




# JTB GROUP ESSENCE BOOK 2025

JTB グループ会社案内 エッセンスブック

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

*Eijiro Yamakita*

**Eijiro Yamakita**  
President and CEO

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 mobilis'\*. 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 Into (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.

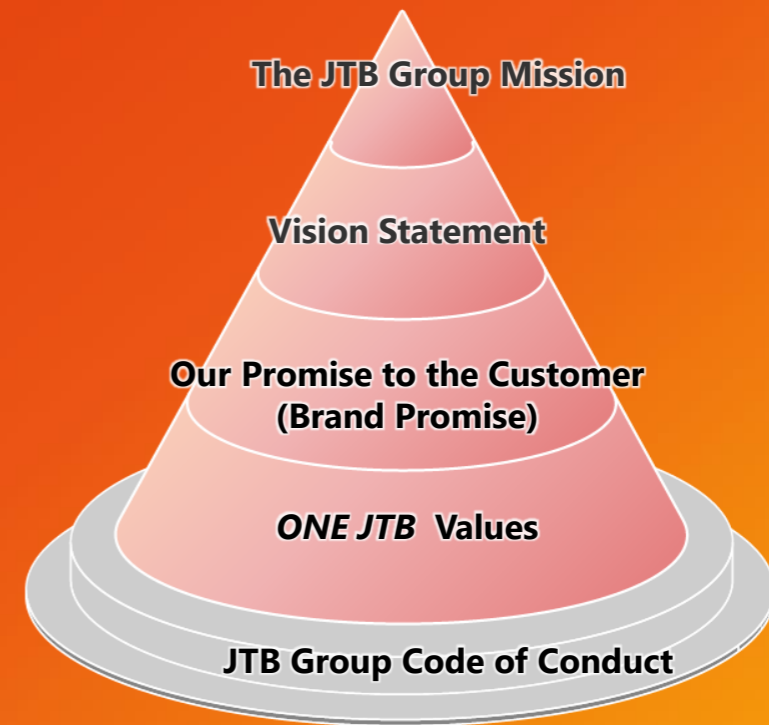
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# The JTB Way



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)

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# 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**

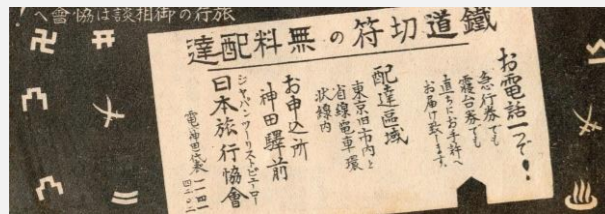
JTB's journey begins as a ticket agent for transportation and lodging providers in the domestic market.



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

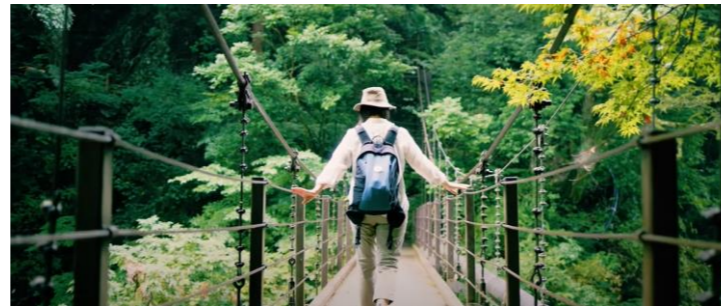
As Japan hurried to establish its place among the community of nations after opening its doors in the second half of the 19<sup>th</sup> century, inbound tourism was heralded as a vehicle for acquiring foreign currency, promoting the development of the domestic economy, and fostering an understanding 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)

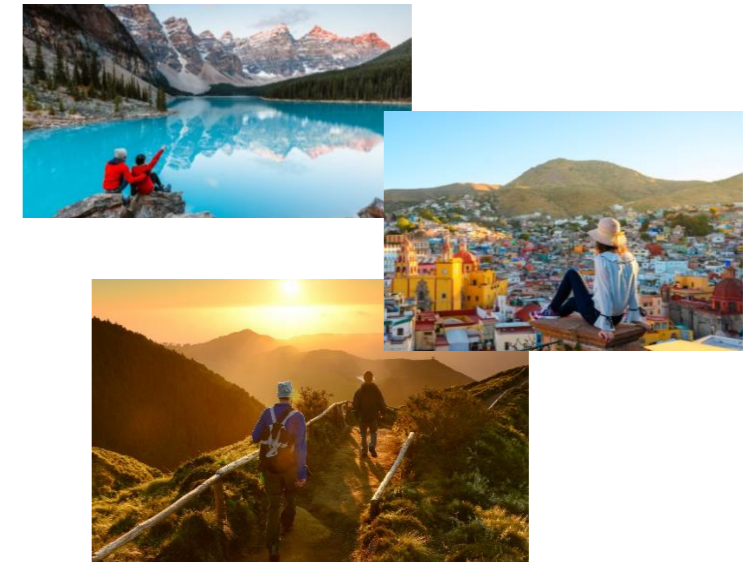
## Expanding the Industry's Frontiers

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.



## **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>

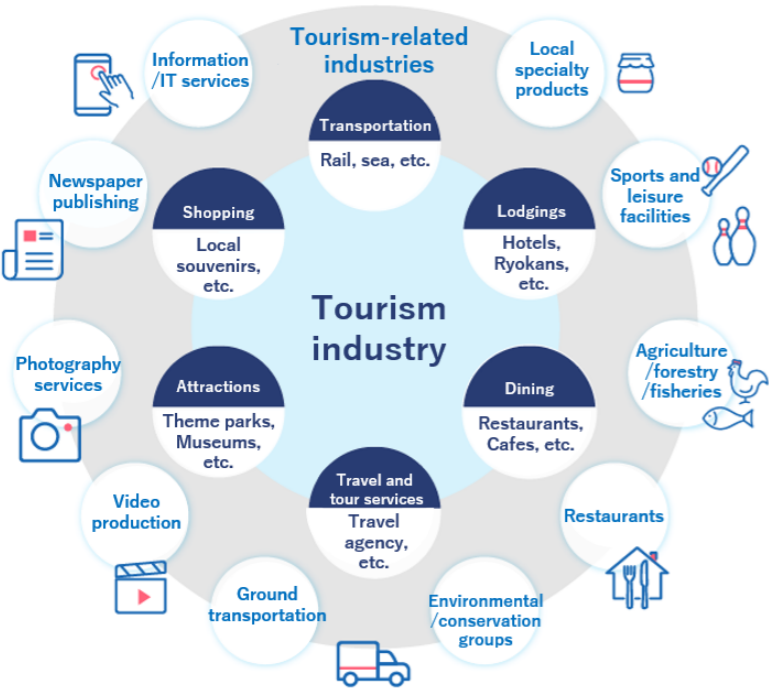
# The Role and Potential of Tourism

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

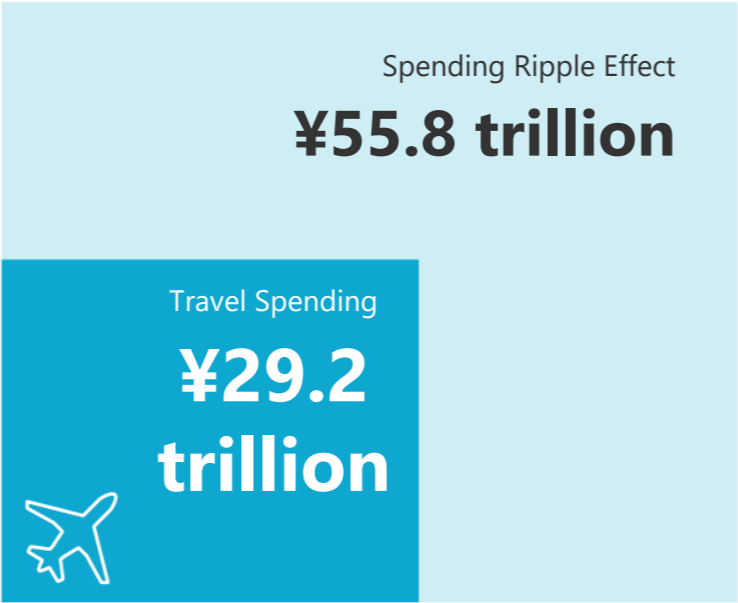
## Tourism’s Long Arm

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.



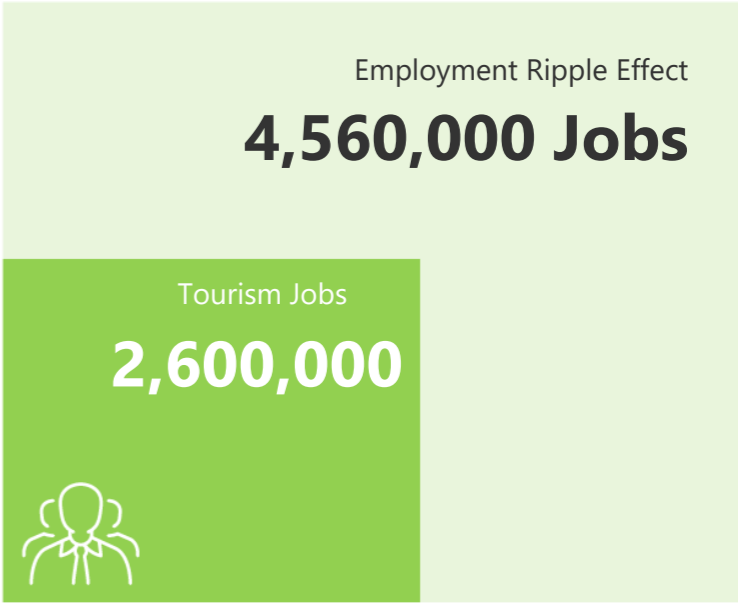
## Ripple Effect of Traveler Spending

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.

