



# JTB GROUP ESSENCE BOOK

## 2025

JTB グループ会社案内 エッセンスブック

Unauthorized reproduction and distribution prohibited

Last Update. January 5, 2026



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

Eijiro Yamakita  
President and CEO

*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.

The potential of the value generated through interactions is boundless. With its extensive global network, the JTB Group has cultivated diverse connections with customers and business partners. We believe that by harnessing these connections to create and deliver new value, we can address societal challenges.

As we embark on the next century, the JTB Group aspires to be a company that contributes to a peaceful and fulfilling society by nurturing and fostering connections. We deeply appreciate your continued support.

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

# The creation of opportunities to bring people together in meaningful ways



We sustainably create value, foster engagement and build connections between people, destinations, and organizations

by harnessing the power of partnering, the warmth of a human touch and robust digital underpinnings.



At the JTB Group, value creation is rooted in *Connecting, Creating and Contributing*.

We **connect** stakeholders and **create** value for destinations and organizations.  
We deliver value by bringing together people, places, businesses and possibilities.  
We **contribute** to a more sustainable future through partnering and engagement.

# 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](#)
  - [Thematic Initiatives – Inbound Tourism and Sports](#)
- [Sustainability](#)
- [DEIB](#)
- [Fueling Innovation](#)
- [External Recognition](#)
- [Organizational Structure & History](#)
- [Financial Information](#)

## Spotlights

- [Real Heros: Sugihara and Japan Travel Bureau](#)
- [Emergency Disaster Response](#)
- [Project to Create Shodoshima 20 Years into the Future](#)
- [Diverse Talent at JTB - Affiliated Athletes](#)
- [Connecting the World and Japan at the Expo](#)
- [The Journey Continues, Forever and Ever - 100 Years of the JTB Timetable](#)
- [Support for Industry-Government-Academia collaboration using the power of sports and entertainment](#)
- [Achieving GSTC Certification : A New Step Towards Sustainable Tourism](#)
- [Building a Culture of Diversity and Growth with ONE JTB](#)
- [Rejuvenate Your Spirit Through Travel: Interactive Travel Program 'Kokotori™'](#)

# 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**

## 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.

# History of the JTB Group

**(Evolution of our Business Model)**

# 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

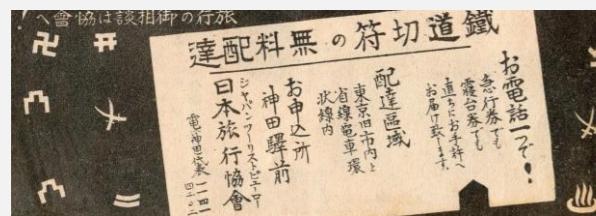
JTB's journey begins as a ticket agent for transportation and lodging providers in the domestic market.



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



## 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.



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 19<sup>th</sup> 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 20<sup>th</sup> 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 UN Tourism 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.



Column

## **Real Heros; 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**

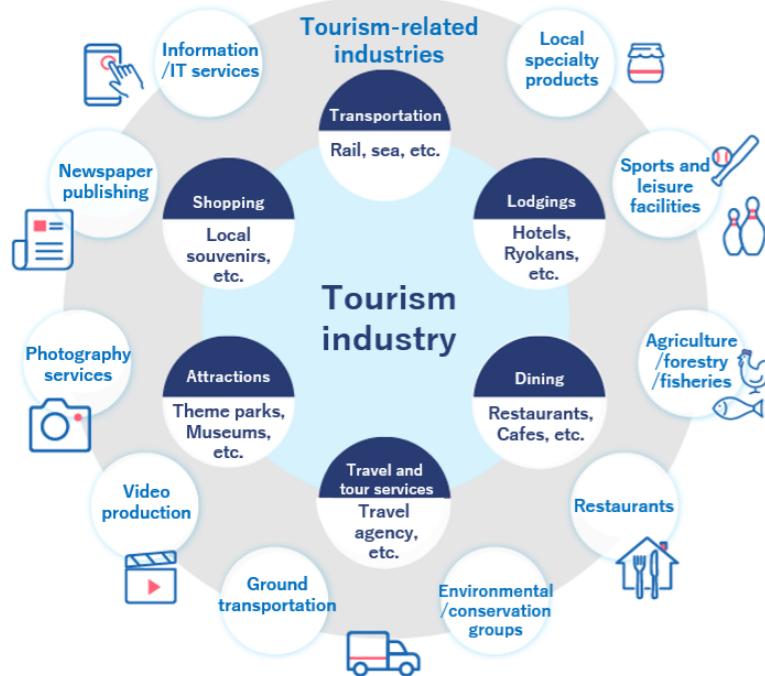
# The Importance of the Tourism Industry in Japan



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

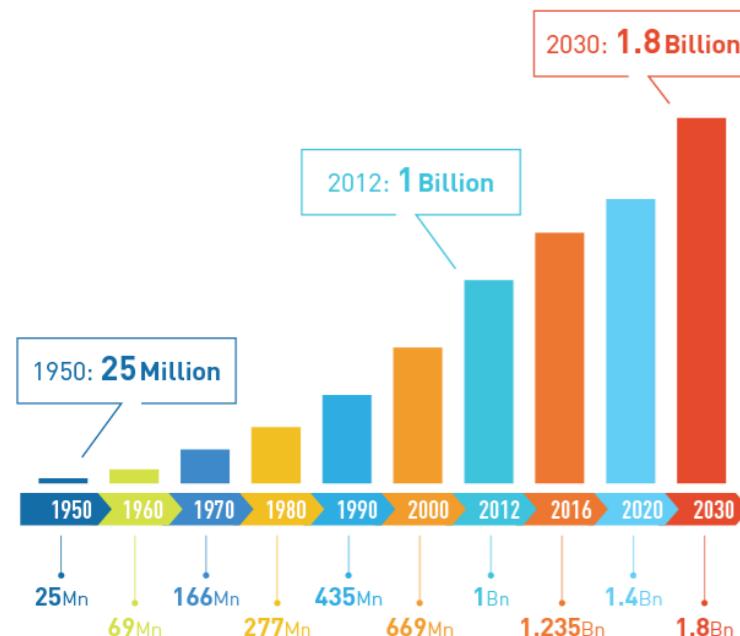


The tourism industry plays a significant role in the global economy.

## 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

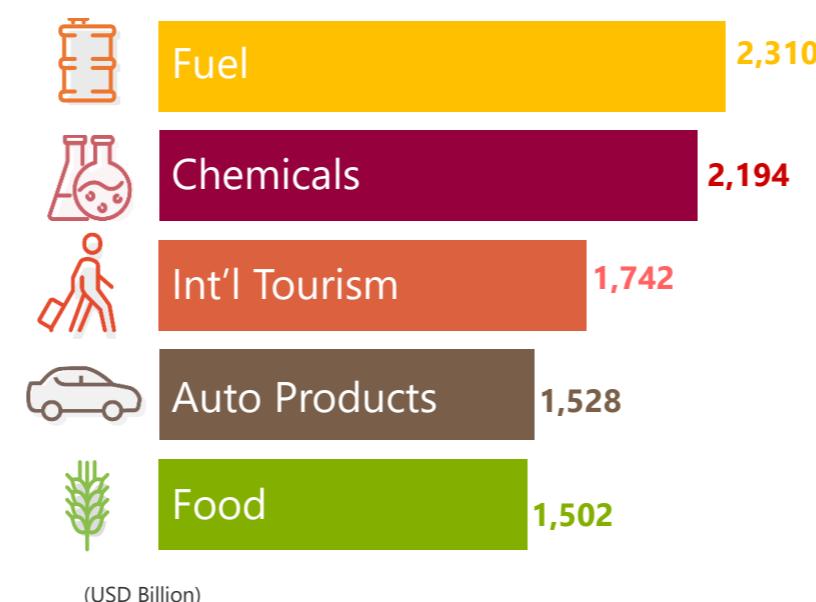


Source :UNWTO Tourism Highlights 2017 Edition

## 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)



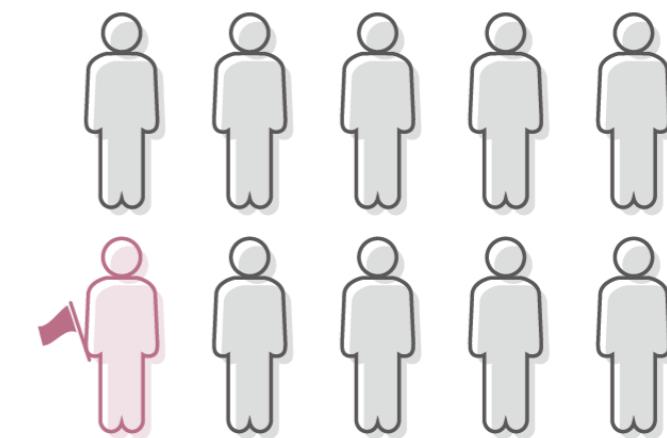
Source UNWTO International Tourism Highlights 2020

## 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 (2024)

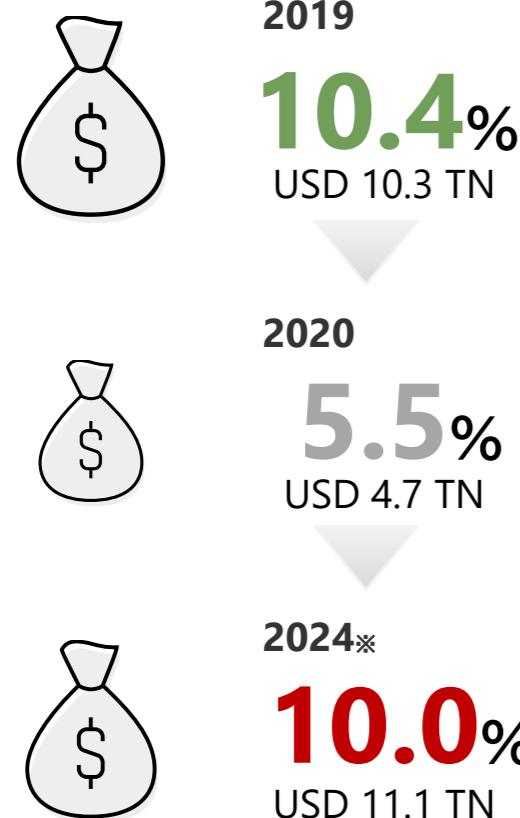
**348,000,000**



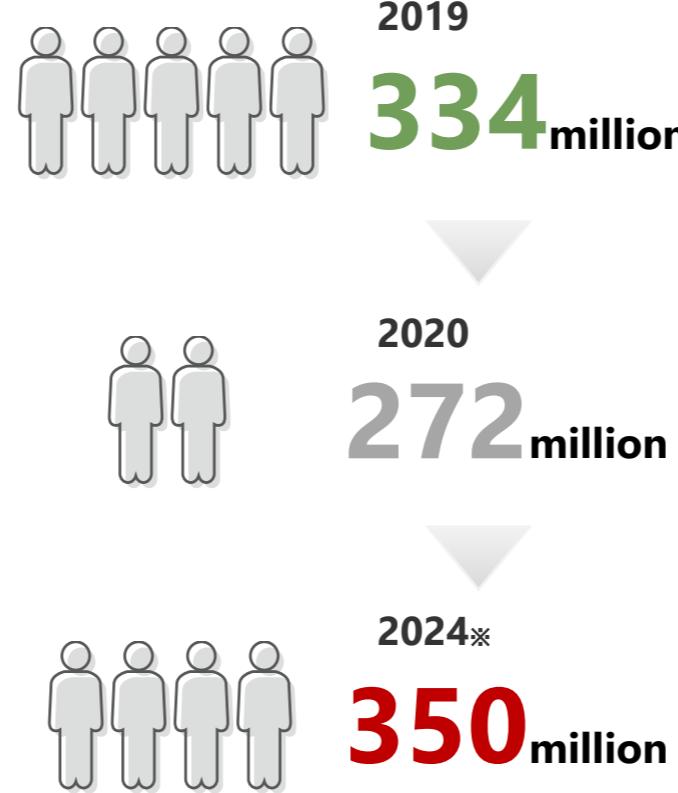
Source:WTTC Travel & Tourism ECONOMIC IMPACT 2024  
[Estimated]

Overcoming the impact of the COVID-19 pandemic, global human mobility is recovering. The tourism industry continues to evolve, embracing new values along the way.

