouse gas emissions generated by company-owned and company-controlled resources (fossil fuel combustion, manufacturing processes)

Scope 2: Indirect emissions associated with the purchase of electricity, steam, heat, and cooling

Scope 3: All indirect emissions not included within the boundaries of Scopes 1 and 2 (emissions associated with all upstream and downstream activity in the value chain)

<https://www.jtbcorp.jp/en/newsroom/2022/05/jtb2050co2.html>

* Scope 3 targets developed in accordance with guidelines issued by Japan's Ministry of the Environment. Although our emissions calculations include only Agent Organized and Tailor Made tour products (but not Arranged Tours), JTB is committed to pursuing common emission reduction initiatives across all tour categories.

Sustainable Tourism Leadership

Under a partnership with Destination Canada, the JTB Group offers a wide range of regenerative tourism products that weave sustainability directly into the visitor experience. These efforts to promote sustainable transportation, lodgings, dining and visitor activities earned JTB the Minister of Tourism Award at the JATA-sponsored Tour Grand Prix 2023.

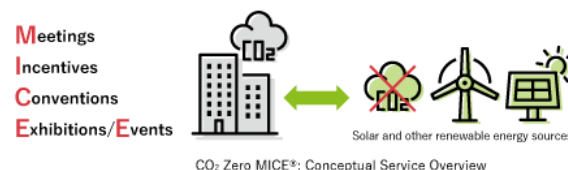


LOOK JTB
Soul-Travel CANADA
~Tsunagari Tabi~

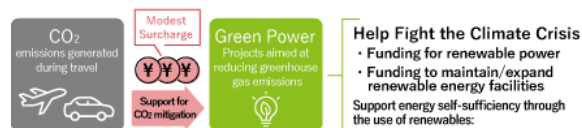
Carbon Offsetting in MICE, Leisure and Business Travel

Through products such as CO₂ Zero MICE® and CO₂ Zero Travel®, the JTB Group helps corporate clients achieve their sustainable development goals through eco-friendly MICE and business travel solutions powered by renewable energy.

What is CO₂ Zero MICE®?



What is CO₂ Zero Travel®?



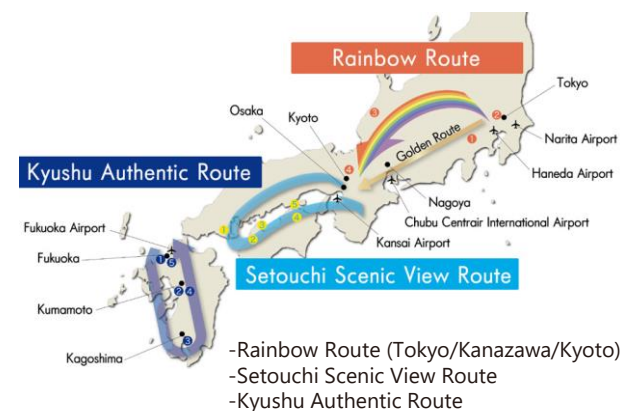
ESG-BTM Service Overview



CO₂ Zero MICE® / CO₂ ZERO Travel®
Environmentally Friendly
Business Travel Management

New Tour Routes to Ease Overtourism

As part of the JTB Group's efforts to reduce overtourism in Japan's most crowded tourist destinations, JTB Global Marketing & Travel is continually rolling out new tour products designed to steer visitor traffic towards Japan's less-visited rural areas.



Sunrise Tours:
Packaged tours catered to the needs
of the inbound travel market

Mori no Nigiwai **(The Buzz in the Woods)**

Mori no Nigiwai (The Buzz in the Woods) is a signature JTB program featuring cultural extravaganzas that offer travelers the unique opportunity to experience the rich cultural and artistic heritage of Japan's backlands and byways. JTB works hand in hand with local governments and tourism bureaus to ensure that these stage celebrations showcasing local traditions, festivals and performing arts support local revitalization goals.



<https://www.jtb.co.jp/chiikikoryu/mori/>

Honolulu Festival

Held every March on the Island of O'ahu in Hawaii, Honolulu Festival is the Aloha State's premier intercultural gala. Providing participants of every age and background the opportunity to expand their cultural horizons, Honolulu Festival plays an important role in promoting understanding, economic cooperation, and ethnic harmony between the peoples of Hawaii, Japan and the Pacific Rim.



<https://www.honolulu festival.com/en/>

The Brighter Earth Project

Officially recognized in 2014 as a UNDB-J Collaborative Initiative, the JTB Brighter Earth Project brings JTB customers and employees together with local residents to participate in environmental cleanup drives, conservation efforts, and other projects that nurture an appreciation of local ecology and culture.

* Inaugurated in 1982 as the Tourist Destination Cleanup Campaign, the program was renamed in 2012 on the occasion of JTB's 100th corporate anniversary.



<https://www.jtbcorp.jp/en/sustainability/clean/>

Nabegataki Falls: Reducing Overtourism through Innovation

Located in the picturesque town of Oguni in Kumamoto Prefecture, Nabegataki Falls was formed by a massive volcanic eruption nearly 100,000 years ago. The popularity of this natural wonder soared after the waterfall was featured in a TV commercial in Japan. However, the rapid ensuing rise in visitors resulted in severe traffic congestion along the roads leading to Nabegataki Park and caused unpleasant overcrowding at the Falls.

To overcome these challenges, the JTB Group deployed its proprietary Ticket HUB® reservation system to create a pre-booking system requiring visitors to sign up in advance for scheduled time slots. By carefully managing visitor counts and parking availability, the JTB Group succeeded in eliminating traffic congestion and overcrowding at Nabegataki Falls.

This groundbreaking initiative has garnered worldwide recognition. In 2022, Nabegataki Falls was selected as one of the "Top 100 Sustainable Tourism Destinations in the World".

The JTB Group continues to partner closely with local stakeholders to protect precious tourism resources, ease overtourism, and enhance destination attractiveness.



Click here to learn more about the Nabegataki Falls success story

<https://www.jtbnet.com/government/case-study/solution/tci-kankou/detail/id=2617>

Click here to learn more about Ticket HUB® (GoodFellows JTB)

<https://gfb.co.jp/business/>

DEIB

- Diversity
- Equity
- Inclusion
- Belonging

The JTB Group DEIB Statement

Diversity / Equity / Inclusion / Belonging

Treasure the Difference, Bring the World Together.