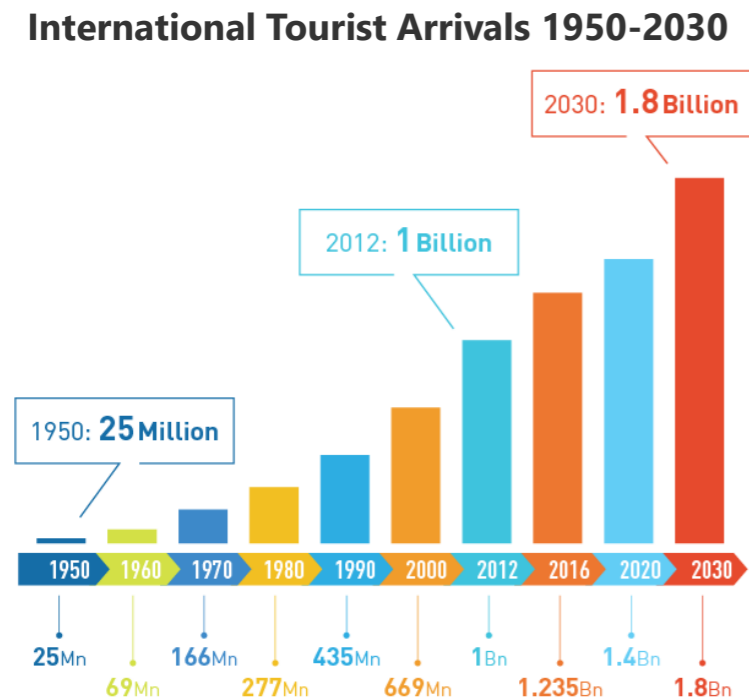


Source: Japan Tourism Agency “Economic Ripple Effect of Travel Spending (2019)”

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

## International Tourists to Hit 1.8 Billion

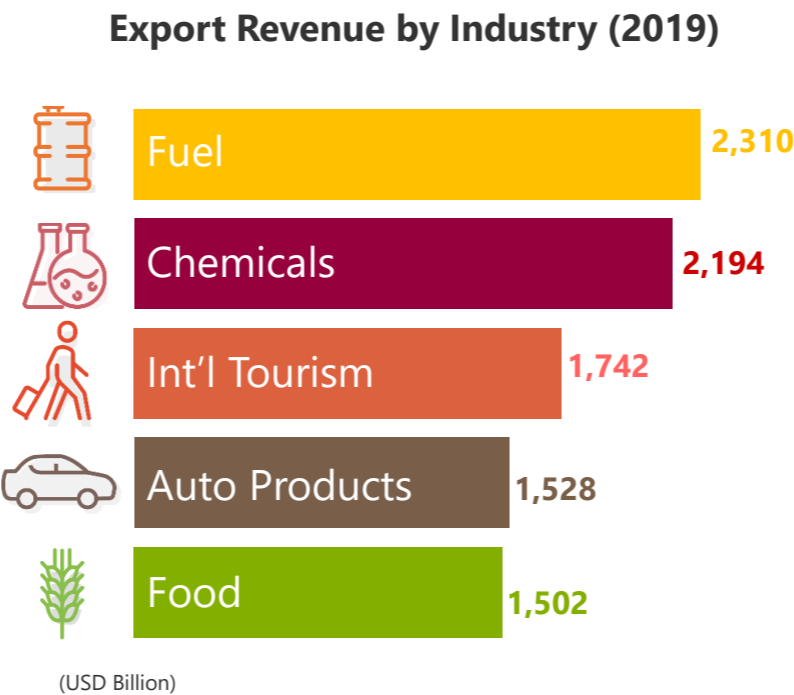
The United Nations World Tourism Organization (UNWTO) 2017 forecast projected that international tourism would reach the 1.8 billion mark in 2030.



Source :UNWTO Tourism Highlights 2017 Edition

## Fueling Socioeconomic Development

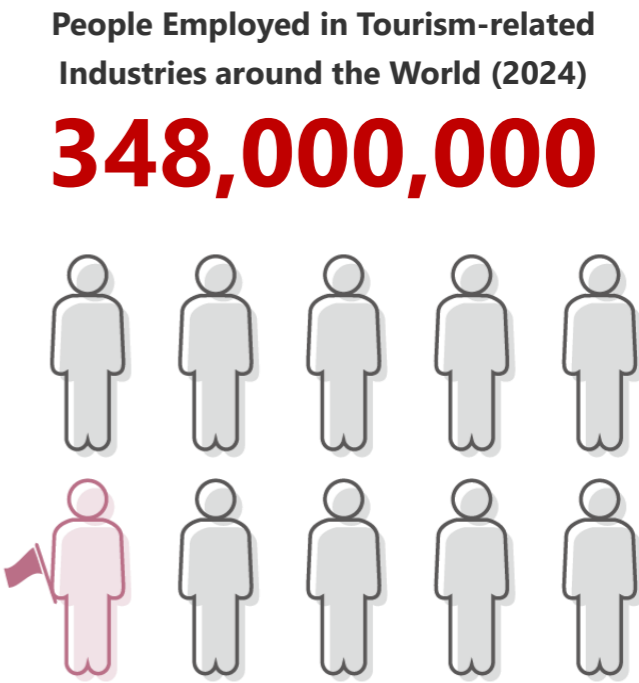
In 2019, tourism was the global economy's third largest export sector generating more revenue than automotive and food exports.



Source UNWTO International Tourism Highlights 2020

## Job Creation

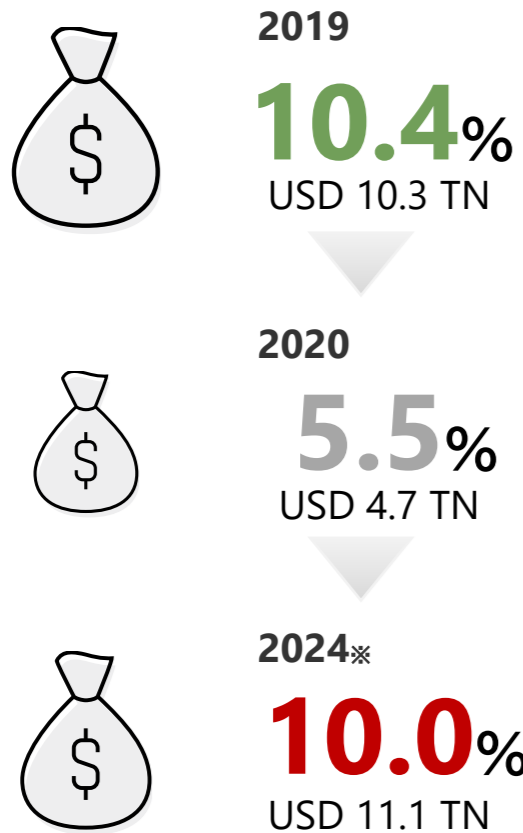
Approximately one out of every ten jobs worldwide are attributable to tourism and related activity.



Source:WTTTC Travel & Tourism ECONOMIC IMPACT 2024  
【Estimated】

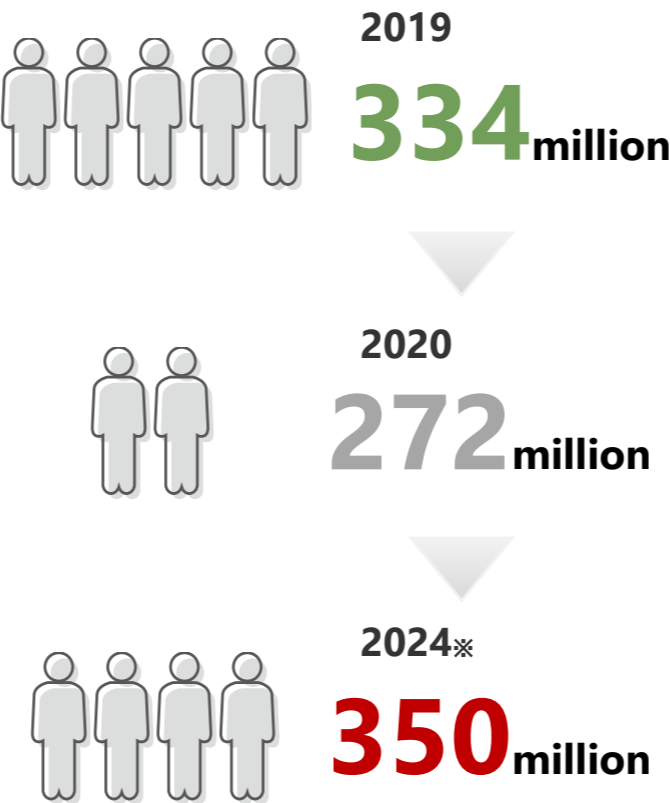
Overcoming the impact of the COVID-19 pandemic, global human mobility is recovering. The tourism industry continues to evolve, embracing new values along the way.

## Percentage of Global GDP



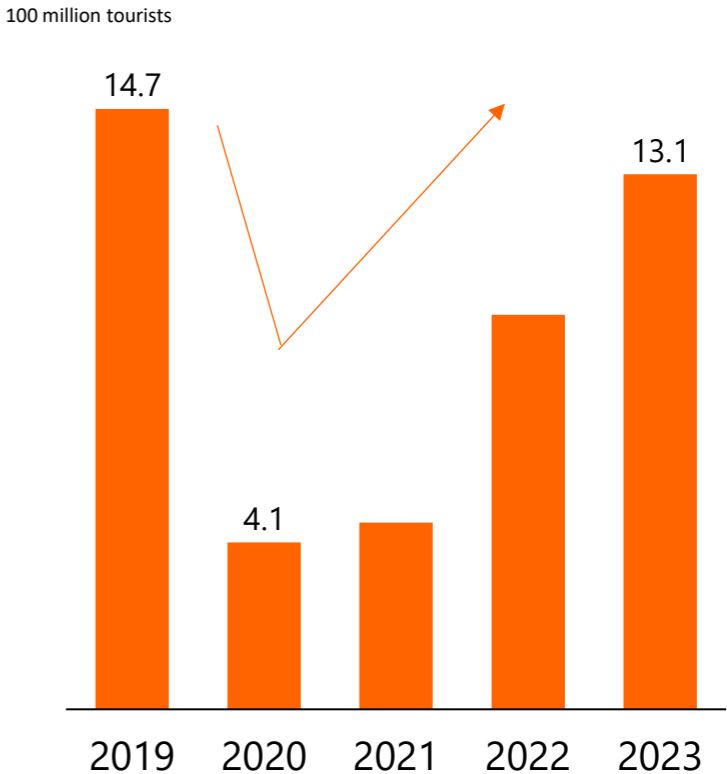
Source: WTTC Travel & Tourism ECONOMIC IMPACT 2024  
【Estimated】