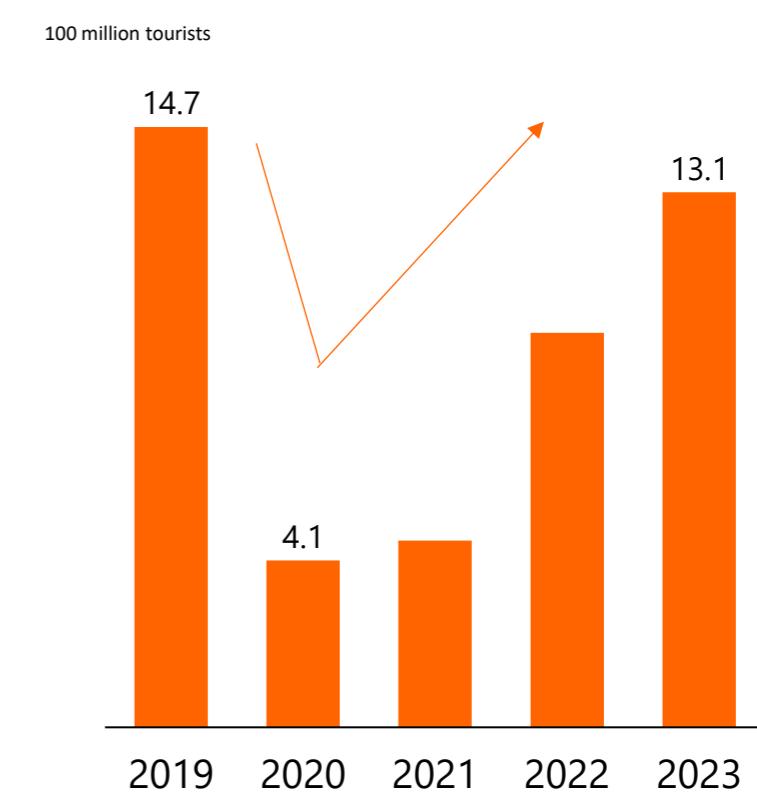
## Percentage of Global GDP



## Tourism-related Employment



## Tourists Traveling Internationally



Source:WTTC Travel & Tourism ECONOMIC IMPACT 2024  
[Estimated]

Source:WTTC Travel & Tourism ECONOMIC IMPACT 2024  
[Estimated]

出所:UNWTO「WORLD TOURISM BAROMETER November 2024」

Column

## 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 Evolution of Technology and Consumer Expectations



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

## Fusion of Real & Virtual

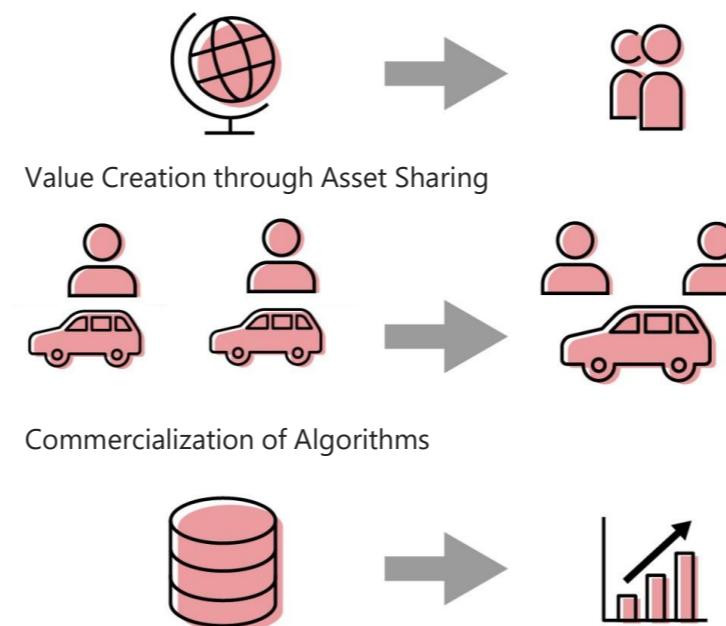
Faster communication speeds and the evolution of AI/VR/AR technologies are increasingly blurring the lines between 'real' and 'virtual', merging digital experiences into our everyday lives, and keeping people and things connected anywhere/anytime.



## 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.

Maximization of "Individual" Influence



## 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.



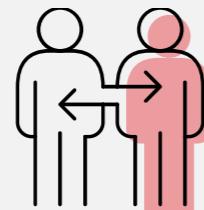
# Changes and Challenges in the Tourism Landscape



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

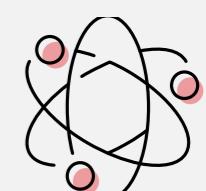
Customer & Employee Engagement



Sustainability Management



The Need to Innovate



Column

## Project to Create Shodoshima 20 Years into the Future

In August 2024, JTB launched the "Project to Create Shodoshima 20 Years into the Future" in Setouchi, Shodoshima, with the mission of creating a sustainable industry based on tourism. This project collaborates with local governments, DMOs, and various private companies to address issues such as population decline and the decrease in overnight guests.

The project includes initiatives such as a bike-sharing business, demonstration of autonomous buses, and trials of self-operating boats to improve convenience for tourists and promote circulation within the island. Future plans also involve the use of AI drones and other various projects. Through this project, JTB aims to contribute to sustainable regional development by leveraging Shodoshima's tourism resources, improving the quality of life for local residents, and maintaining and expanding the resident population.

JTB will continue to develop "tourism co-created with the community" in various areas through strengthened collaboration with local communities, contributing to the creation of sustainable tourism.



[https://www.jtbcorp.jp/jp/newsroom/2024/08/01\\_jtb\\_shodoshima.html](https://www.jtbcorp.jp/jp/newsroom/2024/08/01_jtb_shodoshima.html)

# The JTB Approach to Value Creation

# The JTB Value Creation Process



**[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.

## Capital (Inputs)

### Financial Capital

- Consolidated Net Assets: **¥140.5Billion** (FY24 year-end)
- Cash on Hand: **¥250Billion** (FY24 year-end)

### Intellectual & Human Capital

- Workforce Diversity**  
19,019 employees worldwide (FY24 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: **518 locations** (incl. sales affiliates)
- Overseas: **152 Locations in 36 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)

**At the JTB Group, value creation is rooted in *Connecting, Creating and 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



## Results (Outputs)

### Primary Financial KPIs

(FY29 = 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-flow type business: TBD)

### Primary Non-Financial KPIs (FY25)

#### Intellectual/Human/Social & Relationship Capital

- DEIB KPIs see [details](#)
- Percentage of Employees with Disabilities (FY24 2.67% ➔ FY25 2.65%)
- Proportion of Women in Managerial Positions (FY24 38.2% ➔ FY25 41%)
- Employee Survey KPIs
  - Job Satisfaction Rate (FY24 79.4% ➔ FY25 86%)
  - Positive Rate for the Company's Future (FY24 62.2% ➔ FY25 67%)
- Human Rights Due Diligence (In-house/Supply Chain)
- Wage Increase (TBD)

#### Social & Relationship / Infrastructure Capital

- Increase in International Exchange Population
- Customer Willingness to Recommend: (NPS)
- OMO Conversion: (No. of offline conversions of leads generated online)
- Number of Solutions Provided to Corporations
- Improvement in Business Partners' Productivity  
(Number of Tourism DX Solutions Implemented /Human Resource Development Programs Provided)
- Proportion of Sustainable Products and Services

#### Natural & Cultural Capital

- Reduce CO2 Emissions (Carbon Neutrality: Scopes 1+2: 2030 / Scope 3: 2050)
- Waste Reduction Amount (Achieving Full Recycling in Our Company and Supply Chain by 2050)
- Expansion of Business Partners Engaged in Sustainability
- Support Biodiversity: (JTB Brighter Earth Project)
- Promote Cultural Preservation: (Events hosted by JTB worldwide)

## Social Value (Outcomes)

### The Value of What We Do

#### Making Life More Fulfilling



#### Creating a Better Society



#### Protecting the Earth



## 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.



#### Harmony with Nature

- Nature Conservation
- Biodiversity Preservation
- Environmental Improvements



#### Environmental Sustainability

- Greenhouse Gas Reduction
- Circular Economy
- Sustainable Agriculture/Fisheries/Forestry



#### Environmental Security

- Harmony + Sustainability
- Climate Disaster Risk Reduction
- Eliminate Water Shortages
- Reduce Pollution

# 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.

	<b>Tourism Strategy</b>	<b>Area Solutions Strategy</b>	<b>Business Solutions Strategy</b>
Primary Customer Base	 	 	 
Purpose	<b>Travelers</b> (FIT/Corporate/Institutional)	<b>Communities</b> (Government Agencies (DMOs)/Tourism Operators)	<b>Businesses</b>
	<b>Travelers Satisfaction/Solutions</b>	<b>Sustainable development of the communities</b>	<b>Improving corporate engagement</b>
Products/Services (1) Travel	<ul style="list-style-type: none"> <li>Original and engaging travel ideas</li> <li>Corporate travel solutions</li> </ul>	Enticing and convenient travel content	Business travel solutions
Products/Services (2) Non-Travel	<ul style="list-style-type: none"> <li>Ideas/content to make the every day extraordinary</li> <li>Creating new experiences &amp; connections (Worcation, Online tours, Metaverse activities, etc.)</li> </ul>	Digital transformation, infrastructure development, destination management support, etc.	<ul style="list-style-type: none"> <li>M&amp;E</li> <li>HR Consulting, HR-Tech, Training</li> <li>Business Travel Management, etc.</li> </ul>
Business Plat Form <i>(ONE JTB)</i>	<b>Tourism Business HQ</b> (All 47 Prefectures in Japan)	<b>Area Solutions Business Division</b> (Strategic Geographic Regions)	<b>Business Solutions HQ</b> (Tokyo Metropolitan Area, etc.)
	<b>Global Business Unit HQ</b> (North America (including Hawaii)/South America, Europe, Asia-Pacific (including China, Korea)/Micronesia)		

# 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**  
Solutions Providers

### Robust Global Network/Resources



JTB協定旅館ホテル連盟  
JTB-Affiliated Ryokans & Hotels Federation

(Stakeholder Network)

### 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



**840,000** Students



**20,000,000**  
Travelers/Consumers

株式会社 JTB総合研究所



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 Partnership 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

## Human Resources of JTB

### Workforce Diversity <sup>※</sup> (as of 31st Mar,2025)

※ Personnel Announcements and Employment Types at JTB Corp.

- Royal Staff: **30** persons  
Who possesses hospitality, extensive business knowledge, and deep expertise in specific fields, and is certified through rigorous examinations as having the highest qualifications in retail sales.
- Customer Development Producer (Personal Agent): **13** persons  
Who visits individual customers and utilizes their expertise to propose the most suitable travel plans.
- Tourism Development Producer™: **50** persons  
Who analyzes the current situation of the region, formulates strategies, develops content, and verifies the PDCA cycle, solving regional issues from a mid- to long-term perspective and accompanying the realization of sustainable regional development.
- SAMURAI (SAMURAI NEO Project): **6** persons  
This project dispatches core personnel who will be responsible for the global development of the meeting and event business to overseas locations. These employees will provide solutions tailored to the characteristics of local clients.  
Deployment locations and number of personnel: India (1), Malaysia (1), Thailand (3), Tokyo (1)
- Sales Development Producer: **58** persons  
Who leads the development of new solutions and business initiatives based on the challenges faced by customer organizations.
- Highly Specialized Human Resources: **57** persons  
With exceptional expertise in specific fields such as IT, legal affairs, and finance.

### Challenger for Innovation Emergence

- Number of Participants in Business Development Training Program: **69** persons (FY22~24)
- Number of Challengers in nextender Venture Builder: **25** persons (FY24)
- Number of Participants in Generative AI Hands-on Training Program: **948** persons (FY24)
- Number of Participants in Open & Challenge Training Program for Developing DX Practical Leaders: **31** persons (FY24)
- Number of Applicants for JTB Group Exchange System: **335** persons (FY24)

## Systems to Support Employee Growth

### Development of Autonomous and Creative Talent

 [Learn more](#)

Considering human resources as the source of sustainable value creation, and based on the belief that employee growth and vitality support the growth, leap, and transformation of the company, various measures are implemented within the talent management cycle.

#### JTB UNIVERSITY

Providing necessary learning opportunities when needed, we offer various programs such as internal and external training and support for obtaining qualifications.

Categories(FY24)

**Basement 8 Management 21 Career Designing 10 Business Skill 92**

Total Number of Training Participants: **28,820** persons(FY24)

#### Innovation Creation Project 'nextender®

 [Learn more](#)

Supporting cross-company value co-creation through two frameworks: a practical platform for innovation and business development challenges, and learning and networking opportunities both within and outside the company



#### JTB Group Exchange System

Various programs are established to support autonomous career development and personal growth, including secondments and transfers within and outside the group, overseas training programs, and MBA courses.