JTB Group honors a diverse range of talents, creating an organization where each individual can thrive authentically.

By embracing the differences in regions, cultures, people, and identities across the world, we transform these differences into values such as insights, new experiences, and innovation, bringing the world together.



DEIB Priorities

DIVERSITY

Cultivating an organizational culture that translates differences into strengths

WORK STYLE

Promoting the 'JTB Group WORK Style'

CAREER

Self-directed career development

DISABILITIES

Supporting employees with disabilities

GENDER

Gender equality

Specific Initiatives

Use of feedback from Employee Surveys to direct organizational development efforts

Support employee work-life balance through HR solutions (relocation-free transfers, shorter work weeks, etc.)

Promote self-directed career development through the JTB Group Talent Exchange Program, etc.

Programs and workshops (JTB Group Disabilities Summit, etc.) aimed at promoting disability awareness in the workplace

DEIB training aimed at eliminating unconscious bias

Work-Life Balance

JTB continues to evolve its HR and digital infrastructure to accommodate diverse work styles, giving our colleagues greater freedom and flexibility to choose the work arrangements that best fit their needs.

Relocation-Free Transfers

Shorter Work Week

Guidelines on Outside Employment

Telecommuting

**Employee-Friendly
Work Style Options**

Career-Long Learning

We offer employees a wealth of opportunities to pursue self-directed career development through the JTB Group Talent Exchange Program as well as overseas training opportunities and graduate-level studies. The JTB University Summer Festival of Learning, held annually in August, not only features outside lecturers but also gives our employees the chance to share their knowledge and perspectives with colleagues across the Group - one of the many ways we promote an organizational culture of ongoing, collaborative learning.



Supporting Employees with Disabilities

As part of our commitment to supporting employment and advancement opportunities for individuals with disabilities, the JTB Group offers a variety of programs and workshops aimed at promoting disability awareness in the workplace. With guidance from in-house specialists, we are working to promote inclusivity, improve retention, and roll out tools to ensure equitable access to information.

HR Solutions

Solutions for hiring, retaining and empowering employees with disabilities.

Business Support Services

Operational support and solutions for JTB Group companies.

Job Creation

Office supply restocking, internal mail delivery, janitorial services, etc..

JTB DATA SERVICE

<http://www.jtb-jds.co.jp/>

The 「ALL JTB AWARD」

The ALL JTB AWARD recognizes the JTB Group initiative that contributes most to enhancing corporate value in alignment with our organization's philosophy and principles. The ALL JTB Award aims to promote the sharing of best practices across the Group, increase employee motivation, and foster unity and communication across organizational boundaries (*ONE JTB*).

In addition to enhancing corporate value, entries are also judged on the degree to which they contribute to achieving the Group's sustainability objectives or otherwise make a positive difference in helping to solve real-world challenges. Peer voting – open to all employees - ensures that winning entries reflect the diversity of viewpoints and backgrounds of our workforce.



Human Resource Development

JTB Travel & Hotel College

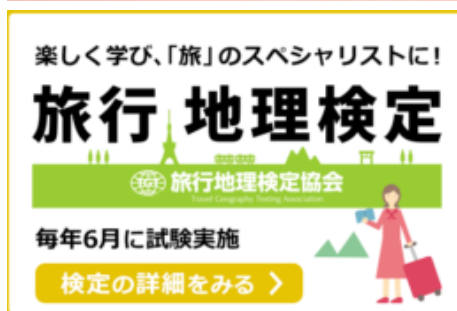
Founded in 1981 as the International Institute of Tourism & Culture, JTB Travel & Hotel College develops the travel industry's leaders of tomorrow through a carefully crafted curriculum that balances knowledge, practical skills and a global perspective.



<https://www.jtb-college.ac.jp/>

Tourism Education and Certifications

The JTB Group publishes an extensive range of educational materials, including tourism reference publications and exam preparation guides. We also sponsor national certification exams in a number of specialized travel-related disciplines and develop customized training programs for corporate clients.



<https://www.tourism.jp/consulting/sector/education/>

University Lectures & Workshops

The JTB Group delivers lectures and workshops on the latest travel industry theory, practice and management at universities across Japan, proudly contributing to the development of the next generation of travel professionals.



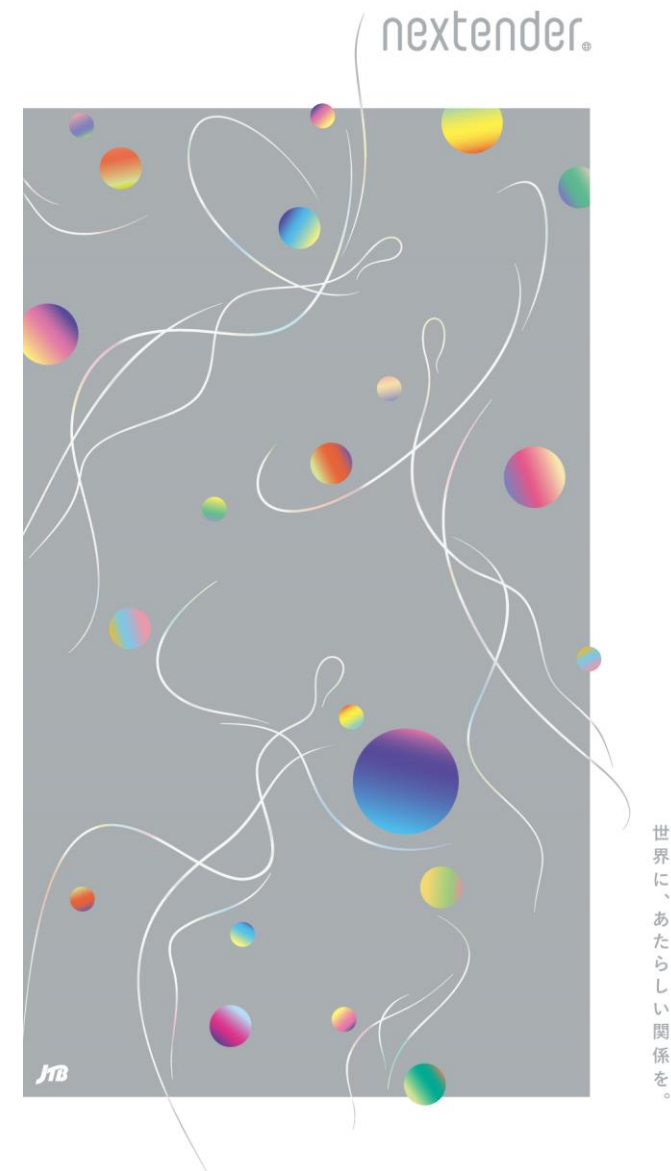
Fueling Innovation

Connecting the Dots, Shaping Tomorrow

For more than 110 years, the JTB Group has been driven by a desire to bring new value into the world through innovation. Our nextender® program builds on this longstanding tradition.