## Tourism-related Employment



Source: WTTC Travel & Tourism ECONOMIC IMPACT 2024  
【Estimated】

## Tourists Traveling Internationally



出所: UNWTO 「WORLD TOURISM BAROMETER November 2024 」

## 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

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

## Economic Growth and Employment Equity

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



## Towards Greater Inclusivity

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



## Responding to Climate Change

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



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

## Fusion of Real & Virtual

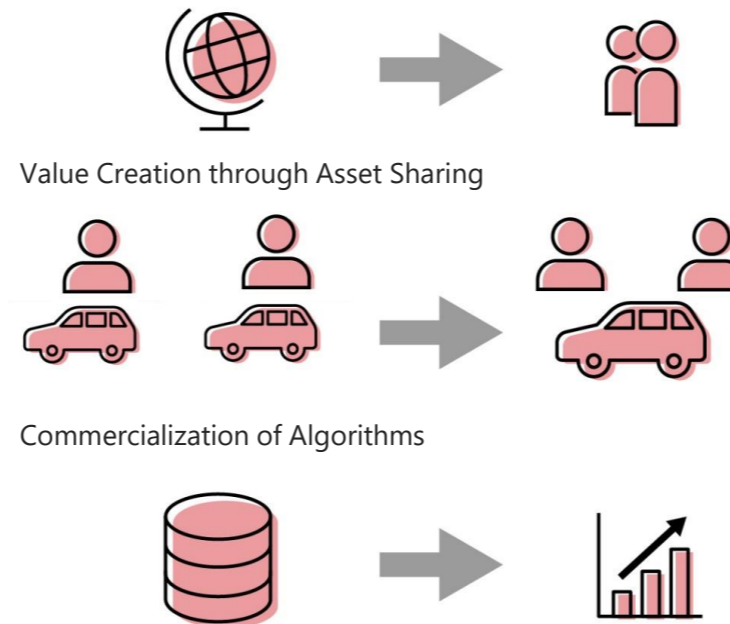
Faster communication speeds and the evolution of AI/VR/AR technologies are increasingly blurring the lines between 'real' and 'virtual', merging digital experiences into our everyday lives, and keeping people and things connected anywhere/anytime.



## Shorter Trend Duration

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

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

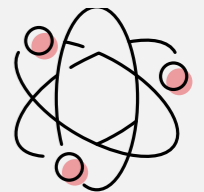
Customer & Employee Engagement



Sustainability Management



The Need to Innovate



## 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

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# 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.

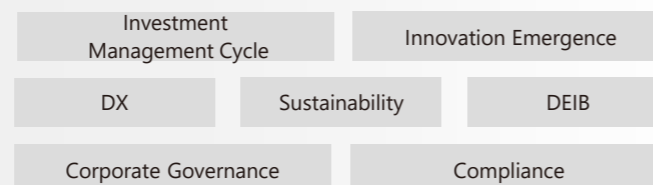
### Area Solutions Strategy

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

- Excitement
- Learning
- Physical & Mental Wellbeing



Human

#### Creating a Better Society

- Innovation
- Economy
- Peace & Culture



Society

#### Protecting the Earth

- Symbiosis
- Environmental Sustainability
- Environmental Security



Nature

## Three Key Dimensions

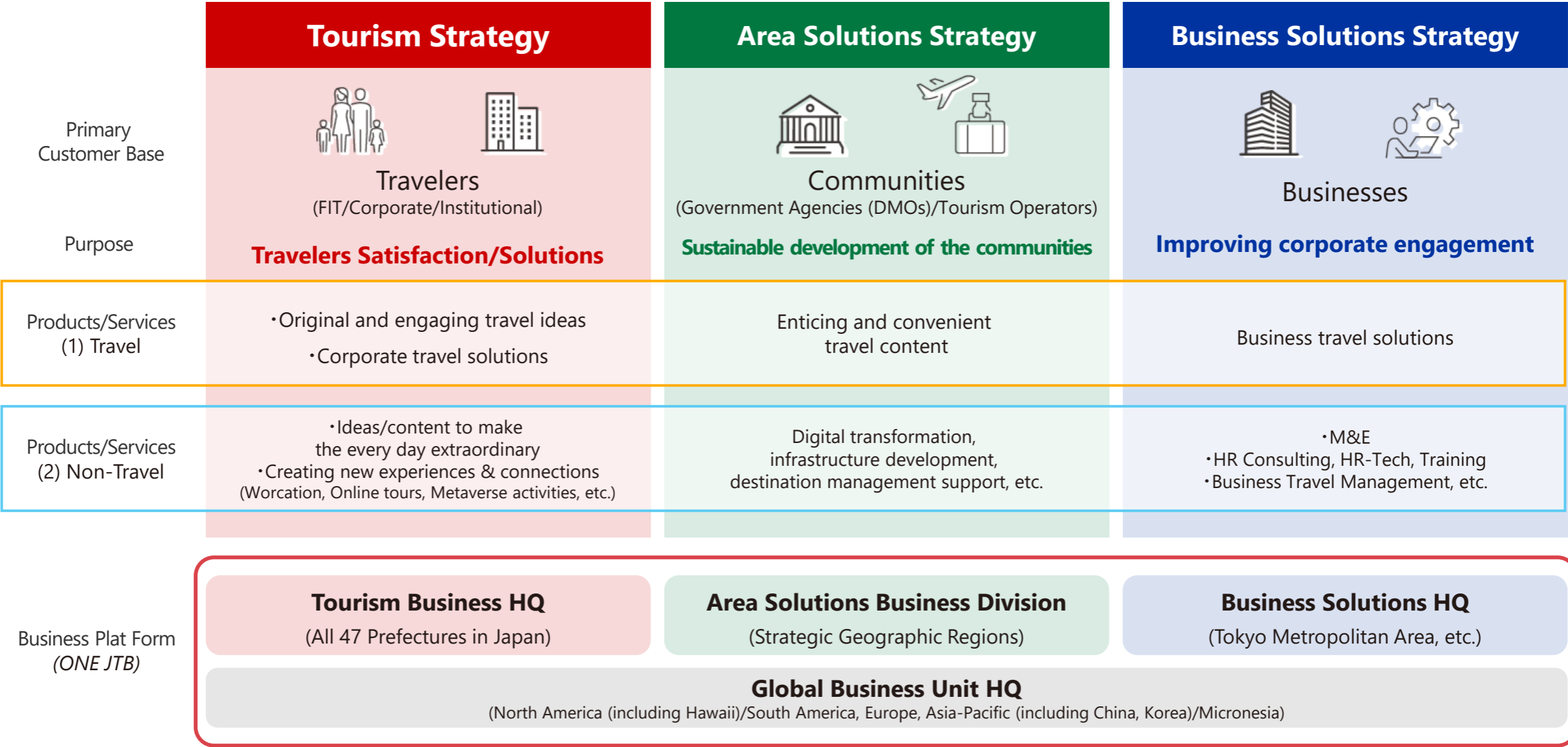
The JTB Group’s business is aimed at maximizing value across three dimensions. Through our business, we seek to make the world a better, more sustainable place.



# Bringing People, Places and Possibilities Together: The Big Picture



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



# The JTB Group Turns Possibilities into Reality



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

## Bringing People, Places and Possibilities Together

Core Competencies

### A Wealth of Solutions (Travel/Non-Travel)



**80,000**  
Tourism Operators



**10,000**  
Solutions Providers

Robust Global  
Network/Resources

Business Delivery  
Platform



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

(Stakeholder Network)

### 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  
develop 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 ※ (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

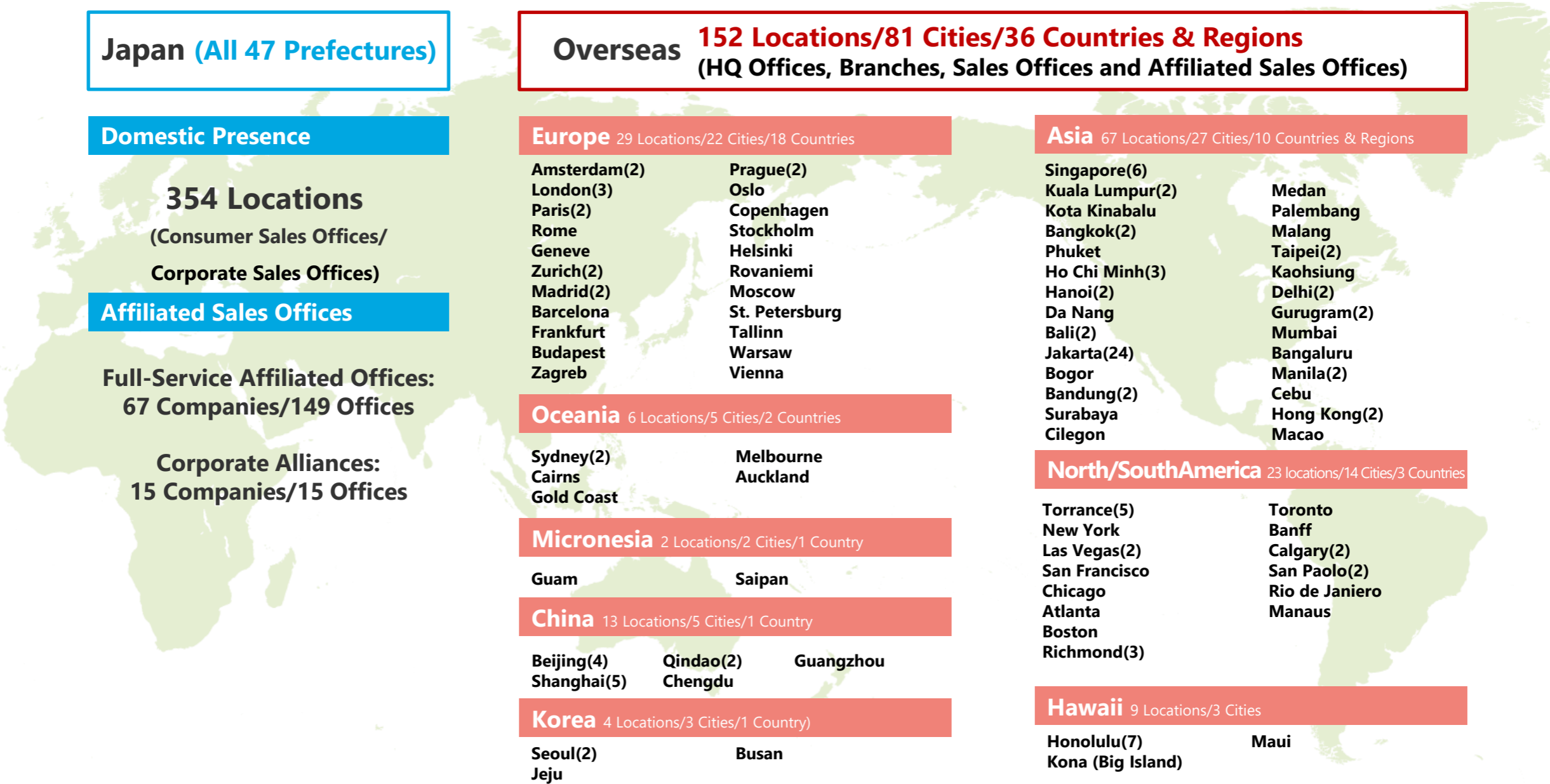
Various programs are established to support autonomous career development and personal growth, including secondments and transfers within and outside the group, overseas training programs, and MBA courses.