**Number of Challenge Courses: 138, Number of Trainee Courses: 7 (FY24)**

# 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

**354 Locations**

(Consumer Sales Offices/  
Corporate Sales Offices)

### Affiliated Sales Offices

**Full-Service Affiliated Offices:**  
**67 Companies/149 Offices**

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

## Overseas

**152 Locations/81 Cities/36 Countries & Regions**  
(HQ Offices, Branches, Sales Offices and Affiliated Sales Offices)

### Europe 29 Locations/22 Cities/18 Countries

Amsterdam(2)  
London(3)  
Paris(2)  
Rome  
Geneve  
Zurich(2)  
Madrid(2)  
Barcelona  
Frankfurt  
Budapest  
Zagreb  
Prague(2)  
Oslo  
Copenhagen  
Stockholm  
Helsinki  
Rovaniemi  
Moscow  
St. Petersburg  
Tallinn  
Warsaw  
Vienna

### Oceania 6 Locations/5 Cities/2 Countries

Sydney(2)  
Cairns  
Gold Coast  
Melbourne  
Auckland

### Micronesia 2 Locations/2 Cities/1 Country

Guam  
Saipan

### China 13 Locations/5 Cities/1 Country

Beijing(4)  
Shanghai(5)  
Qindao(2)  
Chengdu  
Guangzhou

### Korea 4 Locations/3 Cities/1 Country

Seoul(2)  
Jeju  
Busan

### Asia 67 Locations/27 Cities/10 Countries & Regions

Singapore(6)  
Kuala Lumpur(2)  
Kota Kinabalu  
Bangkok(2)  
Phuket  
Ho Chi Minh(3)  
Hanoi(2)  
Da Nang  
Bali(2)  
Jakarta(24)  
Bogor  
Bandung(2)  
Surabaya  
Cilegon  
Medan  
Palembang  
Malang  
Taipei(2)  
Kaohsiung  
Delhi(2)  
Gurugram(2)  
Mumbai  
Bangaluru  
Manila(2)  
Cebu  
Hong Kong(2)  
Macao

### North/South America 23 locations/14 Cities/3 Countries

Torrance(5)  
New York  
Las Vegas(2)  
San Francisco  
Chicago  
Atlanta  
Boston  
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)

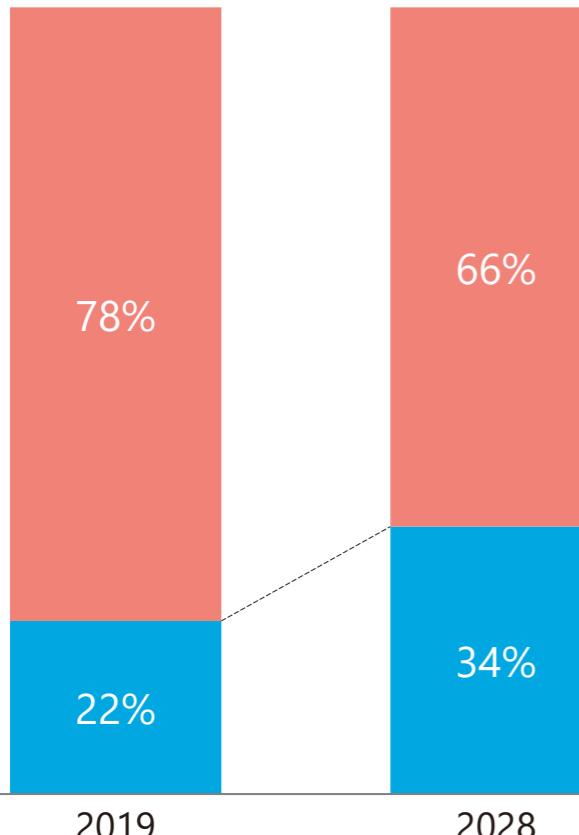


Under its Mid-Term Management Plan, the JTB Group aims to rebalance its business portfolio in order to lay a stable foundation for ongoing organizational growth.

## Products & Services

Travel  
Non-Travel

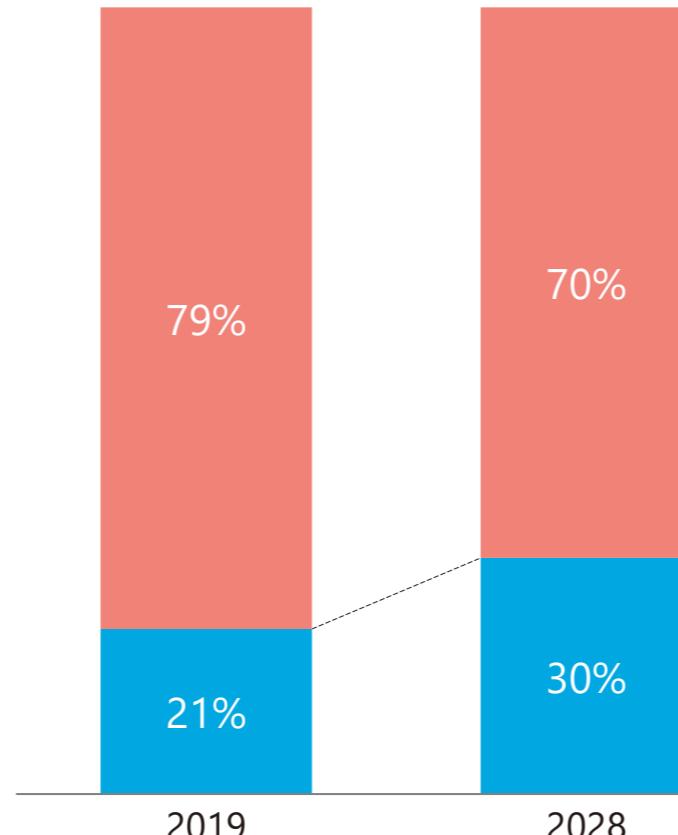
Percentage of Total



## Business Models

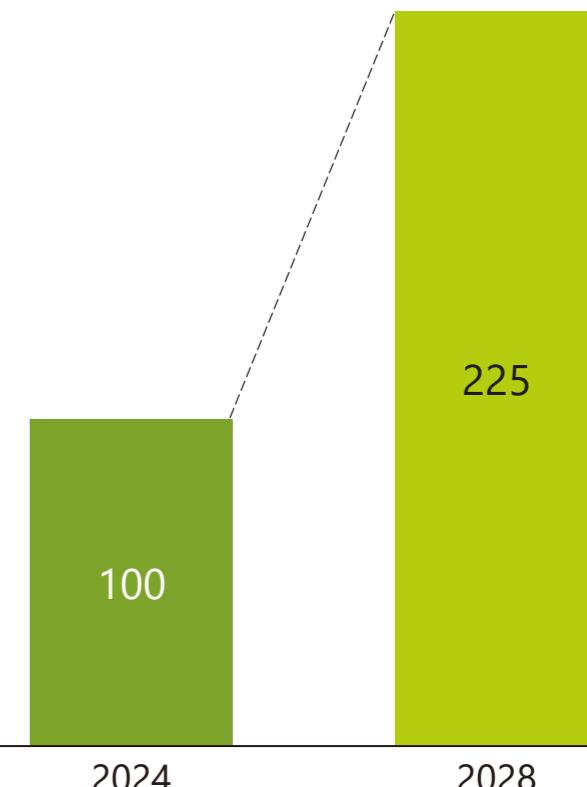
Non-recurring revenue  
Recurring revenue

Percentage of Total



## Japan Inbound

125% Projected Growth over 2024  
Levels by 2028



Column

## Diverse Talent at JTB - Affiliated Athletes

JTB goes beyond the travel industry, focusing on creating new connections through the achievements of athletes. Kyosuke Matsuyama, a member of the Japanese national fencing team, continues to excel on the global stage while being affiliated with JTB. Matsuyama's historic achievement of winning the first-ever gold medal in the men's foil team event at the Paris 2024 Olympic Games earned him the Order of the Purple Ribbon in the fall of 2024. His accomplishments not only mark a new chapter in Japanese fencing but also demonstrate JTB's value of "continuous challenge" to the world through sports.

Anna Kubo, a speed skater also affiliated with JTB, has been passionate about skating since childhood and currently trains in Hokkaido. Kubo's exceptional skills and perseverance have steadily improved her performance in both domestic and international competitions, making her a promising figure in the next generation of speed skating.

JTB supports the challenges of each employee and, as a company that shines with diverse talents, will continue to contribute to the realization of a society enriched through sports.



Upper : MATSUYAM Kyosuke  
Below : KUBO Anna

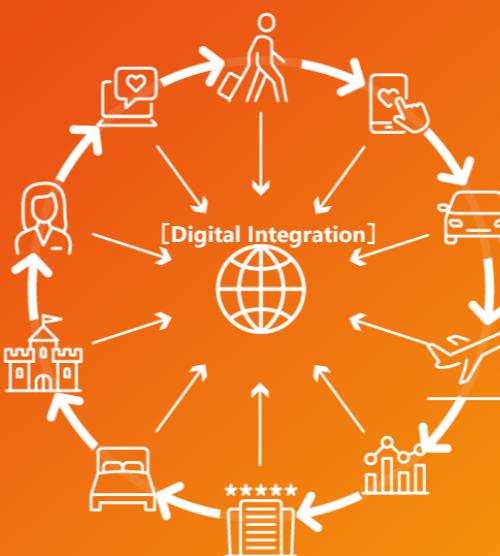


# Tourism Business Strategy

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

By using the web as a starting point, we integrate all customer touchpoints, including stores, call centers, and external sales. This significantly expands our interactions with customers, including their daily lives before and after travel. By utilizing accumulated data, we propose the optimal travel experience for each individual customer.



### Enhancing Customer Perceived Value through OMO

※OMO…Online Merges with Offline

## Enjoy more freedom with online travel consultations

Travel consultations that previously required a visit to a physical store are now possible online. With the 'Remote Concierge' service, specialized staff for each travel destination provide consulting tailored to the needs of each customer. You can also specify the staff member, and up to three people can connect simultaneously, making it possible to consult about travel plans with distant family and friends.



### Online Travel Consultations "Remote Concierge"

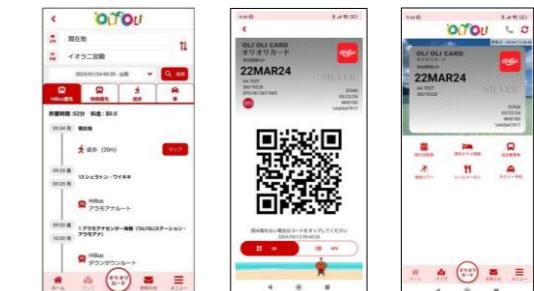
## Greater Convenience Before and During Travel

Our app consolidates essential features such as travel search and booking, itinerary management, and messaging. For domestic travel, it allows you to receive JR tickets and access electronic coupons for local attractions. For international travel, you can display e-tickets and emergency contact information. Especially for Hawaii, the dedicated app supports your trip with features like checking HiBus schedules and a 24-hour call center.



### The Official JTB Travel App

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



### OliOli Hawaii App

# 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.

## Development of Destination-Based Content

(Individual Case) As part of Ibaraki Prefecture's "Flower Spectacular Tourism Support Project," we introduce the "Shunka Shuutabi," a journey through the prefecture's famous flower spots. By creating and selling original plans, we contribute to attracting repeat visitors and revitalizing the local economy (top image). (Individual Case) To avoid congestion, we developed the "Easy Shuttle Bus (Direct) from Amanohashidate to Ine," which separates the routes for local residents and tourists (bottom image).



**Nemophila at Hitachi Seaside Park**

<https://shunkashutou-ibaraki.jp/index.html>



**Easy Shuttle Bus from Amanohashidate to Ine**

<https://www.jtb.co.jp/nihonnooshun/kns/>

## Wide-Area 'Theme' Products

(Individual Case) Since 1998, we have been conducting the "Japan's Seasonal Delights" campaign, which aims to uncover and promote the seasonal attractions of various regions, thereby revitalizing local communities (left image). (Individual Case) At JTB Gaiarec, we offer specialized trips focused on themes such as adventure tourism, hot springs, gourmet experiences, and sports (right image).



**Japan's Seasonal Delights Okinawa (October 2025 - March 2026)**

<https://www.jtb.co.jp/kokunai/area/okinawa/>



**JTB Gaiarec**

<https://www.jtbgaiarec.co.jp/feature/theme/>

## Tourism x Transportation Infrastructure

We have developed sightseeing bus tours that connect major cities in Europe through multiple routes, catering to customers from around the world. This system is also open to other sales channels, making it an infrastructure. For courses aimed at Japanese customers, a Japanese-speaking guide accompanies the tour, and we guarantee departure even with a single booking. JTB offers approximately 120 courses.



**Land Cruise Courses for Japanese Travelers**

[https://www.jtb.co.jp/kaigai\\_opt/landcruise/index.html](https://www.jtb.co.jp/kaigai_opt/landcruise/index.html)

# Original Products & Services to Make the Everyday More Extraordinary



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

For over 50 years, we have been publishing beloved guidebooks such as "Rurubu." From over 200 editions of "Rurubu," we carefully select recommended features to create the exciting and reliable "Rurubu" experience in digital form through our outing information app "Rurubu+." We also operate a web magazine for parents and children called "Rurubu Kids."



"Rurubu" is launching a new series that delves deeper into the background of regional attractions and collaborates with popular content.

<https://rurubu.jp/>



Outing Information App "Rurubu+ (Rurubu Plus)"

<https://plus.rurubu.jp/>

## Lifestyle Information

Leveraging the editorial expertise of "Rurubu," we create enjoyable and easy-to-understand educational books and educational toys. In addition to travel information, we are expanding our guide domain to cover lifestyle in general, including adult re-education, hobbies, and living information.



Educational Comics and Toys for Children



Reskilling for Adults, Practical Hobby Books, and Lifestyle Information Magazines

# Tourism Promotion & Area Revitalization Solutions

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

# Sustainable Community Development

JTB's "Regional Co-Creation Project" connects people, places, and experiences to create unique value specific to each location. This initiative addresses regional challenges by promoting tourism DX, enhancing traveler experiences, and strengthening local collaboration systems. It contributes to "sustainable community development."