Drawing its name from a combination of “nexus” (connection), “next” and “extender”, nextender® is aimed at nurturing curiosity and collaboration across and beyond the JTB Group. By providing our people with the tools and resources they need to pursue innovation, nextender® paves the way for inspired learning, risk-taking and co-creation.

The JTB Group is passionate about bringing stakeholders together in pursuit of solutions that promote the wellbeing of individuals, society and the planet. nextender® represents the next exciting step in our ongoing innovation journey.



Predicting the Trends

Since their inaugural publication in 1969, JTB Group travel industry forecasts have served as a trusted source of information and insight regarding trends in Japan's travel and tourism market. Published four times a year*, these forecasts draw on proprietary research as well as publicly available data.

* Annual Forecast, Golden Week Forecast, Summer Forecast and New Year's Holiday Forecast)

NEWS RELEASE
活動のそばに、いつも JTB

2023年7月6日

2023年夏休み(7月15日～8月31日)の旅行動向

- 国内旅行者数は7,250万人、対前年116.9%、コロナ禍前と同水準まで回復
- 海外旅行者数は120万人、対前年214.3%
- 海外旅行は短期傾向、ハワイ・韓国・台湾方面から回復

JTBは、「夏休み(7月15日～8月31日)に、1泊以上の旅行に出かける人」の旅行動向見通しをまとめました。本レポートは、各種経済指標、業界動向や交通機関各社の動き、宿泊施設の予約状況、各種意識調査などをもとに算出したもので、1969年から発表し、今年で54回目となります。なお2022年は新型コロナウイルス感染症対策として、出入国に関する水際対策が実施されており、海外旅行平均費用および海外旅行消費額は発表しておりませんでした。調査結果は以下のとおりです。

(図表1) 夏休み旅行動向推計数値

	2023年夏休み		2022年 実績推計	2022年 2019年比	2019年 実績推計
	2023年推計値	2022年比			
総旅行人数(推計)	7,370万人	117.8%	97.7%	6,256万人	82.9%
国内旅行人数	7,250万人	116.9%	100.1%	6,200万人	88.6%
海外旅行人数	120万人	214.3%	39.6%	56万人	18.5%
国内旅行平均費用	40,000円	108.1%	109.6%	37,000円	101.4%
海外旅行平均費用	231,000円	-	99.6%	-	232,000円
総旅行消費額	3兆1,772億円	-	95.0%	-	3兆3,456億円
国内旅行消費額	2兆9,600億円	126.4%	109.7%	2兆2,940億円	86.6%
海外旅行消費額	2,172億円	59.4%	-	-	2,666億円

*旅行人数は延べ人数、平均費用は一人1泊あたり1泊の費用 *対前年比は前年実績に比べたもの(2020年実績)

https://www.jtbcorp.jp/en/newsroom/2023/07/06_jtb-2023smr.html

Travel, Hot Springs and Wellbeing

Since its formation in 1974, Japan Health & Research Institute has been engaged in a broad range of R&D activity aimed at understanding the restorative benefits of hot springs as well as related preventive care. The Onsen Medical Science Research Center, established by the Institute in 2012, with various research institutes, businesses and local government agencies to carry out research focused on the health and healing benefits of hot springs.

一般財団法人

日本健康開発財団

JAPAN HEALTH & RESEARCH INSTITUTE

温泉医科学研究所

Onsen Medical Science Research Center

<https://www.jph-ri.or.jp/>

JTB's Tourism Think Tank

Formed in 2012, JTB Tourism Research & Consulting seeks to promote tourism as a vehicle for socioeconomic development. In addition to conducting independent research on traveler behavior and values, this JTB Group 'think tank' offers cutting-edge hospitality training and a wide array of consulting services aimed at developing optimized, sustainable solutions for area revitalization, inbound tourism and destination development.

JTB 総合研究所

JTB Tourism Research & Consulting Co.

<https://www.tourism.jp/en/>

Innovating from Within

Our efforts to nurture an organizational culture of innovation have resulted in numerous new business ideas. One such example is 'Loss-Tabican', an innovative and socially-responsible venture aimed at reducing food waste by finding commercially viable ways to market 'substandard' agricultural produce. The child of internal innovation, Loss-Tabican is helping to promote awareness about food waste while creating new opportunities for the JTB Group to work collaboratively with stakeholders to create a more sustainable food system.



https://www.jtbcorp.jp/jp/newsroom/2023/05/23_01_sustainable_voyage_project_01.html

Medical & Health Tourism

As a Registered Medical Visa Guarantor (Travel Agencies) and Accredited Medical Travel Assistance Company, Japan Medical & Health Tourism Center (JMHC) provides medical tourism coordination services and assists inbound visitors with a wide range of medical tourism needs in Japan. JMHC also leverages its expertise in medical and health tourism to create synergies across business domains, providing corporate clients with overseas expansion support and IT-based solutions.



<https://j-medical-healthcare.com/en/>

Supporting HRD through Education

The Next Generation Education Networking Organization (NGENO) - launched by JTB in April 2023 – brings together stakeholders in education from inside and outside the JTB organization. Harnessing JTB's decades of experience educating and motivating young learners through real-world exposure, NGENO is advancing educational research and the development of effective educational programs based on best practices.



<https://www.edunet.or.jp/>

Solutions for the Japan Inbound Market

JTB Inbound Trip Co., Ltd., a joint venture formed in August 2023 by JTB and Shanghai-based Trip.com Group, is working to provide local governments, hotel operators and other industry stakeholders with practical solutions for enhancing the allure of the Japan inbound market for the Asian visitor.