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

The Power and Global Reach of the JTB Network

JTB

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

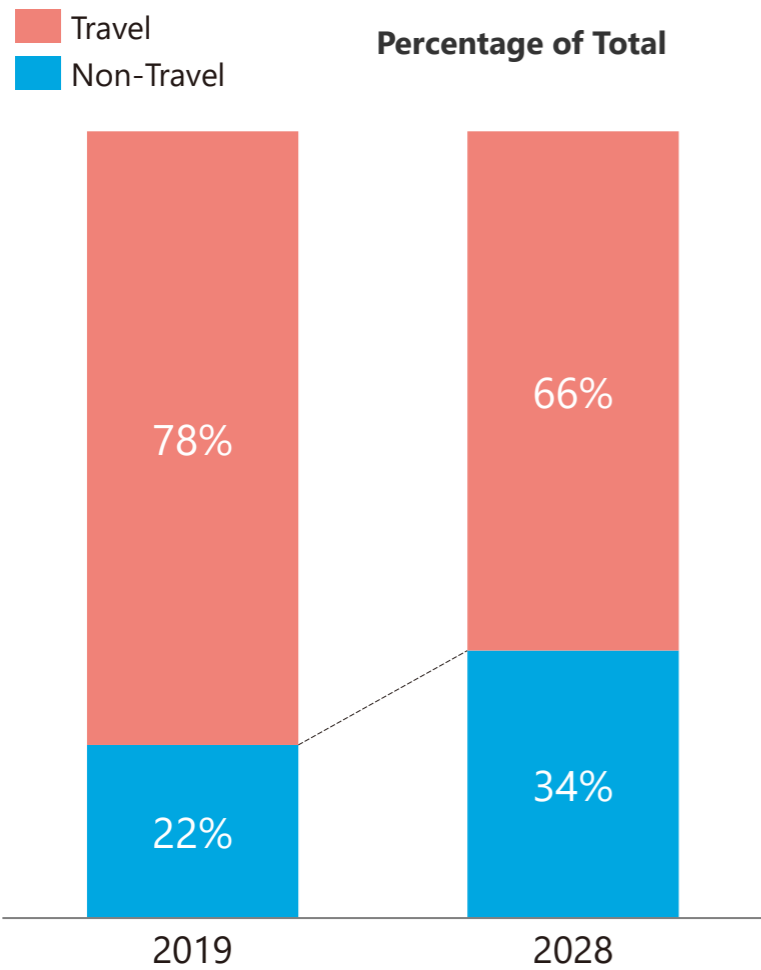


# Portfolio Rebalancing (Contribution to Gross Profit)

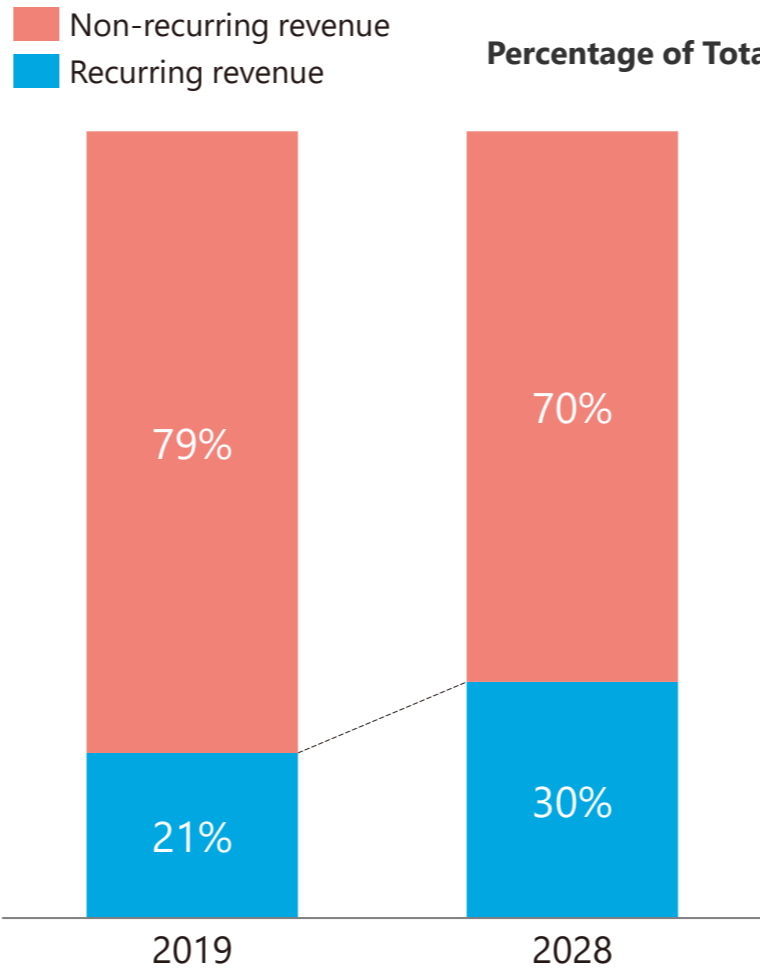


Under its Mid-Term Management Plan, the JT B Group aims to rebalance its business portfolio in order to lay a stable foundation for ongoing organizational growth.

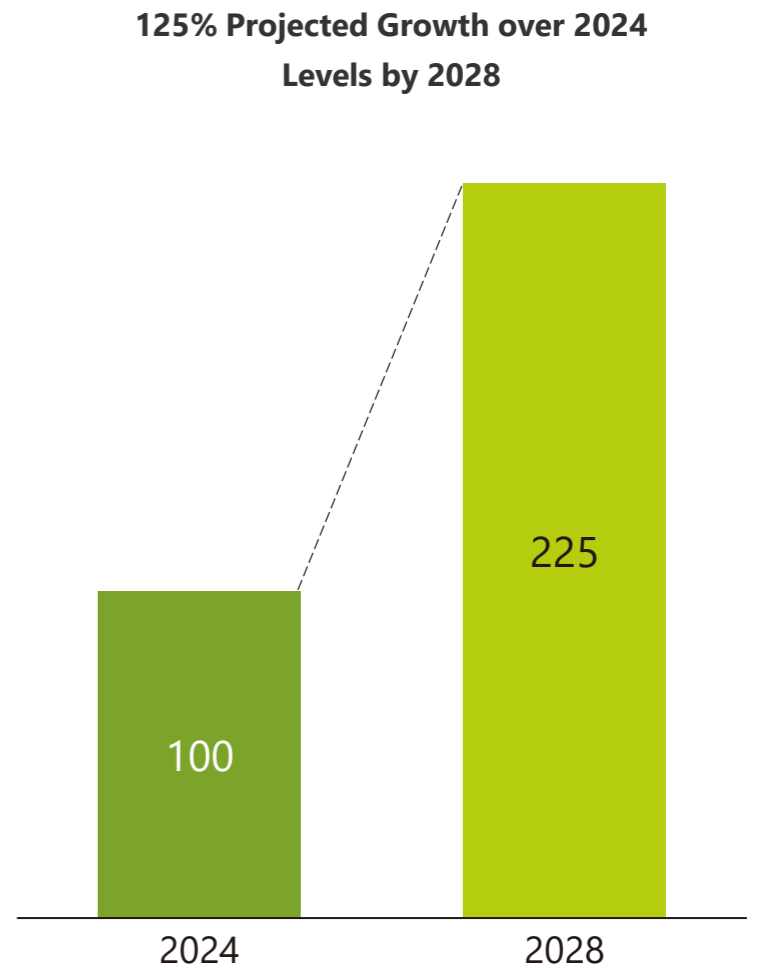
## Products & Services



## Business Models



## Japan Inbound



## 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.



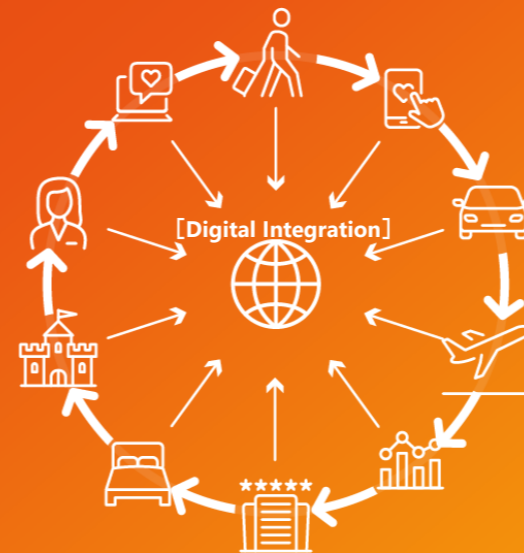
Upper : MATSUYAMA Kyosuke  
Below : KUBO Anna