## FUJIYAMA Twin Terrace.



## Tourist Base Kawauchiko

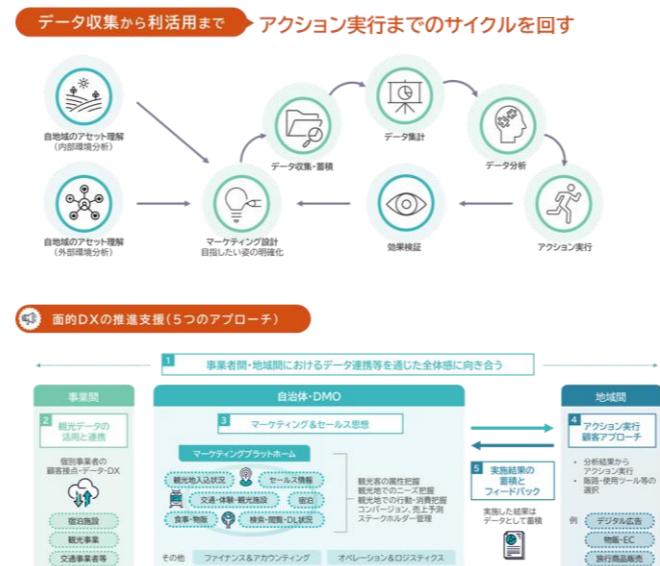


## Lily Bell Hütte

<https://www.ithbw.tu-darmstadt.de/government/documents/whitepaper/detail/id=288>

## Tourism Marketing Support

We provide comprehensive support for building a virtuous cycle, from designing surveys tailored to the region's goals, collecting and analyzing data, to formulating action plans and strategies, and implementing digital marketing. This approach aims to enhance the region's economic impact and resident satisfaction.



# 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.



## Overcoming Staffing Shortages through Outsourcing

http://www.w3.org/2001/sw/ld/2014-03-14-ld.html#2014-03-14-ld

# 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.



### 修学旅行探究ノート ～楽しみながら学びを深める～

修学旅行の楽しさを残したまま、それを「探究的な学び」にするためのワークブック型学習教材です。これまでの調べ学習や体験学習が、自ら課題を見つけて解決していく「探究的な学び」となるよう構成されています。また、eポートフォリオを使って学びを振り返りながら記録していくことで、一貫した主体的・対話的で深い学びが実践でき、自分だけの「学びのアルバム」が完成します。



## 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.



## 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.



JTBは、学校が行うカリキュラム・マネジメントをサポートします



- ・特別活動(学校行事)
- ・探究に関わる学習活動全般  
(総学・総探・学校設定科目・STEAMなど)

- ① 学校が育成を目指す  
資質・能力を的確に把握
- ② 実現のために必要なJTBが関わる  
カリキュラムの対象の案の抽出
- ③ 効果的に「つなげる」
- ④ 実施・斡旋
- ⑤ 成果(効果)検証
- ⑥ 次回への改善提案

### 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.

Column

## Connecting the World and Japan at the Expo

Expo 2025 Osaka, Kansai, Japan (hereafter referred to as "Expo 2025") is a festival where people from around the world come together to co-create a "Future Society for Our Lives." As a PR Silver Partner and Operations Bronze Partner in the operational participation and sponsorship of the Expo 2025, JTB Corp. is fully committed to the success of this historic event and the creation of a brighter future.

Through the tourism portal site "Expo 2025 Official Experiential Travel Guides," we will showcase the attractions of various regions in Japan to the world. This platform will provide opportunities to experience the Expo's theme nationwide, contributing to regional revitalization.

We position the Expo 2025 as a "bridge" connecting the world and the future, aiming to promote regional revitalization, the development of the tourism industry, and the realization of a sustainable society, including the SDGs.

<https://www.jtb.co.jp/kokunai/expo2025/>



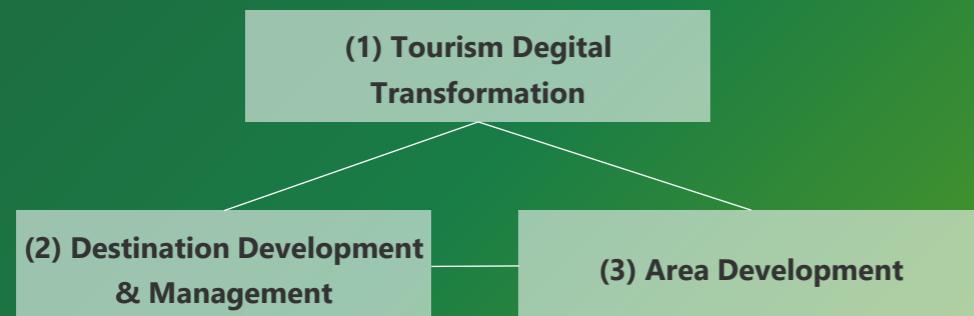
Provided by:  
Japan Association for the 2025 World Exposition.

©Expo2025

# 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.**



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



# Solutions for Accommodations Providers



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

## Reservations Systems

Supporting accommodation facility operations with the cloud-based core system (PMS) INCHARGE7 (top image). Additionally, accelerating the DX of accommodation facilities with JTB Data Connect HUB, which integrates PMS with various solutions (middle image). The integrated management system for sales channels, TL-Lincorn, streamlines room availability management, pricing, and reservation information management tasks (bottom image).



<https://incharge7.jp/>

### JTB DATA CONNECT HUB

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



<https://www.seanuts.co.jp/product/lincoln/>

TL-Lincorn 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

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



### JTB Merchant Batch Credit Card Payment Services

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

## Multilingual Communications

When guests scan the QR code installed in their room with their smartphone, it automatically recognizes the language setting and turns the smartphone into an information terminal for the accommodation facility. This system has been implemented in approximately 70,000 rooms nationwide as of the end of September 2024. Additionally, we have introduced the multilingual AI chatbot "Kotozna Concier GAI," which features a voice avatar function.



### Kotozna In-room

<https://www.kotozna.com/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.jtctrading.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/>

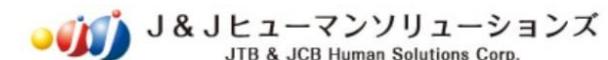
### Staffing Solutions for the Tourism Industry

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/>

# Digital Solutions

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

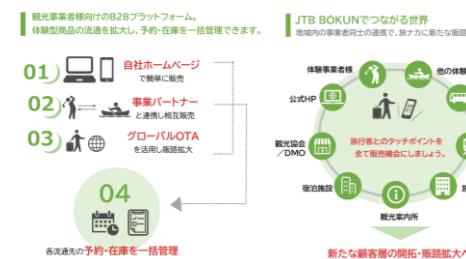
## Sales Platforms: (DX Solutions for Operators)

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

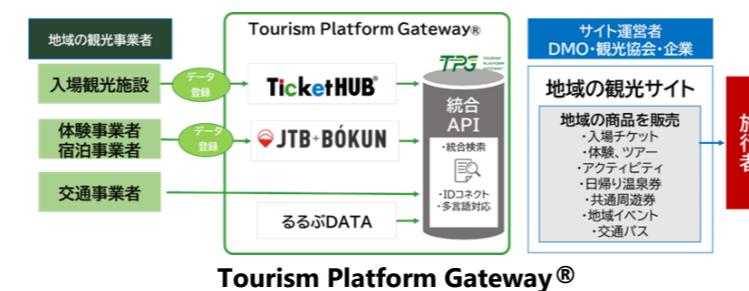
<https://gftb.co.jp/>



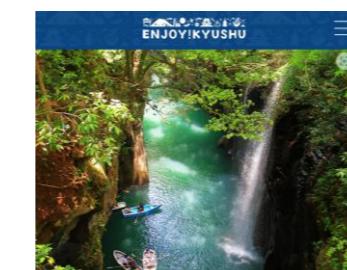
<https://www.jtbokun.jp/>

## 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.



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



Enjoy! Kyushu is a website that sells "experience and admission tickets" across the entire Kyushu region, specifically targeting inbound tourists.

<https://enjoy-kyushu.com/>

## Cross-Border E-Commerce: Delivering Regional Products to the World

"47storey" is a cross-border e-commerce support service that addresses all challenges related to multilingual support, international shipping, and cost issues, ensuring zero burden and zero anxiety. This service enables local businesses to directly sell their regional products to customers worldwide.



『47storey』

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

# Area Enhancement and Promotion

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.

**地域共創基盤**

● データを一本化  
● 適切な情報を瞬時に取得  
● 業務の効率化  
● マーケティングに活用

**1 merit 分散データ蓄積・即時化**

■ 分散したデータ蓄積の自動化・簡便化  
・ 売店データ(宿泊・着地商品)  
・ イベント参加情報  
・ Web SNS閲覧検索データ  
・ アンケート回答情報  
・ 人流データ

データ蓄積  
地域  
共創基盤

**2 可視化**

■ データを簡単に可視化できる



**3 データ活用**

■ CRM、プロモーション



<https://www.jtbbwt.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)



ふるぽ  
JTBのふるさと納税サイト

特長 1  
ふるさと納税で高い実績  
旅行好きが利用したい  
ふるさと納税サイトNo.1



ふるコネ

特長 2  
ポイント制を採用している自治体を多数ご紹介。JTBならではの旅の品が充実  
地域の特産品や旅行クーポンなど  
豊富な品ぞろえ

特長 3  
「ふるぽからはじまる  
“新しい旅のカタチ”を提供

利用者の皆様と地域をつなぎ、地域活性化に貢献

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

## Branding & Promotions

We support regional and corporate branding and promotion through "Rurubu Special Edition," created in the style of Rurubu, and the "JTB Timetable," which celebrates its 100th anniversary in 2025. Additionally, we promote local cuisine by utilizing our directly operated restaurant, "Rurubu Kitchen," as a real store media.



"Rurubu Special Edition" versions tailored for corporate and school guides.



tie-up promotions utilizing the "JTB Timetable," which celebrates its 100th anniversary in 2025.



special fair menus at "Rurubu Kitchen"



development and production support for specialty products.

<https://jtbpublishing.co.jp/service/rurukitchen.html>

## Area Development

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

### Destination Development Solutions

We act as a bridge between local communities and tourism operators, organically connecting scattered tourism content with newly created content. This approach enhances the value of tourist destinations and contributes to their sustainable development, ultimately creating attractive tourism areas.



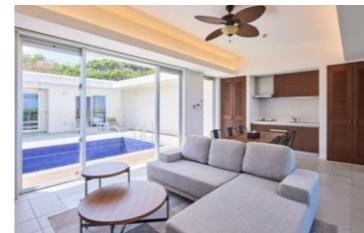
### Initiatives in Okinawa Northern Region

Although the northern region of Okinawa boasts the World Natural Heritage site "Yanbaru Forest," it faces challenges such as lower tourist visitation and shorter stay durations compared to the southern region. By developing activities, transportation infrastructure, and accommodations, we aim to enhance the area's value and address the issue of revitalizing visitor flow.

Okinawa Airport Shuttle



Yanbaru Zipline Adventure



The Pool & Sauna Villa MOTOBU

<https://jtb-okinawa.co.jp/oddp/>

### OSAKA IR

We are participating in the Osaka IR project, scheduled to open in 2030. Our goal is to showcase the allure of Japanese tourism to visitors from both domestic and international markets, promote circuit tourism, and support local governments and DMOs in enhancing their hospitality infrastructure.



Column

## The Journey Continues, Forever and Ever - 100 Years of the JTB Timetable

Since its inception in 1925 as the "Train Timetable" compiled by the Ministry of Railways' Transport Bureau, the "JTB Timetable" will celebrate its 100th anniversary in 2025. In an era where smartphones can instantly search for the shortest route, there is still value in missing a planned train to explore a new place or taking a detour to enjoy a scenic route. The thickness of the timetable is filled with countless hints that enrich the journey.

As travel writer Shunzo Miyawaki once said, "Even the 'timetable' has its devoted readers." We extend our gratitude to all the loyal readers who have supported the JTB Timetable and the over 900 transportation companies involved. We will continue to provide accurate information and share the charm of rail travel.

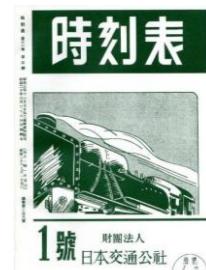
<https://jtbpublishing.co.jp/campaign/jtbjikoku100th/>



**JTB時刻表  
100周年**



The cover of the April 1925 issue of "Train Timetable".



The first post-war reissue, published in September 1945



The cover of the August 2009 issue, featuring a color photograph of the Shinkansen.



April 2009 999th issue  
May 2009 1000th issue.



# 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.**

# Meetings & Events (M&E)

We support the success of M&E events addressing customer challenges both internally and externally. Our services cater to employees, associates, external markets, consumers, and business partners.

## Supplier Network (Streamlining Arrangements and Procurement)

Using JTB's extensive network in Japan and globally, we support optimal arrangements to achieve your event goals. We offer a one-stop solution for venues, equipment, catering, staff, accommodation, and transportation. With over 110 years of experience, we ensure the best environment for event organizers.



<https://www.jtbbwt.com/files/user/jtbforbusinessmeetingevents/index.html>

## Hospitality & Technology (Maximizing Engagement)

We integrate event technologies tailored to organizers' needs with high-quality services for participants, offering both physical and digital hospitality. By creating diverse touchpoints before, during, and after M&E events, we maximize participant experience.