Click here to view News Release

https://www.jtbcorp.jp/jp/newsroom/2023/08/22_01_jtb_inbound_trip.html

Supporting Destination Sustainability

By combining the investment and business support functions of the ALL-JAPAN Tourism Development Fund with the JTB Group's extensive local network and know-how, we are pioneering innovative new ways to enhance destination value and promote the sustainable development of the travel and tourism industry.



Click here to view News Release

https://www.jtbcorp.jp/jp/newsroom/2023/03/23_all-japan_2.html

Putting Space Tourism within Reach

JTB is a partner in the 'OPEN UNIVERSE PROJECT', a Japan-based partnership that is bringing stakeholders from different industries together to make space balloon flights a reality. Through this inspiring venture, the JTB Group is helping to 'democratize' space travel by putting the wonders of outer space within reach of adventurous travelers everywhere.

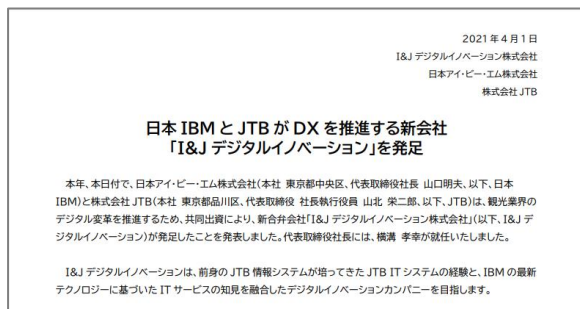


Click here to view News Release

https://www.jtbcorp.jp/jp/newsroom/2023/02/21_01_open-universe-project.html

IT Infrastructure Development

By combining the JTB Group's extensive network and tourism industry knowledge base with IBM Japan's cutting-edge IT technology and talent, we are harnessing the power of digital to provide businesses with high-quality IT platforms and enhanced business value.



Click here to view News Release

<https://www.jtbcorp.jp/jp/newsroom/2021/04/ibmjtbdx-ij.html>

Employee Benefit Solutions

Through an alliance with Benefit One*, the JTB Group is leveraging mutual strengths and synergies to enhance its lineup of employee benefit solutions in order to help businesses increase administrative efficiency and employee satisfaction.

* A leading provider of corporate HR and administrative services such as 'Benefit Station'.



Click here to view News Release

<https://www.jtbcorp.jp/jp/newsroom/2021/08/post-49.html>

Enhanced Real Estate Solutions

By welcoming real estate industry powerhouse Nippon Kanzei as an equity partner, JTB Asset Management has further enhanced the breadth and depth of its area solutions lineup.



Click here to view News Release

<https://www.jtbcorp.jp/jp/newsroom/2022/04/jtb-20221.html>

Connecting Communities & Businesses

At the JTB Group, we are continually looking for ways to connect communities and businesses in order to develop collaborative solutions to real-world challenges.

The 'Shinano-Omachi Mizunowa Project' in Omachi City, Nagano Prefecture brings together businesses, government, academia and the financial sector* to support the economic development, environmental protection and cultural preservation objectives of this SDGs Future City.

The JTB Group has played an instrumental role in broadening the circle of collaboration by introducing financial institutions, educational and research institutions as well as leading corporations like Suntory.

Through the Shinano-Omachi Mizunowa Project, the JTB Group is helping to create a holistic model for next-century community development, demonstrating the power of what can be achieved when a diverse array of stakeholders unite under a shared vision.

* Private-public partnerships between businesses, government and academia have become increasingly popular in the development of new projects and technologies. Front-end involvement by financial institutions expands the possibilities by facilitating project funding and expanding access to financial expertise and additional partners.



External Recognition

Aligning our Business with the Highest National & International Standards



Commitment to Society & the Environment



UN Tourism
Affiliate Member



UNWTO Global Code
of Ethics for Tourism



World Travel and Tourism Council
(WTTC) initiatives



The Code



Creating Shared
Value



Cabinet Office Local
Revitalization Telework
Promotion Campaign
Action Declaration



Global Sustainable
Tourism Council

Commitment to our Employees & Customers



Diversity Management
Selection 100 (FY2015)



Health and Productivity
Management - White 500
(since FY2019)



Kurumin-Certified
Business
(2020)



Eruboshi-certified under
Japan's *Female Career
Advancement Act* (2020)