# 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](#)

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"

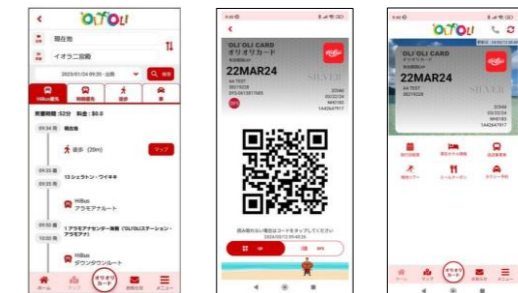
## Greater Convenience Before and During Travel

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/nihonnoshun/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 Kyoto, Nara, Shiga (October 2024 - March 2025)**

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



**JTBガイアレック**

<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

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 Kawaguchiko**

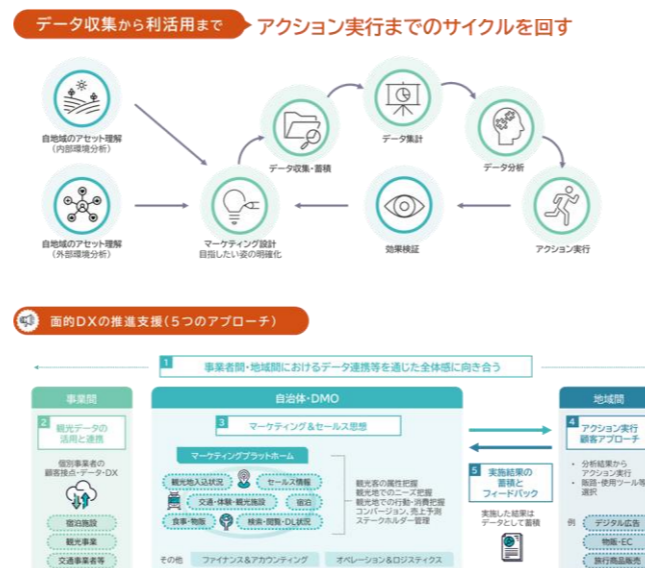


**Lily Bell Hütte**

<https://www.jtbbwt.com/government/documents/whitepaper/detail/id=2886>

## 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

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

# Travel-Inspired Solutions for Schools



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

## Customized Event Support

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



### 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、自ら課題を発見し解決していく「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.

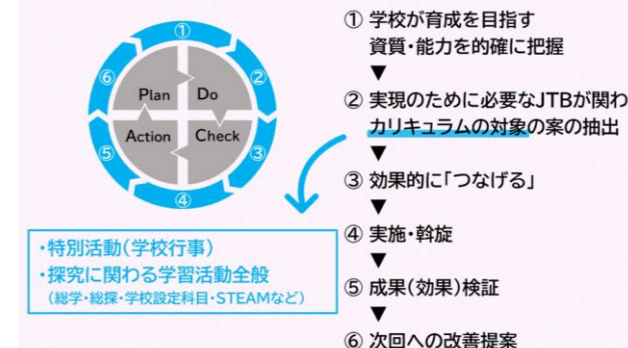


## Curriculum Management Support

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



### 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.

## 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/>



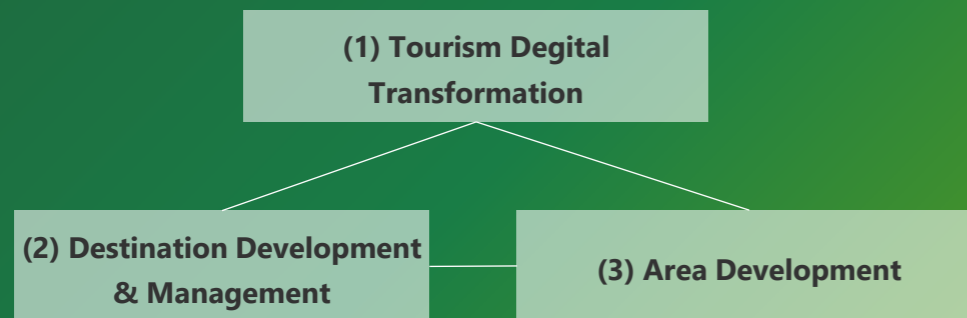
Provided by:  
Japan Association for the 2025 World Exposition.

©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](#)



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/lincorn/>

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/>



stera terminal



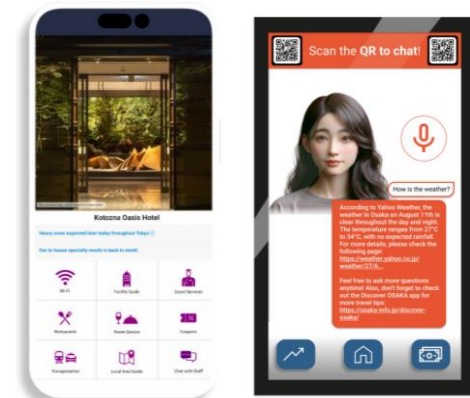
stera mobile

### 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.jtbtrading.co.jp/>

### Facility Design and Much More

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



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

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

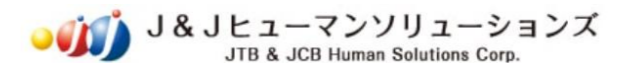
### Staffing Solutions for the Tourism Industry

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



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

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



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

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

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

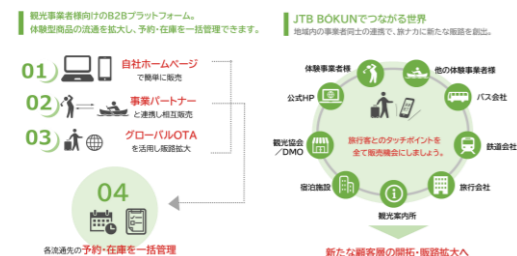
## Sales Platforms: (DX Solutions for Operators)

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.



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

### Good Fellows JTB Ticketing Platform

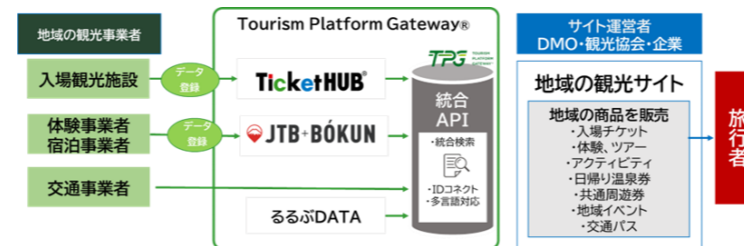


### JTB BOKUN

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

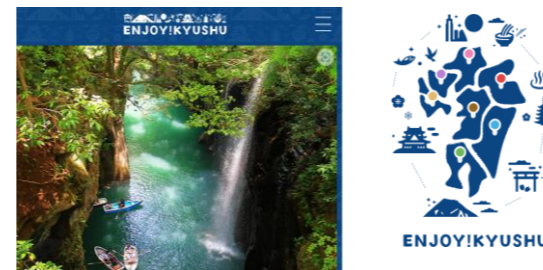
## Sales Management Solutions for Destination-based Products

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



### Tourism Platform Gateway®

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



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/>

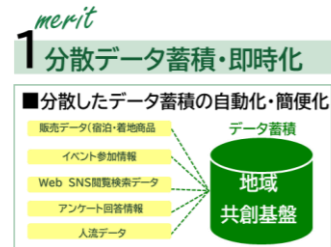
We work collaboratively with local stakeholders to maximize destination attractiveness through leading-edge logistics, financial and marketing solutions.

## 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



### merit 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



Local Collaboration Platform®

<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)



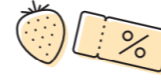
ふるさと納税で高い実績  
旅行好きが利用したい  
ふるさと納税サイトNo.1



ポイント制を採用している自治体を多数ご紹介。  
地域の特産品や旅行クーポンなど  
豊富な品ぞろえ



JTBならではの旅の品が充実  
「ふるほ」からはじまる  
“新しい旅のカタチ”を提供



ふるさと納税を通じて  
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"

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



development and production  
support for specialty products.

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



The Pool & Sauna Villa  
MOTOBU



Yanbaru Zipline Adventure



<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.



## 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, 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.**

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## 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/>

## 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/>



## 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.jtbbwt.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.jtbbwt.com/business/service/solution/promotion/>



# Global Business

## 3-Pronged Strategy:

- Global Business Solutions
- Global DMC

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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

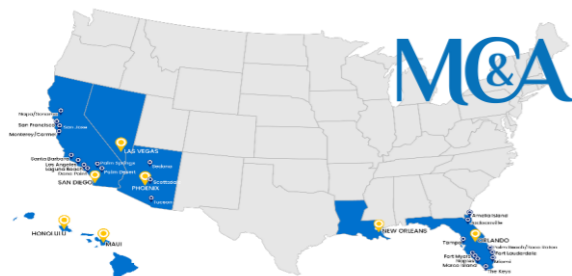


<https://www.kuonitumlare.com/w/imagine-experiencing-swisstainable>

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.**

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/>



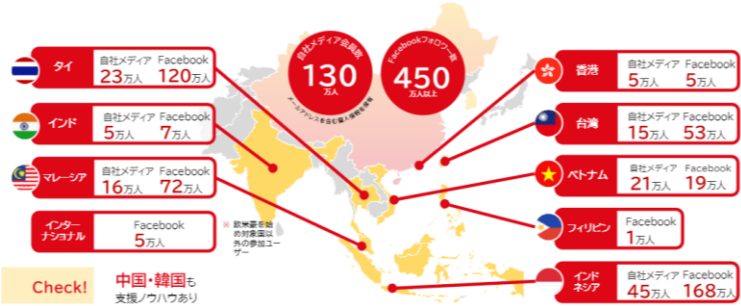
<https://www.jtbgmt.com/luxury>

## 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.

自社メディアユーザー数と参加国

マルチカントリーでアジアをネットワーク化しているのは、  
**FUN! JAPAN**だけ。



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

## VIP Services for Foreign Dignitaries

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



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

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.