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

## Marketing & Management (Visualizing Implementation Effectiveness)

JTB's M&E professionals handle all M&E tasks, from planning and operation to data collection, effectiveness measurement, and marketing support. We provide holistic support for solving and improving issues through M&E, from designing KPIs to verifying ROI.



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

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

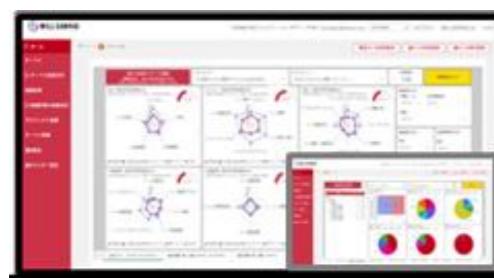


Through our leading-edge JTB-EVP\* and HRC solutions, the JTB Group helps today's businesses solve workforce management challenges.

\* 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/7habits/>

To learn more about EVP, click here: <https://www.jtbbwt.com/business/service/solution/benefit/evp/>

## 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/service/bs/>  
<https://bs.benefit-one.inc/>

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

## Business Travel and Expense Management

JTB Business Travel Solutions offers BTM services that centralize travel tasks. Using our SaaS tools—'Travel Booking and Management,' 'Expense Reporting,' and 'Expense Data Integration'—along with our account managers and travel consultants, we optimize operational efficiency and cost from booking to expense reporting.



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



<https://bts.jtbwt.com/>



## Outsourcing (BPO)

Using our hospitality and expertise from travel services and VIP reception worldwide, we offer BPO services. We handle strategy design, management tasks, on-site operations, and emerging issues, providing one-stop services to enhance end-user satisfaction and operational efficiency.



<https://www.jtbwt.com/business/service/solution/bpo/>

## Promotion

From planning and strategy formulation to creating materials, we provide one-stop solutions. Using unique JTB promotions like 'Travel Media®,' an experiential marketing approach, we effectively reach target customers.



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



# Global Business

## 3-Pronged Strategy:

- Global Business Solutions
- Global DMC

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

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 and accommodation-inclusive European sightseeing bus tours

Europamundo, which joined the JTB Group in 2014, operates destination-based tourism services mainly in Latin America. They offer sightseeing bus tours connecting major European cities and 'Land Cruises' for Japanese-speaking customers, guided by local tour conductors.



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

## A Global Tourism Network

We offer various tourism services globally. Kuoni Tumlare welcomes travelers from Japan, North America, and Asia to Europe. Tourland Travel, under Calgary Tours, showcases mountain landscapes to travelers from North America and Asia, and is part of the JTB Group.



<https://www.kuonitumlare.com/destination-management>



<https://canada.calgarytours.ca/>

## 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

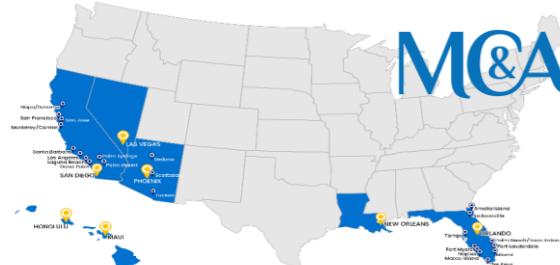


<https://www.kuonitumlare.com/w/imagine-experiencing-swisstainable>

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.

## Hawaii and North America, MICE operations

MC&A, an event production company with a DMC network across the United States, including Hawaii, joined the JTB Group in 2016. We accurately capture the evolving needs of business event styles and provide services for business meetings and event management.



<https://mcadmc.com/>

## 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.



<https://www.jtb-india.com/jtb-connect/>

## 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

# **Thematic Initiatives.**

- Inbound Tourism and Sports.**

# Initiatives for Inbound Tourism to Japan



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.



<https://www.sunrise-tours.jp/en/>



<https://www.jtbgmt.com/luxury>

## 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.



## 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/>

# Initiatives for Sports and Entertainment



Using our experience in fostering diverse interactions, we contribute to sports and entertainment sectors. We harness their power to address challenges faced by businesses, communities, and society, aiming to create new forms of communication and achieve a prosperous future.

## Partnership with MLB

In January 2024, we established an international partnership with MLB, becoming the only official provider of MLB-sanctioned hospitality and travel packages in Japan. We offer unique experiences for MLB game spectators.



## Planning and Management of Hospitality Programs

For organizers of sports and entertainment events, fireworks displays, and festivals, JTB uses its expertise and network to plan and manage hospitality programs that add special ambiance and high-quality services. By providing memorable experiences, we enhance the value of these occasions.



## Event Management

We plan and manage various sports and entertainment events, from student activities to international mega-events. We handle participant accommodation and transportation, promote inbound tourism to Japan, organize event venue access, and develop local tour programs. Our goal is to create memorable experiences and enhance event value.



Column

## **Support for Industry-Government-Academia collaboration using the power of sports and entertainment**

JTB leverages the power of sports teams and entertainment content holders to foster industry-government-academia collaboration, connecting businesses, communities, and schools.

We link companies aiming for a symbiotic society with sports organizations to promote diversity education, health management, and the spread of sports through interactions and experience sessions with athletes.

For regional revitalization, we create anime-themed atmospheres in towns to generate new tourism resources and attract visitors. We also respond to various projects utilizing entertainment content and the unique characteristics of each region, addressing inbound tourism demand.

Through these activities, JTB provides new value to businesses, communities, and tourists, contributing to a richer and more vibrant society.



# Sustainability

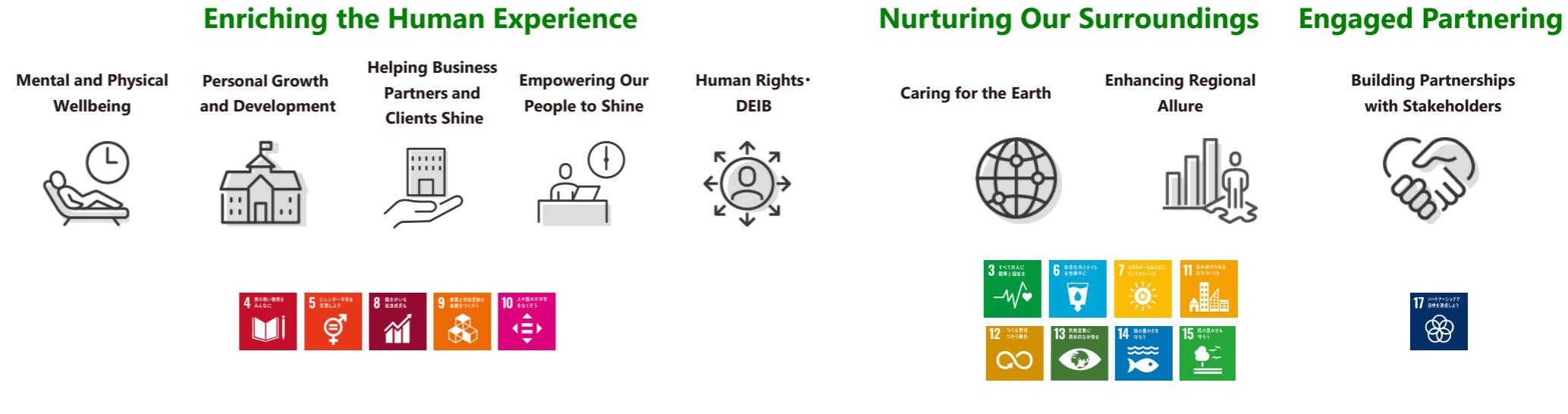
[Click here to return to Table of Contents](#)

## Sustainability Policy

1. Sustainability Framework and Compliance
2. Promoting Sustainability through Customer Communication
3. Conservation of Natural Resources and Biodiversity on Earth
4. Promoting Sustainable Communities
5. Provision of Sustainable Services in Collaboration with the Supply Chain
6. Creating an Inclusive, Fair and Sustainability-Oriented Work Environment



## Materiality-Guided Sustainability Priorities



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

## Initiatives

To achieve a sustainable global environment, we have set specific goals for each of the following themes and are actively working to address these challenges.



## Carbon-Neutrality Targets

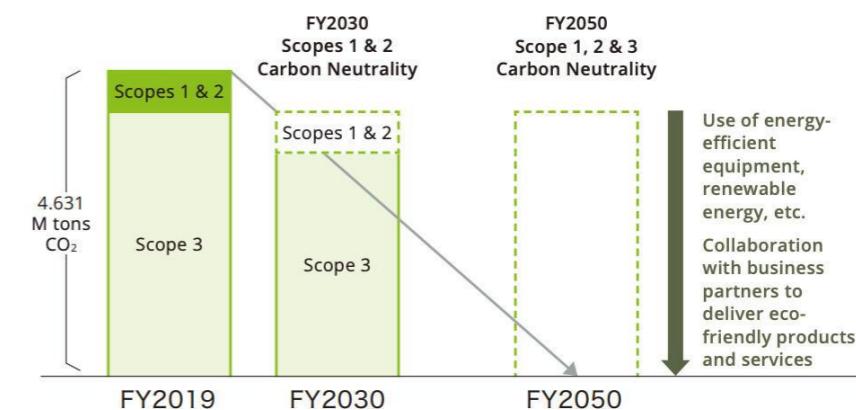
As part of our environmental sustainability efforts, we have adopted a phased approach to reducing the ecological footprint of our business. We are committed to achieving carbon neutrality (net-zero greenhouse gas emissions) by 2050.

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

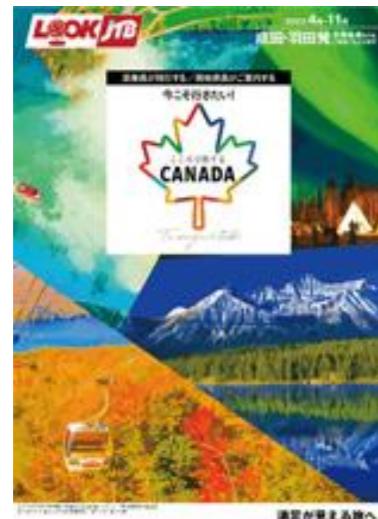
Scope 2: Indirect emissions associated with the purchase of electricity, steam, heat, and cooling

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)

\* 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 CO<sub>2</sub> Zero MICE® and CO<sub>2</sub> 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.

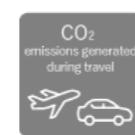
### What is CO<sub>2</sub> Zero MICE®?

**M**eetings  
**I**ncentives  
**C**onventions  
**E**xhibitions/Events



CO<sub>2</sub> Zero MICE®: Conceptual Service Overview

### What is CO<sub>2</sub> Zero Travel®?

CO<sub>2</sub> emissions generated during travel  


Modest Surcharge  


Support for CO<sub>2</sub> mitigation  

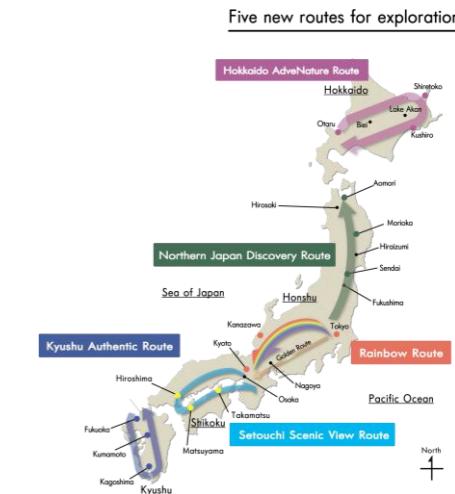

Green Power  
Projects aimed at reducing greenhouse gas emissions  


Help Fight the Climate Crisis  
• Funding for renewable power  
• Funding to maintain/expand renewable energy facilities  
Support energy self-sufficiency through the use of renewables:

### CO<sub>2</sub> Zero MICE® / CO<sub>2</sub> ZERO Travel®

## 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. At the Tour Grand Prix 2024, the "Sunrise Tour" received the Commissioner of the Japan Tourism Agency Award for its initiative, "Creating New Inbound Tourism Flows through the Development of the Hokuriku 'Rainbow Route®' for Sustainable Tourism."



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

<https://www.sunrise-tours.jp/en/>

## *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.honolulufestival.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 100<sup>th</sup> corporate anniversary.



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

Column

## Achieving GSTC Certification: A New Step Towards Sustainable Tourism

On November 1, 2024, JTB Corp. received the GSTC Tour Operator Certification for domestic tours from Bureau Veritas, an internationally recognized third-party certification body accredited by the Global Sustainable Tourism Council (GSTC®). This certification confirms JTB's commitment to maintaining a sustainable tourism management system.

The certification is based on GSTC's criteria for tour operators, covering four key areas: sustainable management, socio-economic sustainability, cultural sustainability, and environmental sustainability.

This achievement marks a significant milestone in JTB's commitment to sustainable tourism. The company will continue to enhance its operations based on GSTC certification criteria, contributing to a sustainable society by creating a better future for travelers, local communities, and the environment.