グッドキャリア企業アワード2020
大賞受賞
[厚生労働大臣表彰]
Good Career Company
Award 2020



WTT Safe Travels Stamp



EcoVadis
Bronze Medal
Sustainability Rating

Organizational Structure & History

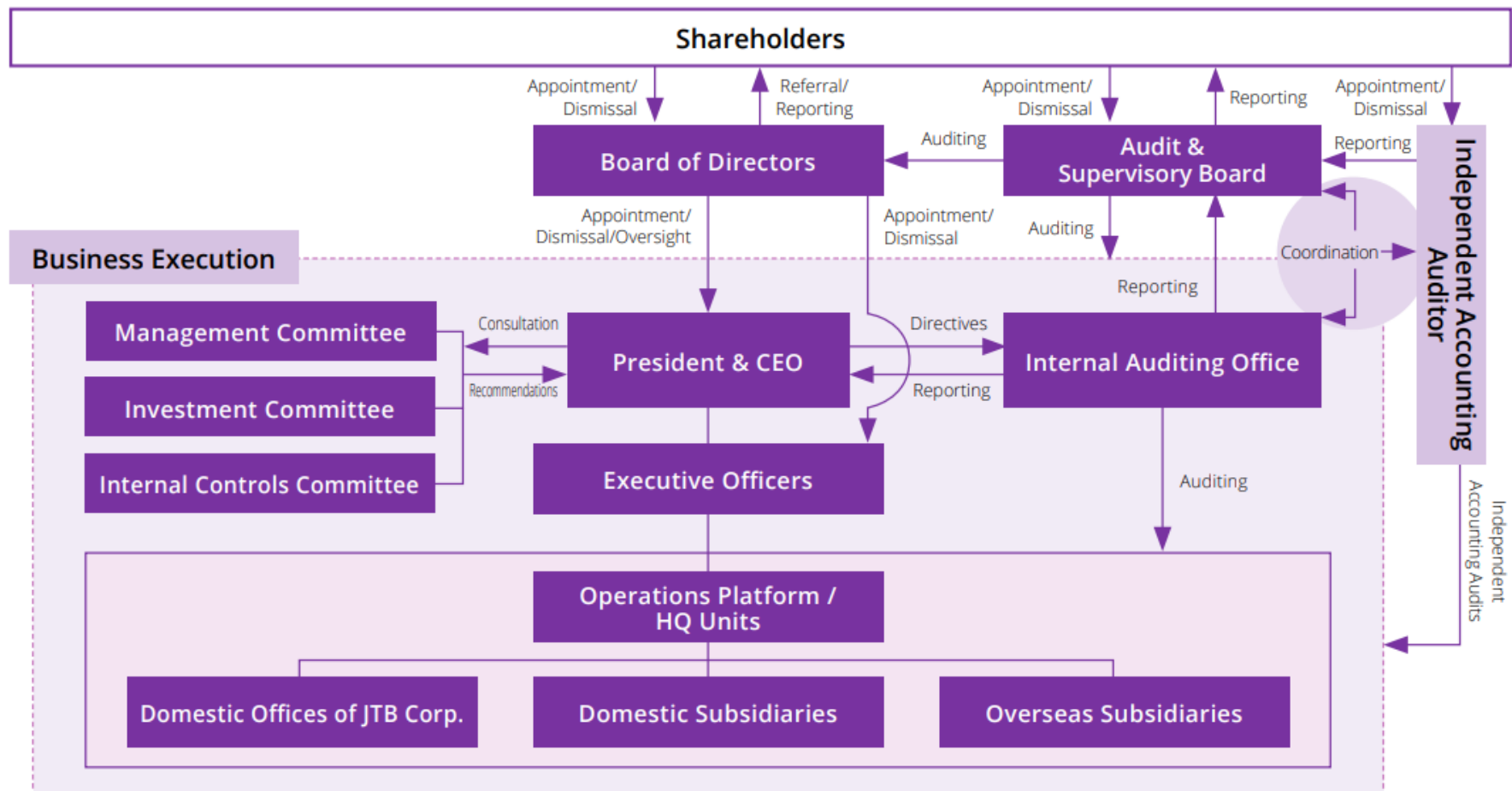
Overview of Governance Structure

Corporate governance is essential to our Mission and underpins everything we do.

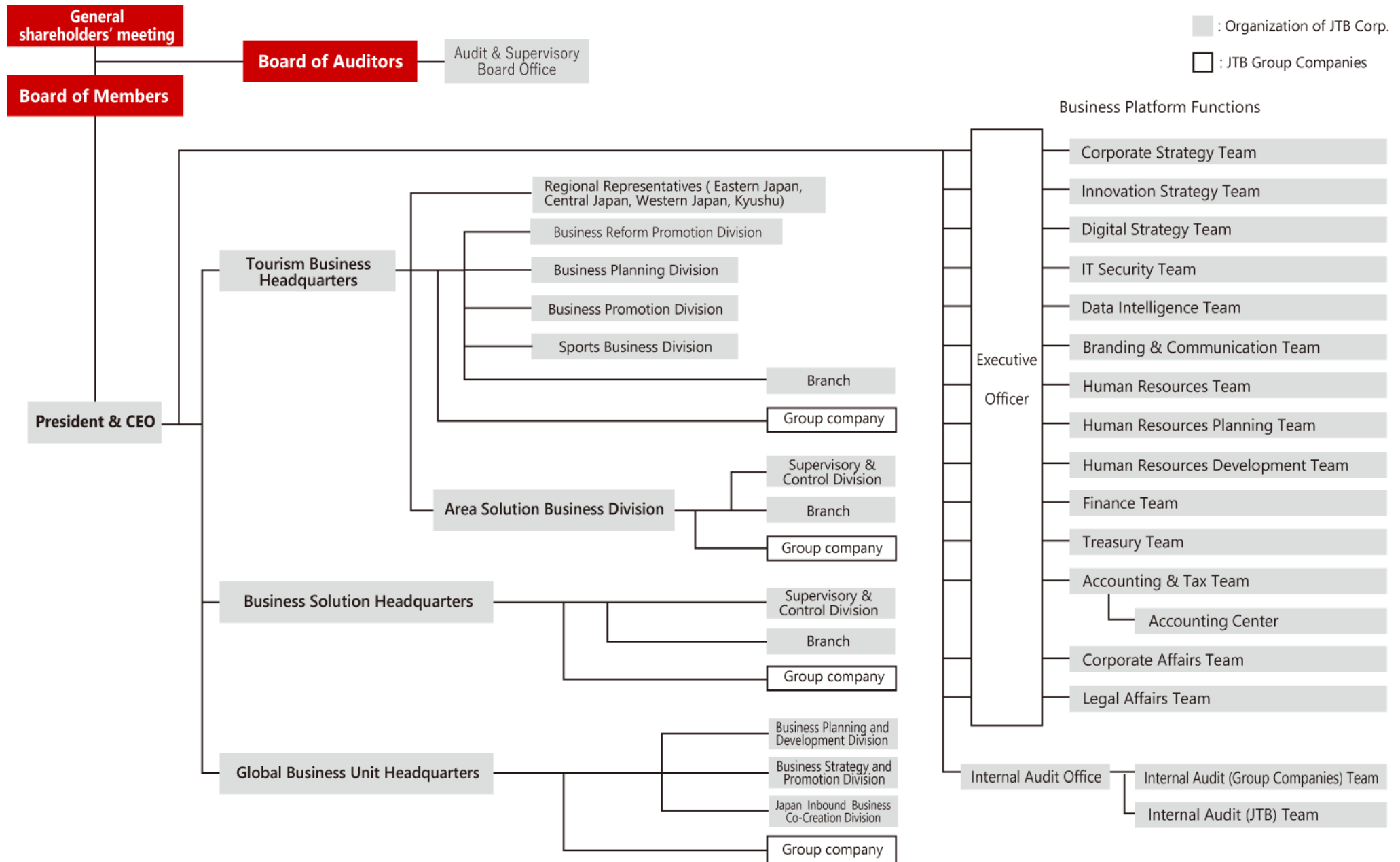
Guiding Principles

- We strive to ensure the rights and equality of our shareholders
- We work collaboratively with our stakeholders
- We are committed to fair disclosure and transparency
- We continuously refine our internal control systems

► Schematic Representation of Corporate Governance Framework



Organization



Current as of 04/01/2023

JTB Group's operating companies are classified by business line and geographic region as follows:

JTB Corp.	
Domestic Entities	
Tourism	
Area Solutions	
Business Solutions	
Global Business	
Business Support Functions	
Affiliated Companies	
Affiliated Organizations	
Overseas Entities	
North America/Hawaii/South America	
Europe	
Asia Pacific	
China	
Micronesia	
Korea	
Overseas Entities in Japan	

Domestic Entities

Tourism

JTB GAIAREC INC.
Travel Plaza International, Inc.
JTB GLOBAL ASSISTANCE, INC.
Fun Japan Communications CO., LTD.
JTB Inbound Trip Corp

Area Solutions

JTB BUSINESS INNOVATORS Corp.
JTB Trading, Inc.
JTB OKINAWA Corp.
JTB Publishing, Inc.
PULS Inc.
CHUGOKU TERMINAL SERVICE CO., LTD.
Good Fellows JTB Corp.
JTB Asset Management Corp.