## **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

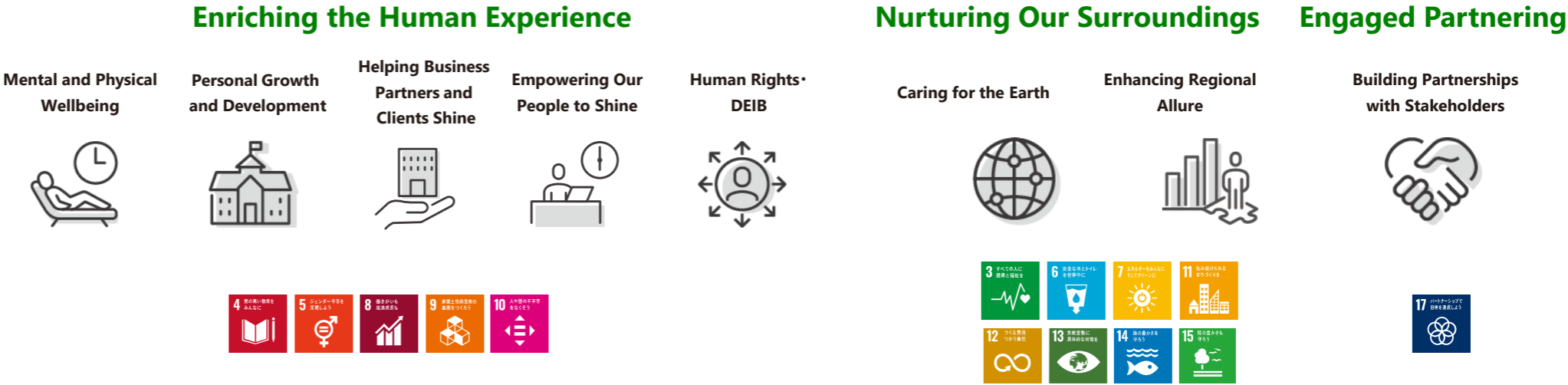
[Click here to return to Table of Contents](#)

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

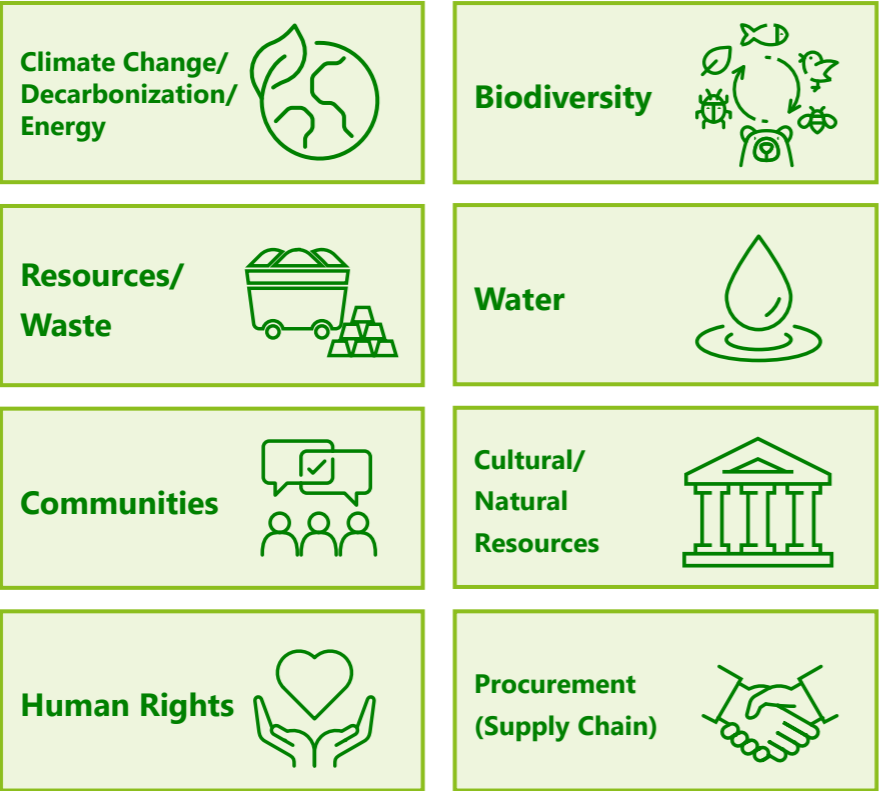


JTB Group's Sustainability Priorities work synergistically to support additional SDGs



## 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.



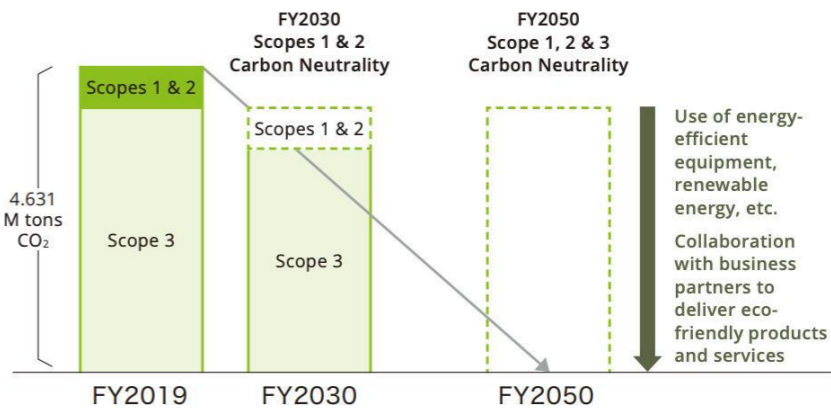
<https://www.jtbcorp.jp/en/sustainability/>

## 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

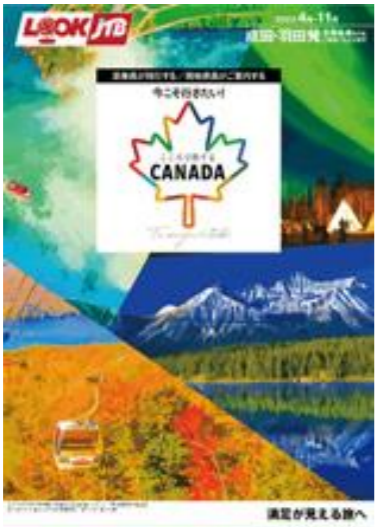
Scope 3: All indirect emissions not included within the boundaries of Scopes 1 and 2 (emissions associated with all upstream and downstream activity in the value chain)

\* 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.

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

Sustainable Tourism Leadership

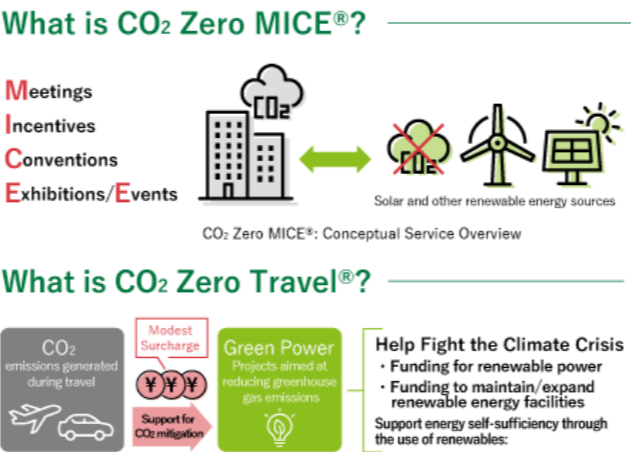
Under a partnership with Destination Canada, the JTB Group offers a wide range of regenerative tourism products that weave sustainability directly into the visitor experience. These efforts to promote sustainable transportation, lodgings, dining and visitor activities earned JTB the Minister of Tourism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



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

## ***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/>

## 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(CSuO)NISHIMATSU Chizuko  
Bureau Veritas Area Manager Mr.Marvin Ng

# DEIB

- Diversity
- Equity
- Inclusion
- Belonging

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**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.



## 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.

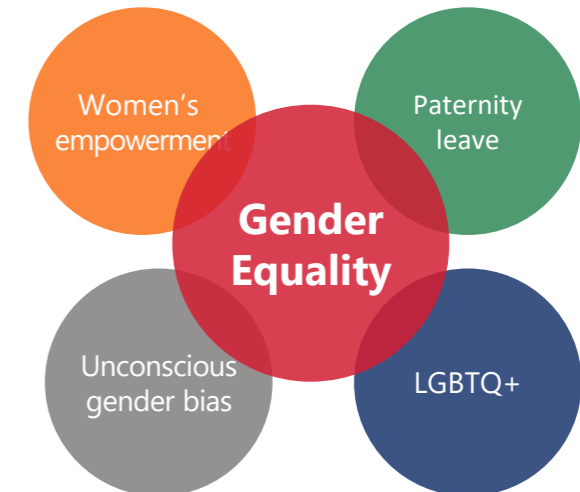
### Support Examples of JTB Data Service Co., Ltd.

- 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.



## 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

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

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

"Baoble" 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.



## 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.

一般財団法人

**日本健康開発財団**

JAPAN HEALTH & RESEARCH INSTITUTE

**温泉医科学研究所**

Onsen Medical Science Research Center

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

## JTB’s Tourism Think Tank

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

**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/lostabican/>

## Medical & Health Tourism

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



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

## Supporting HRD through Education

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



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

## Solutions for the Japan Inbound Market

JTB Inbound Trip 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.



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.



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.

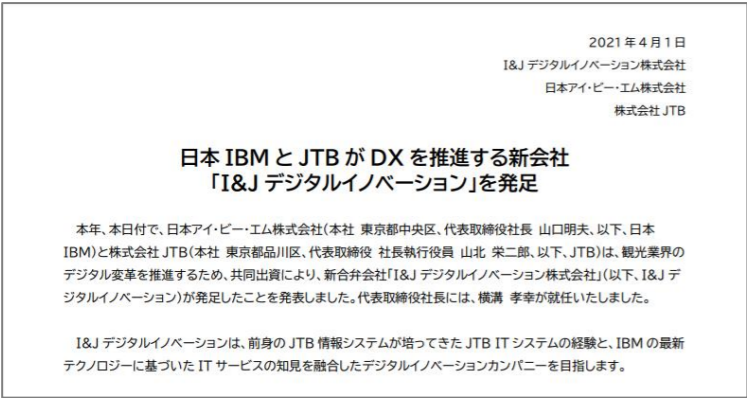


Click here to view News Release

[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.