[https://www.jtbcorp.jp/en/newsroom/2024/11/15\\_10\\_jtb-gstc.html](https://www.jtbcorp.jp/en/newsroom/2024/11/15_10_jtb-gstc.html)



Executive Officer (CSO) NISHIMATSU Chizuko  
Bureau Veritas Area Manager Mr. Marvin Ng

# DEIB

- Diversity
- Equity
- Inclusion
- Belonging



**DEIB**  
**JTB GROUP**

Diversity  
Equity  
Inclusion  
Belonging

The JTB Group DEIB Statement

## **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

## Work Style Transformation

We aim to create a flexible and autonomous work style where employees can work "anytime, anywhere, and with anyone." To achieve this, we are enhancing our HR systems with initiatives such as the Hometown-based Work System and side jobs. We are also improving the physical work environment.

All JTB Group colleagues should have the opportunity to **realize their fullest potential** in an open and positive workplace environment that embraces DEIB\*



Our workplace environment should promote the **sharing of knowledge and values** in support of our organization's mission and vision



By reengineering our operational processes and harnessing the power of digital technology, our organization **improves productivity and creates space for innovation**



Higher job satisfaction and workplace flexibility translate to **greater workforce engagement and wellbeing**



## Support for the Retention and Success of Employees with Disabilities

We demonstrate our commitment to employing individuals with disabilities through educational programs and seminars. Our special subsidiary, JTB Data Service Co., Ltd., provides expertise to support the retention and success of employees with disabilities, contributing to the creation of an inclusive society.

### JTB Group Initiatives

#### - DEIB Seminar

An internal seminar to promote understanding of diversity, equity, inclusion, and belonging.

#### - Challenged Summit

A forum for exchanging opinions between employees with disabilities and those who work with them.

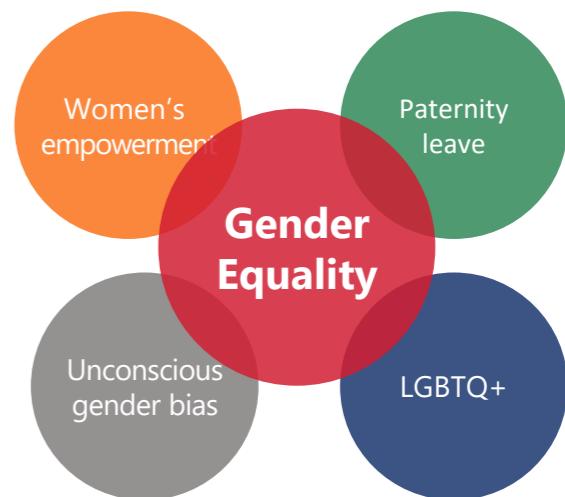
### Support Examples of JTB Data Service Co., Ltd.

- Various seminars on employment of people with disabilities
- Interviews for employees with disabilities and supporters
- Support for new graduates and career seekers with disabilities in their job search activities
- Introduction of personnel with disabilities
- Introduction of information accessibility tools

<https://jtb-jds.co.jp/>

## Initiatives for Gender Equality

We organize forums to promote the advancement of women, support work-life balance regardless of gender, and enhance understanding and systems for LGBTQ+ inclusion. Through these activities, we aim to create an environment where all employees can work and live authentically.



Column

## Building a Culture of Diversity and Growth with ONE JTB

JTB's DEIB initiatives focus on five key areas: organizational development, work style transformation, career development, support for individuals with disabilities, and gender equality.

For organizational development, we host "DEIB Exchange Meetings" and implement "Smile Activities" nationwide to enhance engagement and strengthen organizational capabilities.

To support career development, we offer age-specific training, career consulting, and a "Common Talent Exchange System" to help employees achieve self-realization and growth.

Through these activities, JTB aims to instill the ONE JTB Values (Trust, Challenge, Smile) and create a workplace environment where every employee feels a sense of belonging and can thrive.



Kickoff Event for "Smile Activities" Initiated by Individual Workplaces



"DEIB Exchange Meetings" for Direct, Flat, and Interactive Engagement

Details on Talent Development, Training, and Career Systems  
[https://www.jtbcorp.jp/jp/job\\_offer/recruit/careerculture/career/](https://www.jtbcorp.jp/jp/job_offer/recruit/careerculture/career/)

# Fueling Innovation

JTB's group-wide innovation creation project "nextender®" operates on two axes: "CHALLENGE" and "KNOWLEDGE." By circulating the cycle of "learning," "connecting," and "challenging," we encourage our employees' spirit of challenge and strive to improve both the quantity and quality of innovation.

At JTB, we aim to create new value that does not yet exist in the world by focusing on the joy of society and people. We generate new value unique to JTB.

# nextender.®

## CHALLENGE

Together with a diverse range of co-creation partners, we aim to develop new businesses across various fields and foster internal entrepreneurs (intrapreneurs), driving innovation creation.

## KNOWLEDGE

We maximize innovation creation through matching business development projects that align with employees' skills, providing expert-led training, and fostering internal and external networks.

## "Emotional Party Production" Service

"Living Auberge" is an emotional party production service that caters to events of all sizes, from small gatherings to large-scale events. It offers customized dining experiences at various locations, including homes and historical sites. By leveraging a network of chefs and producers from across the country, our concierge coordinates unique culinary experiences that foster connections through food, thereby contributing to regional revitalization.



<https://living-auberge.com/>

## Experiential E-commerce Connecting People and the Earth

"Earth Gift" is a platform aimed at achieving a sustainable society. Through experiential programs and an e-commerce site, it connects sustainable businesses with consumers. Participants can experience the impact of their actions firsthand at production sites. "Earth Gift" promotes new consumption behaviors based on empathy, creating a cycle of social contribution.



<https://earthgift.jp/>

## Visualizing Face-to-Face Communication through Voice Analysis

"Bauble" is a training tool that visualizes face-to-face communication through voice analysis. It analyzes recordings of business negotiations and role-plays, graphing the interactivity and engagement levels of conversations. This tool objectively highlights users' strengths and areas for improvement that might otherwise go unnoticed, supporting the enhancement of communication skills based on data.



 **Bauble**

対面におけるコミュ力見える化ツール

## 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**

Perfect moments, always 

Jan 9, 2025

**2025 (January-December) Travel Trend Outlook**

JTB has compiled a report on the 2025 travel trend outlook. The survey provides estimates on overnight or longer trips of Japanese residents traveling in Japan (including business trips and visits to hometowns) and of international visitors traveling to Japan. The estimates are made based on data such as economic indicators, consumer behavior surveys, transport/tourism related data, and surveys conducted by the JTB Group. The survey has been conducted continuously since 1981.

The estimated size of the travel market in 2025 is as follows.

- The number of Japanese travelers for the year 2025 is estimated at 319.1 million (102.9% of 2024).
- The number of domestic travelers in 2025 is projected at 305 million (102.7% of 2024). The average spending is estimated at ¥47,800 (101.1% of 2024). Total domestic travel spending is forecast at ¥14.590 billion (103.8% of 2024).
- The number of outbound travelers in 2025 is estimated at 14.1 million (108.5% of 2024). The average spending is projected at ¥334,100 (106.2% of 2024). Total outbound travel spending is estimated at ¥4,710 billion (115.2% of 2024).
- The estimated number of inbound travelers to Japan in 2025 is 40.2 million (108.9% of 2024).

[Domestic travel trend of Japanese residents]

- The environment around employment and wages is expected to remain positive and gradual improvement is forecast for living conditions as well. These positive factors are expected to boost the travel appetite.
- Since prices are expected to continue rising, average spending is projected to continue increasing due to high prices.

[https://www.jtbcorp.jp/en/newsroom/2025/01/09\\_jtb\\_2025-travel-trend-outlook.html](https://www.jtbcorp.jp/en/newsroom/2025/01/09_jtb_2025-travel-trend-outlook.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.



<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.

**株式会社 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.jtbbwt.com/business/service/solution/promotion/recognition/losstabican/>

## 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.



一般社団法人  
次世代教育ネットワーキング機構  
Institute of Education Network for Next Generation

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

## Solutions for the Japan Inbound Market

JTB Inbound Trip Corp. 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.



**JTB** 感動のそばに、いつも。  
**Trip.com Group**  
報道関係各位  
2023年8月22日 株式会社JTB  
Trip.com Group  
  
**JTBとTrip.com Groupが訪日インバウンド強化に向けた新会社「JTB Inbound Trip」の設立について合意**  
  
株式会社JTB(本社:東京都品川区、以下「JTB」と)とTrip.com Group(本拠地:中国・上海市)は、アジア圏からの訪日インバウンド領域における宿泊施設や各自治体など事業パートナーの課題解決を目的とした合弁会社「株式会社JTB Inbound Trip(仮称)」の設立について合意しました。

Click here to view News Release

[https://www.jtbcorp.jp/jp/newsroom/2023/08/22\\_01\\_jtb\\_inbound\\_trip.html](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.



**JTB** 感動のそばに、いつも。  
**News Release** JTB広報室 2023年3月23日  
  
**観光地の持続的な発展に向けた地域共創型エリア開発を加速**  
**~ALL-JAPAN 観光立国ファンド2号への参画を決定~**  
  
株式会社JTBは、観光地の価値向上と持続的な発展を地域行政や事業者との共創、自主事業の開発を通じて実現する「エリア開発事業」を加速します。  
その一步となる取り組みとして、2018年から「ALL-JAPAN 観光立国ファンド」を運営する地域創生ソリューション株式会社(以下、「地域創生ソリューション」)への出資と、地域創生ソリューションを無限責任組合員とする「ALL-JAPAN 観光立国ファンド2号(仮称)」(以下、「本ファンド」)への出資を決定しました。  
  
1. 背景と目的  
観光産業は様々な課題を抱えています。観光地においては特定観光スポットへの人流れの偏り、観光事業者においては人手不足や将来型事業モデルによる低生産性、旅行者においては観光地における移動手段の不足など、その課題は多岐にわたります。

Click here to view News Release

[https://www.jtbcorp.jp/jp/newsroom/2023/03/23\\_all-japan\\_2.html](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.



**JTB** 感動のそばに、いつも。  
**News Release** JTB広報室 2023年2月21日  
  
**宇宙遊覧の事業化、普及をめざす日本発の共創プロジェクト「OPEN UNIVERSE PROJECT」へ参画**  
  
株式会社JTBは、気球による宇宙遊覧の事業化および普及をめざす日本発の共創プロジェクト「OPEN UNIVERSE PROJECT」へ、共創パートナーとして参画し、誰もが宇宙を体験できる「宇宙の民主化」というビジョンの実現に向けて、プロジェクトを支援してまいります。  
**OPEN UNIVERSE PROJECT**  
■OPEN UNIVERSE PROJECTについて (プロジェクト公式サイト:<https://open-universe-project.jp>)  
気球によって“誰もがいける宇宙遊覧”を実現する株式会社岩谷技研のテクノロジーを中心に、様々な業種のパートナーとの共創によって日本から宇宙産業を開拓し、宇宙をすべての人にひらかれたものにしていく「宇宙の民主化(※1)」プロジェクトです。

Click here to view News Release

[https://www.jtbcorp.jp/jp/newsroom/2023/02/21\\_01\\_open-universe-project.html](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.

2021年4月1日  
I&J デジタルイノベーション株式会社  
日本アイ・ビー・エム株式会社  
株式会社 JTB

**日本 IBM と JTB が DX を推進する新会社「I&J デジタルイノベーション」を発足**

本年、本日付で、日本アイ・ビー・エム株式会社(本社 東京都中央区、代表取締役社長 山口明夫、以下、日本IBM)と株式会社 JTB(本社 東京都品川区、代表取締役 社長執行役員 山北 栄二郎、以下、JTB)は、観光業界のデジタル変革を推進するため、共同出資により、新合弁会社「I&J デジタルイノベーション株式会社」(以下、I&J デジタルイノベーション)が発足したことを発表しました。代表取締役社長には、横溝 孝幸が就任いたしました。

I&J デジタルイノベーションは、前身の JTB 情報システムが培ってきた JTB IT システムの経験と、IBM の最新テクノロジーに基づいた IT サービスの知見を融合したデジタルイノベーションカンパニーを目指します。

Click here to view News Release

<https://www.jtbcorp.jp/jp/newsroom/2021/04/ibmjtdx-ji.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'.

**News Release** JTB広報室 2021年8月30日

感動のそばに、いつも。

~法人向けサービスにおける協業体制の構築~

**株式会社ベネフィット・ワンとの事業提携並びに株式譲渡のお知らせ**

株式会社 JTB(本社:東京都品川区、代表取締役社長執行役員:山北 栄二郎、以下、JTB)は、株式会社ベネフィット・ワン(本社:東京都千代田区、代表取締役社長:白石 徳生、以下、ベネフィット・ワン)と事業提携契約を締結し、福利厚生事業などを展開する株式会社 JTB ベネフィット(本社:東京都江東区、代表取締役社長執行役員:中村 一郎、以下、JTB ベネフィット)の全株式を、2021年10月(予定)をもって、ベネフィット・ワンに譲渡することを、2021年8月27日開催の取締役会において決議いたしました。この提携により、法人のお客様の幅広い課題解決へ向けたソリューション強化と営業拡大を目指します。

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 Kanzai as an equity partner, JTB Asset Management has further enhanced the breadth and depth of its area solutions lineup.