Business Solutions

JTB Business Travel Solutions, Inc.
JTB Communication Design, Inc.
JTB Next Creation Corp.

Global Business

JTB Global Marketing & Travel Inc.

Business Support Functions

JTB Tourism Research & Consulting
JTB Business Transformation Corp.
JTB DATA SERVICE, INC.

Affiliated Companies

JI Accident & Fire Insurance Co., Ltd.
JTB Ryorenjigyo Corp.
J&J Business Development Corp.
JCB TRAVEL CO., LTD.
J&J Gift Corp.
JTB&JCB Human Solutions Corp.
J&J Tax Free Corp.
JW SOLUTION Corp.
Skyhop Bus Marketing Japan Co., Ltd.

Affiliated Organizations

Japan Health & Research Institute
JTB International Cultural Academy

Overseas Entities

North America/Hawaii/South America

JTB Americas, Ltd.
JTB Finance Americas Inc.
JTB Cultural Exchange Corporation
JTB USA, Inc.
Sunrise Plaza Transportation Co.
Sunrise Plaza Transportation of Nevada, Inc.
JTB International (Canada), Ltd.
Tourland Travel Ltd.
JTB Hawaii, Inc.
JTB Goodwill Foundation
JTB Hawaii Travel, LLC.
Travel Plaza, LLC.
Travel Plaza Transportation, LLC.
Tachibana Enterprises, LLC.
MC&A, Inc.
Quickly Travel Agencia de Viagens e Turismo Ltda.
Quickly Concierge Servicos Administrativos Ltda.
Tumlare Corporation Inc.
Tumlare Brazil Agencia de Viagens e Turismo Ltda.

Europe

KUONI Travel Investments Ltd.
Travel Plaza (Europe) B.V.
JTB Europe Ltd.
JTB Italy s.r.l.
JTB Viajes SPAIN S.A.
JTB Germany GmbH
Travel Plaza Netherlands B.V.
City Circle UK Ltd.
Tumlare Corporation A/S
Tumlare Corporation Hungary kft
Tumlare Corporation Croatia d.o.o.
Tumlare Corporation AS
Tumlare Corporation Sweden AB
OY Tumlare Corporation AB
Tumlare Corporation (Estonia) O.U.
Tumlare o.o.o.
Tumlare LLC
Europamundo Vacaciones, S.L.U.
Kuoni Global Travel Services (Schweiz) AG
Kuoni Global Travel Services (UK) Ltd.
Kuoni GTS (France) SAS

Asia Pacific

JTB PTE LTD / JTB Asia Pacific Headquarters
JTB PTE LTD / JTB Singapore office
JTB (Thailand) Ltd.
Japan Travel Bureau (Malaysia) Sdn. Bhd
PT. JTB Indonesia
世帝喜旅行社股份有限公司
JTB-TNT (JTB Vietnam)
PT. Kura Kura Indonesia
JTB India Private Limited
Tour East Singapore (1996) Pte Ltd
JTB Asia Pacific Phil. Corp.
PT. Panorama JTB Tours Indonesia
BIG S' Holiday Pte. Ltd.
JTB Oceania Pty Ltd
JTB Australia Pty Ltd
JTB New Zealand Limited
Tumlare Software Service Pvt. Ltd.
Kuoni Global Travel Services (India) Pvt. Ltd.
Kuoni GTS (Singapore) Pte. Ltd.
Kuoni Tumlare Travel Sdn. Bhd.
Kuoni Tumlare (Thailand) Ltd.
PT Kuoni GTS Indonesia
Kuoni GTS (Taiwan) Limited.

China

上海佳途国际旅行社有限公司
KGTS (Hong Kong) Ltd.
Gullivers (Beijing) Commercial Consulting Services Ltd.
佳天美香港有限公司
JTB(澳門)旅遊有限公司

Micronesia

T.P. Micronesia, Inc.
(D.B.A. PMT)
(D.B.A Lam Lam Tours & Transportation)
Tasi Tours & Transportation, Inc.

Korea

LOTTEJTB Co., Ltd.
Kuoni Korea Ltd.

Overseas Entities in Japan

Kuoni Tumlare Japan Inc.