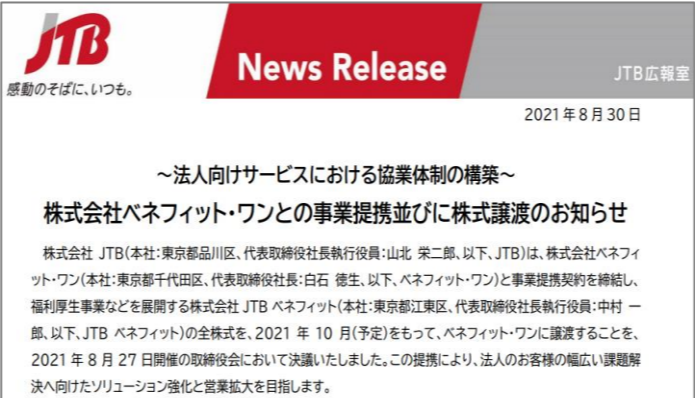


Click here to view News Release  
<https://www.jtbcorp.jp/jp/newsroom/2021/04/ibmitbdx-ij.html>

Employee Benefit Solutions

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

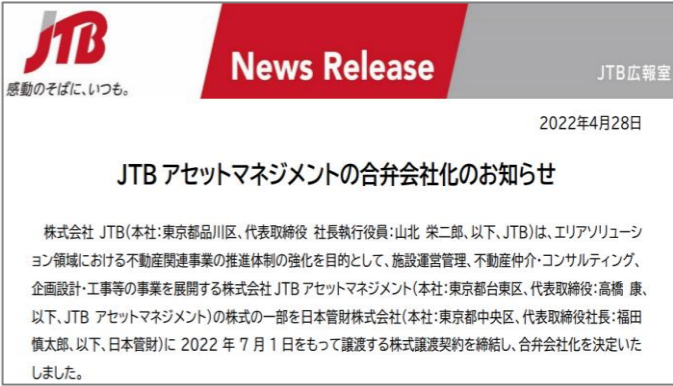
\* A leading provider of corporate HR and administrative services such as ‘Benefit Station’.



Click here to view News Release  
<https://www.jtbcorp.jp/jp/newsroom/2021/08/post-49.html>

Enhanced Real Estate Solutions

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



Click here to view News Release  
<https://www.jtbcorp.jp/jp/newsroom/2022/04/jtb-20221.html>

## 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

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

# Aligning our Business with the Highest National & International Standards



## Commitment to Society & the Environment



United Nations  
Global Compact.



UN Tourism  
Affiliate Member



UNWTO Global Code  
of Ethics for Tourism



World Travel and Tourism  
Council (WTTC) initiatives



The Code



WTTC  
Safe Travels Stamp



Global Sustainable  
Tourism Council



Cabinet Office Local  
Revitalization Telework  
Promotion Campaign  
Action Declaration



Creating Shared  
Value



Japan Sustainable  
Tourism Initiative (JSTI).



Partnership Building  
Declaration.



Keidanren Biodiversity  
Declaration Initiative.

## 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)



Good Career Company  
Award 2020



Eco-First Certified  
Company.



D&I AWARD 2024 Best  
Workplace Certification.



EcoVadis Sustainability  
Rating



GSTC Tour Operator  
Certification.



PRIDE Index 2024 Gold  
Certification.

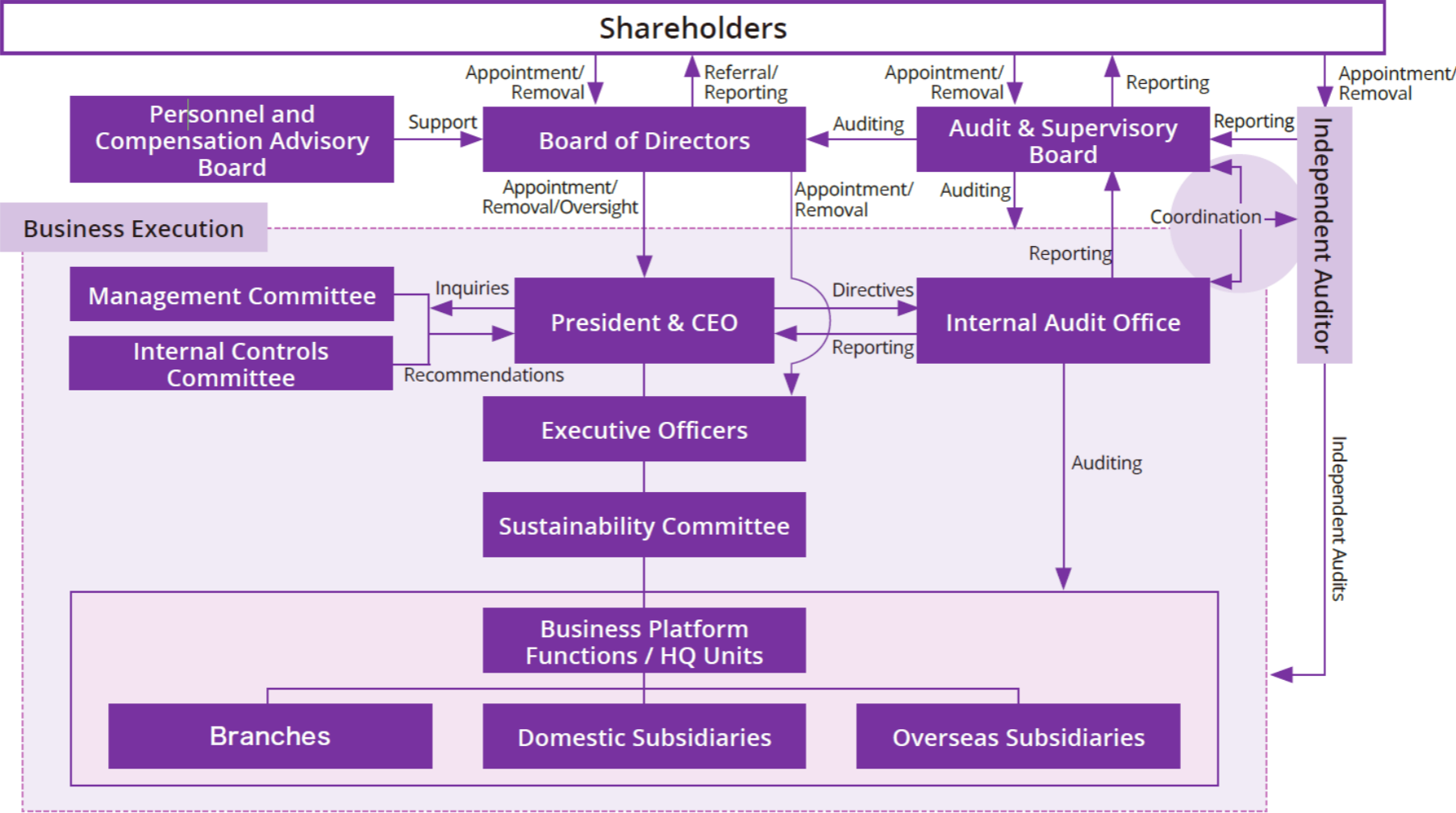
# Organizational Structure & History

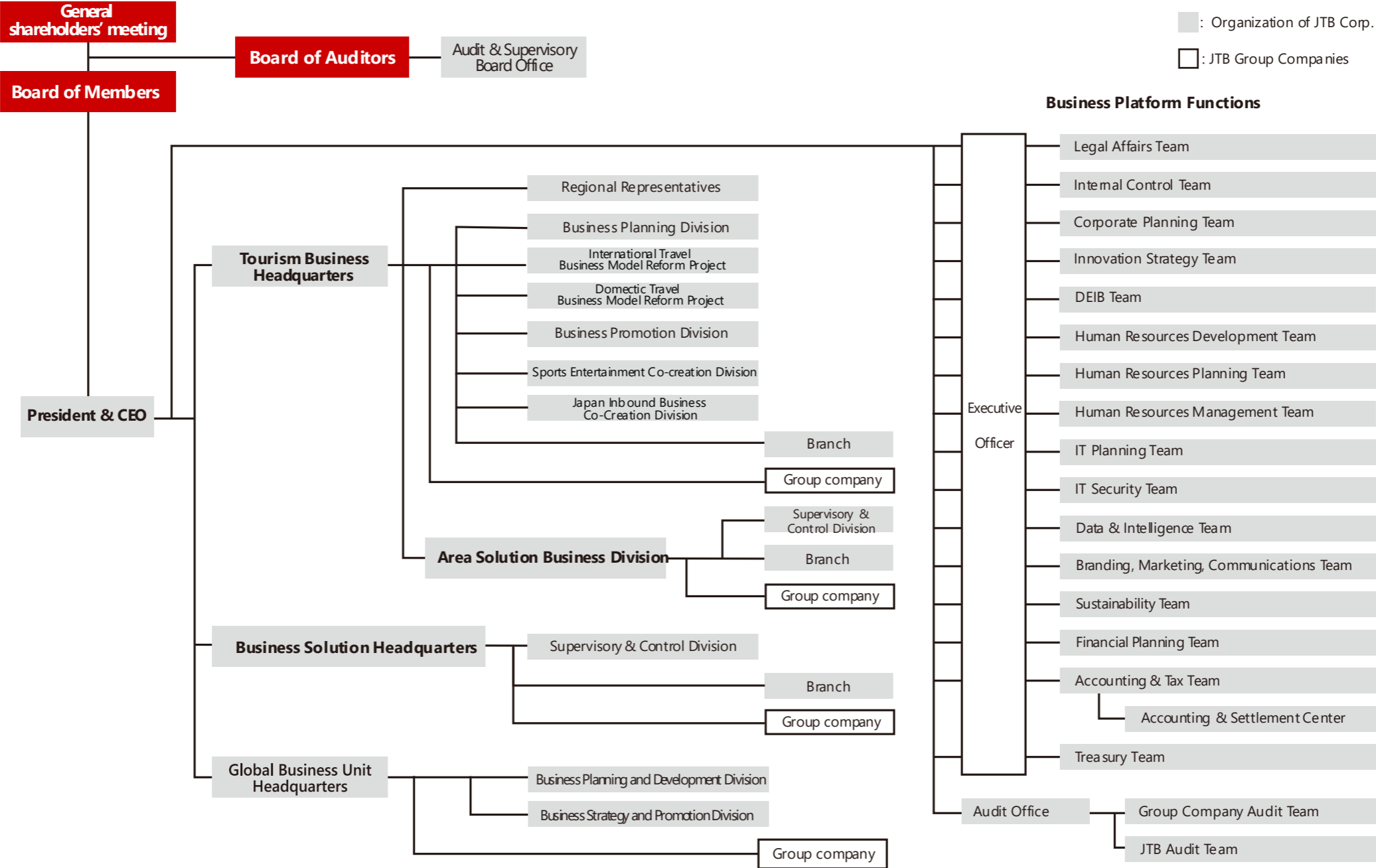
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Corporate governance is essential to our Mission and underpins everything we do.