**News Release** JTB広報室 2022年4月28日

感動のそばに、いつも。

**JTB アセットマネジメントの合弁会社化のお知らせ**

株式会社 JTB(本社:東京都品川区、代表取締役 社長執行役員:山北 栄二郎、以下、JTB)は、エリアリューション領域における不動産関連事業の推進体制の強化を目的として、施設運営管理、不動産仲介・コンサルティング、企画設計・工事等の事業を展開する株式会社 JTB アセットマネジメント(本社:東京都台東区、代表取締役:高橋 康、以下、JTB アセットマネジメント)の株式の一部を日本管財株式会社(本社:東京都中央区、代表取締役社長:福田 健太郎、以下、日本管財)に2022年7月1日をもって譲渡する株式譲渡契約を締結し、合弁会社化を決定いたしました。

Click here to view News Release

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



Column

## **Rejuvenate Your Spirit Through Travel: Interactive Travel Program 'Kokotori™'**

KokoTori™ is a solution developed by JTB employees to address the challenges of "mental care" experienced during long-term hospitalization, utilizing the power of travel.

KokoTori™ a mental warm-up program aimed at rejuvenating the spirit, is designed to help individuals who have distanced themselves from "enjoyment" due to illness or various stresses. It aims to restore motivation and vitality through "travel-themed conversations" with JTB's experienced travel sales staff and tour conductors, who possess extensive travel knowledge and experience.

We will provide the KokoTori™ program to those in need of "mental rejuvenation support" through our partners, including medical institutions, nursing care facilities, local governments, and companies.

Through this initiative, we aim to support the improvement of people's Quality of Life (QOL) and contribute to the realization of a healthy and enriched society.

※1 KokoTori™ is currently a trademark application by JTB Corp.

※2 The Power of Travel is a registered trademark of JTB Corp.

※3 Quality of Life (QOL) refers to the overall well-being of patients, encompassing the reduction of physical pain, as well as the enhancement of mental and social activities. It includes a sense of vitality, purpose, and satisfaction.



# External Recognition

# Aligning our Business with the Highest National & International Standards



## Commitment to Society & the Environment

### WE SUPPORT



United Nations  
Global Compact.



UN Tourism  
Affiliate Member



UNWTO Global Code  
of Ethics for Tourism



World Travel and Tourism  
Council (WTTC) initiatives

## Commitment to our Employees & Customers



Diversity Management  
Selection 100 (FY2015)



KENKO Investment  
for Health (since FY2019)



Kurumin-Certified  
Business (2020)



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



The Code



WTTC  
Safe Travels Stamp



Global Sustainable  
Tourism Council



Cabinet Office Local  
Revitalization Telework  
Promotion Campaign  
Action Declaration



Good Career Company  
Award 2020



Eco-First Certified  
Company.



D&I AWARD 2024 Best  
Workplace Certification.



Creating Shared  
Value



Japan Sustainable  
Tourism Initiative (JSTi).



Partnership Building  
Declaration.



Keidanren Biodiversity  
Declaration Initiative.



EcoVadis Sustainability  
Rating



GSTC Tour Operator  
Certification.



PRIDE Index 2024 Gold  
Certification.

# Organizational Structure & History

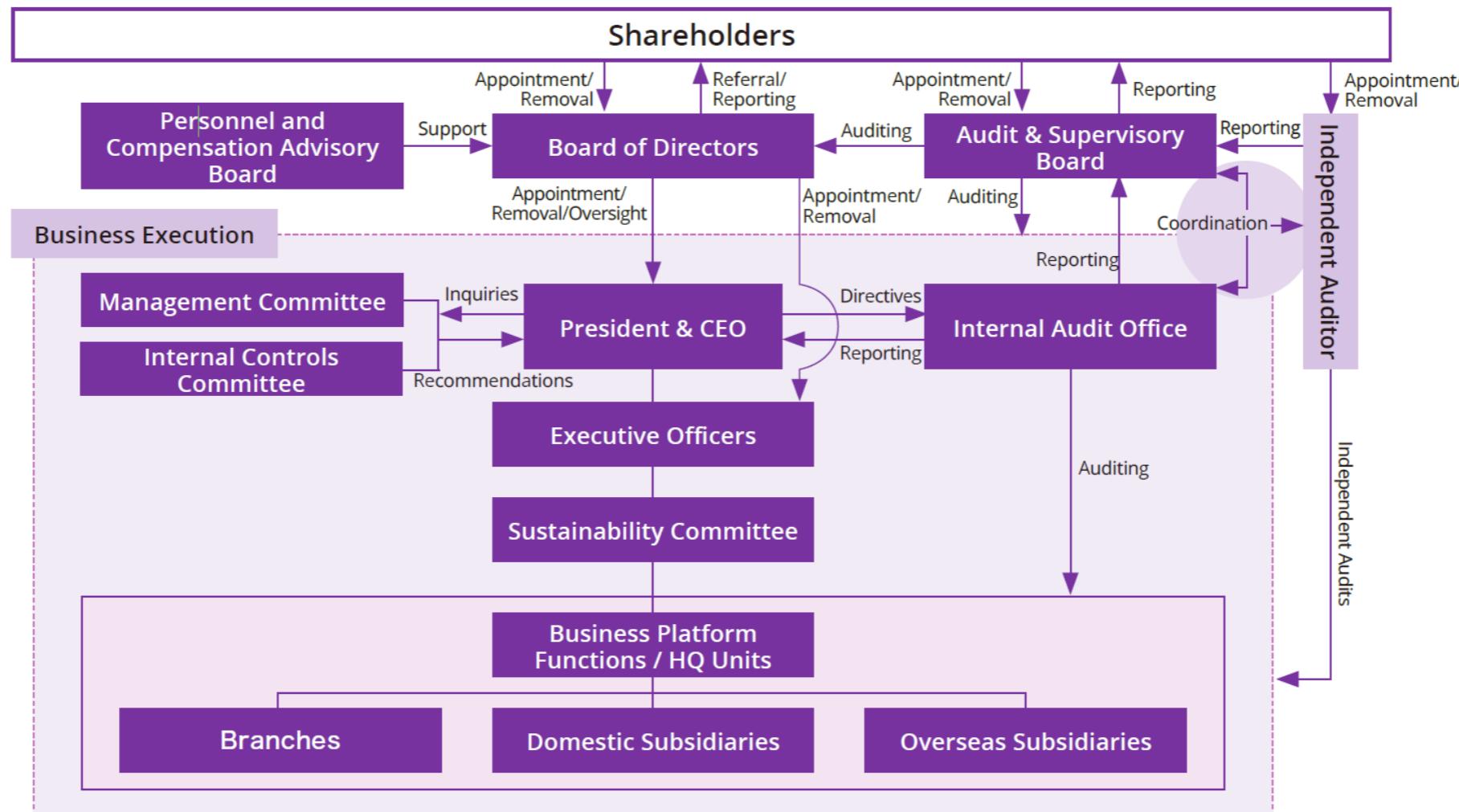
# Overview of Governance Structure



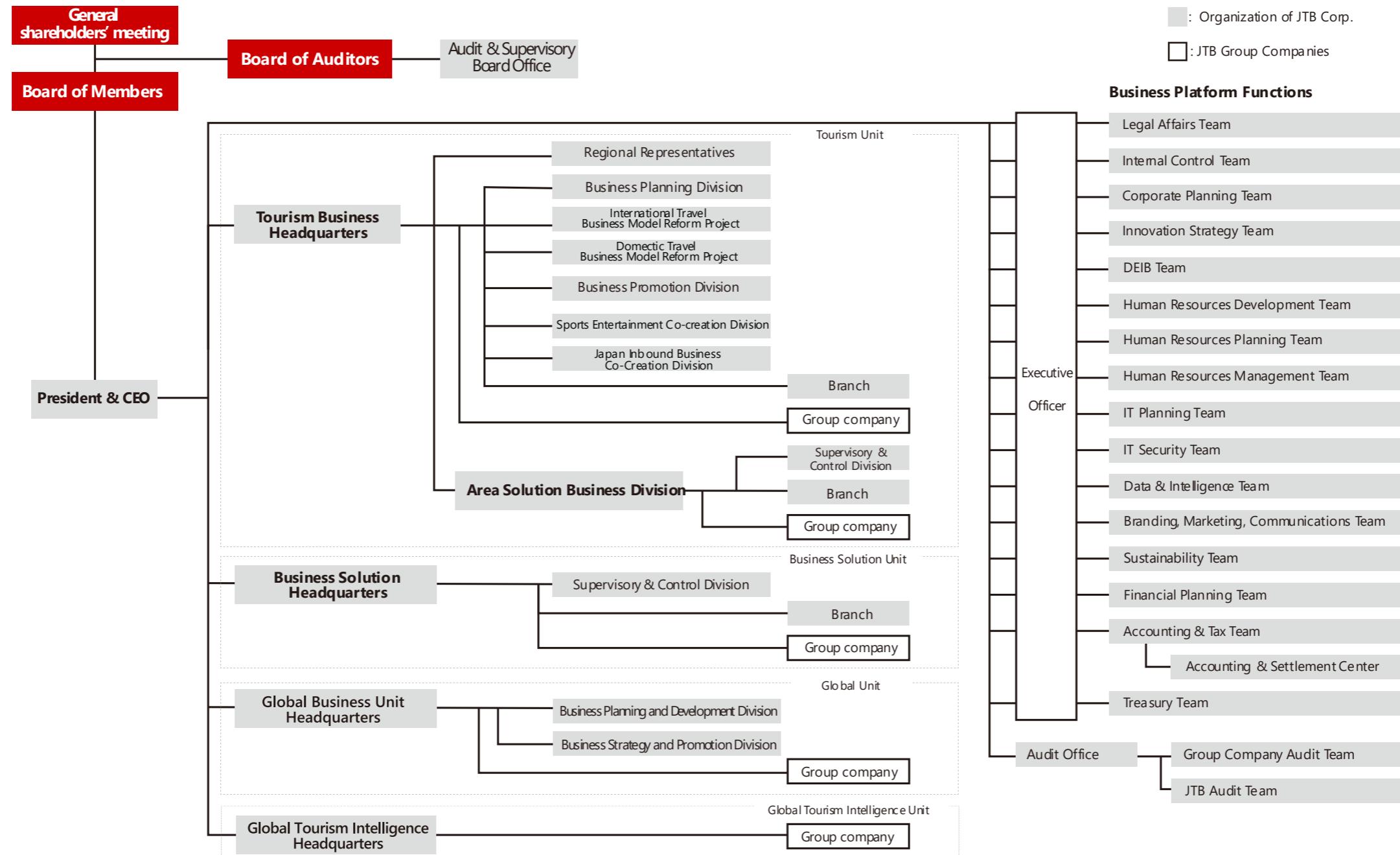
Corporate governance is essential to our Mission and underpins everything we do.

## Guiding Principles

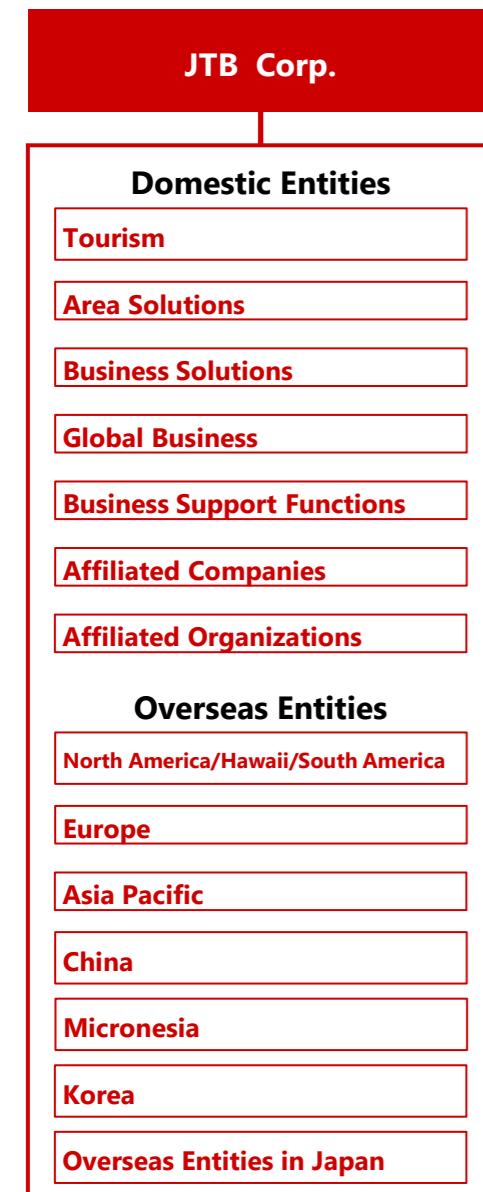
- We strive to ensure the rights and equality of our shareholders
- We are committed to fair disclosure and transparency
- We work collaboratively with our stakeholders
- We continuously refine our internal control systems



# Organization



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



## 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.  
 Northstar Travel Group  
 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(澳门)旅游有限公司