History



Year	Month	History	Year	Month	History	Year	Month	History
1912	Mar.	Founding of Japan Tourist Bureau	1990	Feb.	Traveland Kogyo rolls out Total Corporate Identity system and rebrands as JTB Traveland in April	2004	Oct.	JTB Publishing Inc. formed to integrate the publishing operations of the JTB Group
1915	Jam.	Commencement of foreign passenger ticket sales for Japan's Ministry of Railways		Mar.	Through participation in the MasterCard Japan's Clearance and Settlement Network, JTB cards welcomed at 2 million participating merchants across Japan		Nov.	Rollout of holding company and new management structure to provide foundation for further growth of the JTB Group
1924	Apr.	Inaugural publication of 'Tabi' magazine		Apr.	Formation of JTB Hokkaido		Dec.	Campaign to support victims of the Chuetsu Earthquake in Niigata Prefecture. Launch of ¥500 bus service between Tokyo and Niigata
1925	Dec.	Commencement of rail ticket sales to domestic passengers	1991	Jan.	Outbreak of the Gulf War heavily impacts overseas tour sales	2005	Feb.	Launch of Japan-Korea Friendship Year 2005! Celebration of Mori no Nigiwai (Buzz in the Woods) in Korea
1927	Jul.	Japan Tourist Bureau reorganized as an incorporated entity		Oct.	Launch of 'Incentive Business' sales		Apr.	JTB Global Marketing & Travel formed to integrate the Group's activities in the inbound Japan tourism market
1934	Oct.	Company name changed to Japan Tourist Bureau (Nihon Ryoko Kyokai)	1992	May.	Full-scale rollout of POPS			Operations of seven Tohoku region offices integrated into JTB Tohoku, Inc.
1941	Aug.	Company name changed to East Asian Travel Agent		Jun.	Grand opening of Sheraton Kobe Bay Hotel & Towers	2006	Apr.	Launch of new management structure and Group tagline : 'Your Global Lifestyle Partner'.
1942	Dec.	East Asian Travel Agent reorganized as an incorporated foundation		Oct.	JTB DATA SERVICE formed to promote employment of individuals with disabilities		May.	Execution of comprehensive partnering agreement with JCB Co., Ltd. and formation of J&J Business Development to support strategic business development efforts
1943	Dec.	Company name changed to East Asian Travel Corporation upon assumption of the operations of the International Tourism Association		Nov.	Completion of 'Foresta' corporate training and retreat center in Tama, Japan			JTB Corporate Solutions formed to provide leading edge business solutions to the corporate market
1945	Sep.	Company name changed to Japan Travel Bureau	1993	Mar.	Formation of JTB Senior Staffing Inc.	2007	Apr.	Rollout of 'Nice Gift' vouchers with JCB. Vouchers accepted at 500,000 participating establishments across Japan.
1960	Dec.	Completion of corporate headquarters in Marunouchi (Tokyo)		Apr.	Launch of Japan Travel Bureau Traveler's Checks		Jun.	Acquisition of shares in Tumlare Group as part of reorganization aimed at strengthening European operations
1962	Apr.	Opening of Japan Travel Bureau's Central Training Institute		Nov.	Opening of FIT Sales & Support Center		Oct.	LOOK JTB customers top 25 million
1963	Nov.	Japan Travel Bureau reorganized as a joint stock corporation with a capitalization of ¥800,000,000 and issued Travel Agency License No. 64		Dec.	Opening of Business Travel Sales & Support Center	2008	Jan.	Publication of 1,000 th issue of The JTB Timetable
1964	Mar.	Launch of SUNRISE TOURS product line to service the Japan inbound tourism market	1994	Jan.	Launch of new LOOK JTB series integrating LOOK and Palette brands		Apr.	Establishment of Ryokan Executive HR Development Fund
				Apr.	JTB provides travel services and logistical support for Formula 1 Pacific Grand Prix (Okayama Prefecture)	2009	Jun.	40 th anniversary of ACE JTB sales
1968	Apr.	Commencement of overseas tour wholesaling operations	1995	Jan.	Five sales offices damaged by the Great Hanshin Earthquake, severely impacting domestic tour sales		Dec.	'Rurubu' recognized as the longest series of published travel guides by Guinness World Records™
	Jun.	Launch of 'LOOK' brand of overseas package tour products		Oct.	Launch of sales of new 'Nice Stay' universal vouchers for hotels and ryokan (Japanese-style inns)	2010	Apr.	Formulation of new JTB Group brand message: 'The JTB Way'
1971	Jan.	Launch of 'ACE' brand of domestic package tour products		Dec.	Formation of Travel Net Inc. (a joint venture with ZENCOLO and Mitsubishi Corporation) to support employment of individuals with disabilities		May.	Launch of 'Youyi' tour products for the Chinese market. JTB Group becomes the first foreign travel agent to be licensed by the government of China. JTB becomes first the foreign travel agency to be accredited by the government of China
	Feb.	Formation of Traveland Kogyo (later JTB Traveland)	1996	Feb.	Commencement of tour sales through 'Automated Multimedia Vending Stations'	2012	Mar.	100 th corporate anniversary
1973	Dec.	Capitalization doubled to ¥1.6 billion		Mar.	LOOK JTB customers top 1 million/year		Jul.	JTB services over 7,000 guests at the London Olympics
1979	Feb.	LOOK customers top 1 million		Oct.	Formation of J-Net Club	2013	Feb.	Rollout of 'JTB Universal Tourism'
1982	Mar.	Launch of 'Palette' brand of overseas package tour products	1997	Jan.	Launch of JTB Employee Stock Ownership Plan	2014	Apr.	Formation of JTB Domestic Tours.
	May.	Launch of JTB Retreat Center Network		Mar.	Capitalization increased to ¥2.304 billion, 85 th corporate anniversary		May.	Formation of and JTB Kumamoto Relations Center.
1983	Aug.	Rollout of YES JTB Card		Dec.	Formation of Bankers Partner, Inc.		Sep.	Acquisition of shares in EuropaMundo Vacaciones (Spain)
1984	Jan.	ACE customers top 10 million	1998	Apr.	Formation of JTB System Solution		Oct.	JTB becomes a signatory to the United Nations World Tourism Organization (UNWTO) Global Code of Ethics for Tourism
	Feb.	LOOK customers top 2 million		May.	Full-scale rollout of Internet-based tour sales		Dec.	State of Hawaii declares October 1, 2014 'JTB Day' in honor of the JTB Honolulu Office's 50 th anniversary
	Apr.	SUNRISE TOURS customers top 3 million	1999	Aug.	Full-scale entry into Web-based tour sales	2015	Sep.	Acquisition of shares in Tour East Group
1985	Apr.	Launch of 'TabiTabi' prepaid travel program	2000	Feb.	Launch of JTB BENEFIT SERVICE Corp. to provide employee benefits solutions to corporate clients	2016	Mar.	Launch of new 'JTB Sports' brand
1986	Jan.	'TabiTabi' awarded the Excellence Award by Nikkei Marketing Journal		May.	Launch of online travel agency Tavigator in partnership with Yahoo Japan and Softbank Group		Apr.	JTB appointed Official Partner under the Tokyo 2020 Sponsorship Programme (Travel Agency Services and National Trip Hospitality Services)
1987	Mar.	Capitalization increased to ¥1.92 billion		Aug.	Japan Travel Bureau and Carlson Wagonlit Travel launch JTB-CWT to service the business travel solutions (BTS) market		Apr.	Formation of JTB Communication Design
	Apr.	Full-scale entry into mail-order sales: Formation of JTB Media Retail Division	2001	Jan.	Company name changed to JTB Corporation and corporate headquarters relocated to Shinagawa-ku, Tokyo. Rollout of new corporate vision and tagline : 'Connecting the World: Travel & Spirit'. Launch of new LOOK JTB tiered product architecture: Royal, Regular, Slim.	2017	Jan.	Acquisition of shares in MC&A in Hawaii
	Sep.	LOOK customers top 3 million		Mar.	Commencement of sales of Sports Promotion Lottery tickets at 39 JTB Corp. locations across Japan		Mar.	Formation of Panorama JTB Tours in Indonesia
	Nov.	Commencement of sales of 'Nice Shop' department store merchandise vouchers		Apr.	Formation of Japan Point Annex (a joint venture information services company specializing in IC cards and loyalty programs) with JCB and 10 other firms	2018	Jan.	Name of company changed to JTB Corp.
1988	Apr.	JTB World begins wholesaling LOOK and other overseas package tour products		Jun.	Incorporation of Japan Tourism Marketing, specializing in tourism and travel research		Apr.	Migration to new managerial structure
	Jun.	Commencement of sales of 'Nice Gourmet' premier dining vouchers		Sep.	9-11 terrorist attacks in the U.S. heavily impact overseas tour sales	2019	Sep.	As the sole domestic Official Travel Agent for Rugby World Cup Japan 2019™, JTB provides lodging and transportation services for athletes and staff, event parking services as well as official agent-organized tours
	Sep.	YES JTB cardholders top 300,000		Mar.	90 th corporate anniversary	2020	Apr.	Formation of GoodFellows JTB Inc.
	Oct.	Japan Travel Bureau becomes the industry's first operator to roll out a comprehensive Corporate Identity (CI) program including launch of new management vision and logo aimed at pioneering a new era in JTB's history		Jun.	JTB named official provider of transportation and tour services for the 2002 FIFA World Cup Korea/Japan		Oct.	Rollout of new Vision and Medium-Term Management Plan
	Nov.	JTB joins MasterCard International	2002	Oct.	Launch of 'Nice Select' gift vouchers offering flexible selection of lodgings for couples	2021	Apr.	Launch of new organizational structure
	Dec.	JTB Signature 'Showgirls' event		Jan.	Unveiling of JTB Group Environmental Commitment		Jun.	Formation of JTB Business Transformation Corp.
1989	Jan.	ACE customers top 20 million	2003	Mar.	Iraq War and SARS heavily impact overseas tour sales. ACE JTB customers top 10 million/year.		Aug.	As Official Travel Agency Services Partner under the Tokyo 2020 Sponsorship Programme, JTB provides travel and logistical services to approximately 270,000 customers including the Organizing Committee, athletes and staff
	Apr.	'Nice Shop' awarded the Excellence Award by Nikkei Marketing Journal	2004	Apr.	Integration of Group-wide overseas tour wholesaling into newly-formed JTB World Vacations	2022	Mar.	110 th corporate anniversary. Execution of Memorandum of Understanding with Global Sustainable Tourism Council.
	May.	Discontinuation of joint operations of LOOK tours with Nippon Express. Brand name changed to LOOK JTB. Redesign of ACE JTB, LOOK JTB, and SUNRISE logos.						
	Jul.	Launch of new MasterCard-affiliated 'JTB Card'						
	Dec.	Japan Travel Bureau and JR Tokai jointly form JR Tokai Tours						