### ■ 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	1989	Jan.	ACE customers top 20 million 'Nice Shop' awarded the Excellence Award by Nikkei Marketing Journal	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.	2013	Feb.	Rollout of 'JTB Universal Tourism'
1912	Mar.	Founding of Japan Tourist Bureau	1990	Feb.	Traveland Kogyo rolls out Total Corporate Identity system and rebrands as JTB Traveland in April	2002	Mar.	Commencement of sales of Sports Promotion Lottery tickets at 39 JTB Corp. locations across Japan	2014	Apr.	Formation of JTB Domestic Tours. Formation of and JTB Kumamoto Relations Center.
1915	Jan.	Commencement of foreign passenger ticket sales for Japan's Ministry of Railways	1990	Apr.	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.	2002	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	May.	Acquisition of shares in EuropaMundo Vacaciones (Spain)	
1924	Apr.	Inaugural publication of 'Tabi' magazine	1990	May.	Launch of new MasterCard-affiliated 'JTB Card'	2002	Jun.	Incorporation of Japan Tourism Marketing, specializing in tourism and travel research	Sep.	JTB becomes a signatory to the United Nations World Tourism Organization (UNWTO) Global Code of Ethics for Tourism	
1925	Dec.	Commencement of rail ticket sales to domestic passengers	1990	Jul.	partnered with AIG, a major US insurance company, to establish Japan International Casualty & Fire Insurance.	2002	Sep.	9-11 terrorist attacks in the U.S. heavily impact overseas tour sales	Oct.	State of Hawaii declares October 1, 2014 'JTB Day' in honor of the JTB Honolulu Office's 50th anniversary	
1927	Jul.	Japan Tourist Bureau reorganized as an incorporated entity	1990	Dec.	Japan Travel Bureau and JR Tokai jointly form JR Tokai Tours	2003	Jan.	Unveiling of JTB Group Environmental Commitment	Dec.	Acquisition of shares in Tour East Group	
1934	Oct.	Company name changed to Japan Tourist Bureau (Nihon Ryoko Kyokai)	1991	Jan.	Outbreak of the Gulf War heavily impacts overseas tour sales	2003	Mar.	Iraq War and SARS heavily impact overseas tour sales. ACE JTB customers top 10 million/year.	2015	Sep.	Launch of new 'JTB Sports' brand
1941	Aug.	Company name changed to East Asian Travel Agent	1991	Oct.	Launch of 'Incentive Business' sales	2003	Oct.	Launch of 'Nice Select' gift vouchers offering flexible selection of lodgings for couples	2016	Mar.	JTB appointed Official Partner under the Tokyo 2020 Sponsorship Programme (Travel Agency Services and National Trip Hospitality Services)
1942	Dec.	East Asian Travel Agent reorganized as an incorporated foundation	1992	May.	Full-scale rollout of POPS	2004	Jan.	Integration of Group-wide overseas tour wholesaling into newly-formed JTB World Vacations	Apr.	Formation of JTB Communication Design	
1943	Dec.	Company name changed to East Asian Travel Corporation upon assumption of the operations of the International Tourism Association	1992	Jun.	Grand opening of Sheraton Kobe Bay Hotel & Towers	2004	Mar.	JTB named official provider of transportation and tour services for the 2002 FIFA World Cup Korea/Japan	2017	Jan.	Acquisition of shares in MC&A in Hawaii
1945	Sep.	Company name changed to Japan Travel Bureau	1992	Oct.	JTB DATA SERVICE formed to promote employment of individuals with disabilities	2004	Oct.	Launch of 'Nice Select' gift vouchers offering flexible selection of lodgings for couples	Mar.	Formation of Panorama JTB Tours in Indonesia	
1960	Dec.	Completion of corporate headquarters in Marunouchi (Tokyo)	1992	Nov.	Completion of 'Foresta' corporate training and retreat center in Tama, Japan	2004	Nov.	Rollout of holding company and new management structure to provide foundation for further growth of the JTB Group	2018	Jan.	Name of company changed to JTB Corp.
1962	Apr.	Opening of Japan Travel Bureau's Central Training Institute	1993	Mar.	Formation of JTB Senior Staffing Inc.	2004	Dec.	Campaign to support victims of the Chuetsu Earthquake in Niigata Prefecture. Launch of ¥500 bus service between Tokyo and Niigata	Apr.	Migration to new managerial structure	
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	1993	Apr.	Launch of Japan Travel Bureau Traveler's Checks	2005	Feb.	Launch of Japan-Korea Friendship Year 2005! Celebration of Mori no Nigawai (Buzz in the Woods) in Korea	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
1964	Mar.	Launch of SUNRISE TOURS product line to service the Japan inbound tourism market	1993	Nov.	Opening of FIT Sales & Support Center	2005	Apr.	JTB Global Marketing & Travel formed to integrate the Group's activities in the inbound Japan tourism market	2020	Apr.	Formation of GoodFellows JTB Inc.
1968	Apr.	Commencement of overseas tour wholesaling operations	1993	Dec.	Opening of Business Travel Sales & Support Center	2005	Oct.	Operations of seven Tohoku region offices integrated into JTB Tohoku, Inc.	Oct.	Rollout of new Vision and Medium-Term Management Plan	
	Jun.	Launch of 'LOOK' brand of overseas package tour products	1994	Jan.	Launch of new LOOK JTB series integrating LOOK and Palette brands	2006	Apr.	Launch of new management structure and Group tagline : 'Your Global Lifestyle Partner'.	2021	Apr.	Launch of new organizational structure
1971	Jan.	Launch of 'ACE' brand of domestic package tour products	1994	Apr.	JTB provides travel services and logistical support for Formula 1 Pacific Grand Prix (Okayama Prefecture)	2006	May.	Execution of comprehensive partnering agreement with JCB Co., Ltd. and formation of J&B Business Development to support strategic business development efforts	Jun.	Formation of JTB Business Transformation Corp.	
	Feb.	Formation of Traveland Kogyo (later JTB Traveland)	1994	Oct.	Five sales offices damaged by the Great Hanshin Earthquake, severely impacting domestic tour sales	2006	Apr.	JTB Corporate Solutions formed to provide leading edge business solutions to the corporate market	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	
1973	Dec.	Capitalization doubled to ¥1.6 billion	1994	Dec.	Launch of sales of new 'Nice Stay' universal vouchers for hotels and ryokan (Japanese-style inns)	2006	Jun.	Rollout of 'Nice Gift' vouchers with JCB. Vouchers accepted at 500,000 participating establishments across Japan.	2022	Mar.	110th corporate anniversary. Execution of Memorandum of Understanding with Global Sustainable Tourism Council.
1979	Feb.	LOOK customers top 1 million	1995	Jan.	Formation of Travel Net Inc. (a joint venture with ZENCOLO and Mitsubishi Corporation) to support employment of individuals with disabilities	2007	Jan.	Acquisition of shares in Tumlare Group as part of reorganization aimed at strengthening European operations	2023	Feb.	Open Universe Project (Space Balloon Sightseeing) Starts
1982	Mar.	Launch of 'Palette' brand of overseas package tour products	1995	Oct.	Commencement of tour sales through 'Automated Multimedia Vending Stations'	2007	Oct.	LOOK JTB customers top 25 million	Apr.	Rebranding implemented.	
	May.	Launch of JTB Retreat Center Network	1995	Dec.	Formation of J-Net Club	2007	Jun.	Establishment of Ryokan Executive HR Development Fund	Nov.	JTB Inbound Trip Established	
1983	Aug.	Rollout of YES JTB Card	1996	Feb.	Launch of JTB Employee Stock Ownership Plan	2008	Jan.	40th anniversary of ACE JTB sales	2024	Jan.	Official partnership agreement with MLB concluded.
1984	Jan.	ACE customers top 10 million	1996	Mar.	Capitalization increased to ¥2.304 billion, 85th corporate anniversary	2008	Oct.	LOOK JTB customers top 25 million	Nov.	Obtained GSTC (Global Sustainable Tourism Council) certification, an international standard for sustainable tourism.	
	Feb.	LOOK customers top 2 million	1996	Dec.	Formation of Bankers Partner, Inc.	2009	Apr.	Publication of 1,000th issue of The JTB Timetable	2025	Jan.	Became the first Japanese travel agency to establish a partnership with the Los Angeles Dodgers.
	Apr.	SUNRISE TOURS customers top 3 million	1997	Apr.	Formation of JTB System Solution	2009	Jun.	Establishment of Ryokan Executive HR Development Fund			
1985	Apr.	Launch of 'TabiTabi' prepaid travel program	1997	May.	Full-scale rollout of Internet-based tour sales	2010	Jan.	40th anniversary of ACE JTB sales			
1986	Jan.	'TabiTabi' awarded the Excellence Award by Nikkei Marketing Journal	1997	Aug.	The real estate company of Tokyo Metropolitan Government sold its leasehold interest in the Marunouchi head office building and purchased "Tennōzu Seafort Square C Building".	2010	Dec.	'Rurubu' recognized as the longest series of published travel guides by Guinness World Records™			
1987	Mar.	Capitalization increased to ¥1.92 billion	1998	Feb.	Launch of JTB BENEFIT SERVICE Corp. to provide employee benefits solutions to corporate clients	2011	Apr.	Formulation of new JTB Group brand message: 'The JTB Way'			
	Apr.	Full-scale entry into mail-order sales: Formation of JTB Media Retail Division	1998	May.	Launch of online travel agency Navigator in partnership with Yahoo Japan and Softbank Group	2011	Oct.	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			
	Sep.	LOOK customers top 3 million	1999	Aug.	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	2012	Mar.	100th corporate anniversary			
1988	Nov.	Commencement of sales of 'Nice Shop' department store merchandise vouchers	2000	Aug.	Japan Travel Bureau and Carlson Wagonlit Travel launch JTB-CWT to service the business travel solutions (BTS) market	2012	Jul.	JTB services over 7,000 guests at the London Olympics			
	Apr.	JTB World begins wholesaling LOOK and other overseas package tour products									
	Jun.	Commencement of sales of 'Nice Gourmet' premier dining vouchers									
	Sep.	YES JTB cardholders top 300,000									
	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									
	Nov.	JTB joins MasterCard International									
	Dec.	JTB Signature 'Showgirls' event									

# Financial Information

# FY2024 Consolidated Income Statement Highlights



(Units: 100 Million JPY • %)

	FY2024	FY2023	Change from FY23	% Change from FY23
<b>Gross Sales</b>	<b>10,733</b>	<b>10,863</b>	▲130	98.8
<b>Gross Profit</b>	<b>2,637</b>	<b>2,683</b>	▲46	98.3
<b>Sales &amp; Administrative Expenses</b>	<b>2,488</b>	<b>2,380</b>	108	104.5
<b>Operating Profit (Loss)</b>	<b>149</b>	<b>303</b>	▲154	49.2
<b>Non-Operating Income (Loss)</b>	<b>18</b>	<b>40</b>	▲22	45.0
<b>Ordinary Income (Loss)</b>	<b>166</b>	<b>343</b>	▲177	48.4
<b>Extraordinary Gain (Loss)</b>	<b>▲47</b>	<b>▲0.4</b>	▲46.6	—
<b>Net Income (Loss) Before Taxes and Other Adjustments</b>	<b>119</b>	<b>342</b>	▲223	34.8
<b>Net Income (Loss)</b>	<b>86</b>	<b>221</b>	▲135	38.9

# FY2024 Consolidated Balance Sheet Highlights



(Units : Millions of JPY・%)

	FY2024	FY2023	Change from FY23	% Change from FY23
<b>Current assets</b>	<b>480,867</b>	531,282	▲50,415	90.5
Cash and deposits	250,028	296,574	▲46,546	84.3
Notes and accounts receivable	140,377	151,230	▲10,853	92.8
Marketable securities	6789	741	6,048	916.2
Advance payments	46,115	42,170	3,945	109.4
Short-term loans receivable	89	30	59	296.7
Other	37,469	40,537	▲3,068	92.4
<b>Noncurrent assets</b>	<b>175,495</b>	164,438	11,057	106.7
Buildings, structures and land	21,673	22,087	▲414	98.1
Software	15,690	9,965	5,725	157.5
Goodwill	469	747	▲278	62.8
Investment securities	75,170	57,406	17,764	130.9
Deferred tax assets	10,577	12,290	▲1,713	86.1
Other	51,916	61,943	▲10,027	83.8
<b>Total assets</b>	<b>656,362</b>	695,720	▲39,358	94.3

	FY2024	FY2023	Change from FY23	% Change from FY23
<b>Total liabilities</b>	<b>515,869</b>	563,606	▲47,737	91.5
Notes and accounts payable	131,576	135,122	▲3,546	97.4
Loans payable (Short-term, Long-term)	7,923	10,478	▲2,555	75.6
Advances received	112,961	108,375	4,586	104.2
Gift coupons and Travel coupons	76,399	85,405	▲9,006	89.5
Deposits received for travel reserve (Short-term, Long-term)	44,449	47,719	▲3,270	93.1
Deposits received	5,029	31,711	▲26,682	15.9
Deferred tax liabilities	4,567	4,429	138	103.1
Other	132,965	140,367	▲7,402	94.7
<b>Total net assets</b>	<b>140,493</b>	132,114	8,379	106.3
Capital	100	100	0	100.0
Capital surplus	804	951	▲147	84.5
Retained earnings	135,191	129,777	5,414	104.2
Accumulated other comprehensive income	2117	-308	2,425	▲→+
Non-controlling interests	2,281	1594	687	143.1
<b>Total liabilities and net assets</b>	<b>656,362</b>	695,720	▲39,358	94.3