Financial Information

FY2022 Consolidated Income Statement Highlights



(Units: 100 Million JPY · %)

	FY2022	FY2021	Change from FY21	% Change from FY21	% Change from FY19
Gross Sales	9,780	5,823	3,957	167.9	75.9
Gross Profit	2,545	1,736	809	146.6	90.2
Sales & Administrative Expenses	2,209	1,785	424	123.8	78.7
Operating Profit (Loss)	336	(49)	385	▲→+	2,414.6
Non-Operating Income (Loss)	61	87	(26)	69.7	528.1
Ordinary Income (Loss)	397	39	359	1,027.8	1,559.5
Extraordinary Gain (Loss)	6	248	(242)	2.4	19.1
Net Income (Loss) Before Taxes and Other Adjustments	403	287	117	140.7	714.9
Net Income (Loss)	300	285	15	105.3	1,816.7

FY2022 Consolidated Balance Sheet Highlights



(Units : Millions of JPY · %)

	FY2022	FY2021	Change from FY21	% Change from FY21
Current assets	610,698	567,430	43,268	107.6
Cash and deposits	283,533	345,904	(62,371)	82.0
Notes and accounts receivable	214,416	157,591	56,825	136.1
Marketable securities	592	3,787	(3,195)	15.6
Advance payments	32,801	16,126	16,675	203.4
Short-term loans receivable	1	135	(134)	0.7
Other	79,355	43,887	35,468	180.8
Noncurrent assets	149,967	142,057	7,910	105.6
Buildings, structures and land	19,976	21,902	(1,926)	91.2
Software	10,057	9,082	975	110.7
Goodwill	1,074	1,322	(248)	81.2
Investment securities	44,241	43,578	663	101.5
Deferred tax assets	17,811	10,471	7,340	170.1
Other	56,808	55,702	1,106	102.0
Total assets	760,665	709,487	51,178	107.2

	FY2022	FY2021	Change from FY21	% Change from FY21
Total liabilities	618,329	600,267	18,062	103.0
Notes and accounts payable	127,149	82,519	44,630	154.1
Loans payable (Short-term, Long-term)	41,131	61,104	(19,973)	67.3
Advances received	88,004	53,764	34,240	163.7
Gift coupons and Travel coupons	89,843	93,471	(3,628)	96.1
Deposits received for travel reserve (Short-term, Long-term)	49,520	52,185	(2,665)	94.9
Deposits received	67,748	126,897	(59,149)	53.4
Deferred tax liabilities	4,257	4,342	(85)	98.0
Other	150,677	125,985	24,692	119.6
Total net assets	142,336	109,220	33,116	130.3
Capital	100	100	0	100.0
Capital surplus	34,943	32,665	2,278	107.0
Retained earnings	109,156	80,094	29,062	136.3
Accumulated other comprehensive income	(2,731)	(4,473)	1,742	(61.1)
Non-controlling interests	868	834	34	104.1
Total liabilities and net assets	760,665	709,487	51,178	107.2