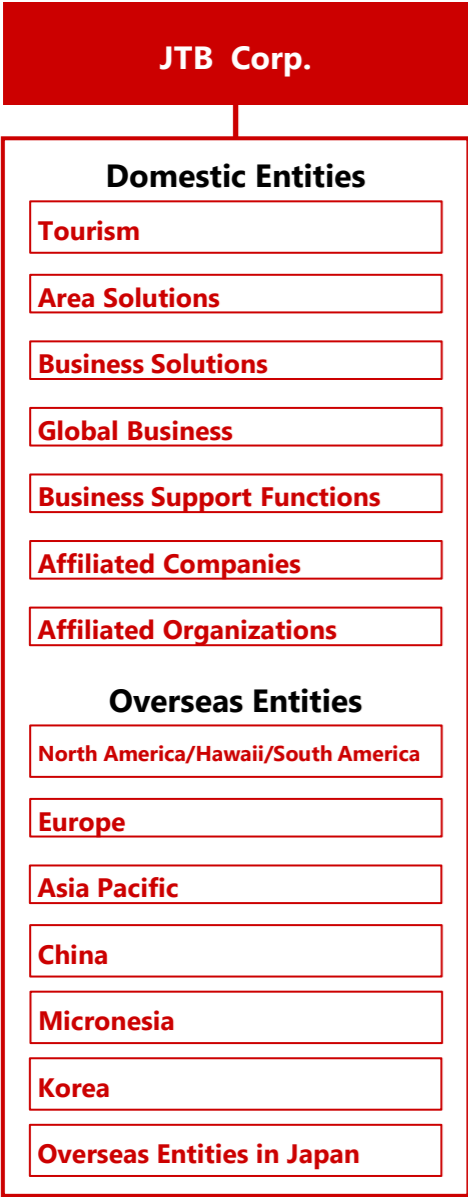
## Guiding Principles

- 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





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



Domestic Entities

Tourism

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

Area Solutions

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

Business Solutions

JTB Business Travel Solutions, Inc.  
JTB Communication Design, Inc.  
JTB Next Creation Corp.  
TS Travel Service Co., Ltd.

Global Business

JTB Global Marketing & Travel Inc.

Business Support Functions

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

Affiliated Companies

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

Affiliated Organizations

Japan Health & Research Institute  
JTB International Cultural Academy

Overseas Entities

North America/Hawaii/South America

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

Europe

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

Asia Pacific

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

China

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

Micronesia

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

Korea

LOTTEJTB Co., Ltd.  
Kuoni Korea Ltd.

Overseas Entities in Japan

Kuoni Tumlare Japan Inc.

Year	Month	History
1912	Mar.	Founding of Japan Tourist Bureau
1915	Jan.	Commencement of foreign passenger ticket sales for Japan's Ministry of Railways
1924	Apr.	Inaugural publication of 'Tabi' magazine
1925	Dec.	Commencement of rail ticket sales to domestic passengers
1927	Jul.	Japan Tourist Bureau reorganized as an incorporated entity
1934	Oct.	Company name changed to Japan Tourist Bureau (Nihon Ryoko Kyokai)
1941	Aug.	Company name changed to East Asian Travel Agent
1942	Dec.	East Asian Travel Agent reorganized as an incorporated foundation
1943	Dec.	Company name changed to East Asian Travel Corporation upon assumption of the operations of the International Tourism Association
1945	Sep.	Company name changed to Japan Travel Bureau
1960	Dec.	Completion of corporate headquarters in Marunouchi (Tokyo)
1962	Apr.	Opening of Japan Travel Bureau's Central Training Institute
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
1964	Mar.	Launch of SUNRISE TOURS product line to service the Japan inbound tourism market
1968	Apr.	Commencement of overseas tour wholesaling operations
	Jun.	Launch of 'LOOK' brand of overseas package tour products
1971	Jan.	Launch of 'ACE' brand of domestic package tour products
	Feb.	Formation of Traveland Kogyo (later JTB Traveland)
1973	Dec.	Capitalization doubled to ¥1.6 billion
1979	Feb.	LOOK customers top 1 million
1982	Mar.	Launch of 'Palette' brand of overseas package tour products
	May.	Launch of JTB Retreat Center Network
1983	Aug.	Rollout of YES JTB Card
1984	Jan.	ACE customers top 10 million
	Feb.	LOOK customers top 2 million
	Apr.	SUNRISE TOURS customers top 3 million
1985	Apr.	Launch of 'TabiTabi' prepaid travel program
1986	Jan.	'TabiTabi' awarded the Excellence Award by Nikkei Marketing Journal
1987	Mar.	Capitalization increased to ¥1.92 billion
	Apr.	Full-scale entry into mail-order sales: Formation of JTB Media Retail Division
	Sep.	LOOK customers top 3 million
	Nov.	Commencement of sales of 'Nice Shop' department store merchandise vouchers
1988	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

1989	Jan.	ACE customers top 20 million 'Nice Shop' awarded the Excellence Award by Nikkei Marketing Journal
	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.
	May.	Launch of new MasterCard-affiliated 'JTB Card'
	Jul.	partnered with AIG, a major US insurance company, to establish Japan International Casualty & Fire Insurance.
	Dec.	Japan Travel Bureau and JR Tokai jointly form JR Tokai Tours
1990	Feb.	Traveland Kogyo rolls out Total Corporate Identity system and rebrands as JTB Traveland in April
	Mar.	Through participation in the MasterCard Japan's Clearance and Settlement Network, JTB cards welcomed at 2 million participating merchants across Japan
	Apr.	Formation of JTB Hokkaido
1991	Jan.	Outbreak of the Gulf War heavily impacts overseas tour sales
	Oct.	Launch of 'Incentive Business' sales
1992	May.	Full-scale rollout of POPS
	Jun.	Grand opening of Sheraton Kobe Bay Hotel & Towers
	Oct.	JTB DATA SERVICE formed to promote employment of individuals with disabilities
	Nov.	Completion of 'Foresta' corporate training and retreat center in Tama, Japan
1993	Mar.	Formation of JTB Senior Staffing Inc.
	Apr.	Launch of Japan Travel Bureau Traveler's Checks
	Nov.	Opening of FIT Sales & Support Center
	Dec.	Opening of Business Travel Sales & Support Center
1994	Jan.	Launch of new LOOK JTB series integrating LOOK and Palette brands
	Apr.	JTB provides travel services and logistical support for Formula 1 Pacific Grand Prix (Okayama Prefecture)
1995	Jan.	Five sales offices damaged by the Great Hanshin Earthquake, severely impacting domestic tour sales
	Oct.	Launch of sales of new 'Nice Stay' universal vouchers for hotels and ryokan (Japanese-style inns)
	Dec.	Formation of Travel Net Inc. (a joint venture with ZENCOLO and Mitsubishi Corporation) to support employment of individuals with disabilities
1996	Feb.	Commencement of tour sales through 'Automated Multimedia Vending Stations'
	Mar.	LOOK JTB customers top 1 million/year
	Oct.	Formation of J-Net Club
1997	Jan.	Launch of JTB Employee Stock Ownership Plan
	Mar.	Capitalization increased to ¥2.304 billion, 85th corporate anniversary
	Dec.	Formation of Bankers Partner, Inc.
1998	Apr.	Formation of JTB System Solution
	May.	Full-scale rollout of Internet-based tour sales
1999	Aug.	The real estate company of Tokyo Metropolitan Government sold its leasehold interest in the Marunouchi head office building and purchased "Tennozu Seafort Square C Building".
2000	Feb.	Launch of JTB BENEFIT SERVICE Corp. to provide employee benefits solutions to corporate clients
	May.	Launch of online travel agency Tavigator in partnership with Yahoo Japan and Softbank Group
	Aug.	Japan Travel Bureau and Carlson Wagonlit Travel launch JTB-CWT to service the business travel solutions (BTS) market

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.
	Mar.	Commencement of sales of Sports Promotion Lottery tickets at 39 JTB Corp. locations across Japan
	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
	Jun.	Incorporation of Japan Tourism Marketing, specializing in tourism and travel research
	Sep.	9-11 terrorist attacks in the U.S. heavily impact overseas tour sales
2002	Mar.	90 <sup>th</sup> corporate anniversary
	Jun.	JTB named official provider of transportation and tour services for the 2002 FIFA World Cup Korea/Japan
	Oct.	Launch of 'Nice Select' gift vouchers offering flexible selection of lodgings for couples
2003	Jan.	Unveiling of JTB Group Environmental Commitment
	Mar.	Iraq War and SARS heavily impact overseas tour sales. ACE JTB customers top 10 million/year.
2004	Apr.	Integration of Group-wide overseas tour wholesaling into newly-formed JTB World Vacations
	Oct.	JTB Publishing Inc. formed to integrate the publishing operations of the JTB Group
	Nov.	Rollout of holding company and new management structure to provide foundation for further growth of the JTB Group
	Dec.	Campaign to support victims of the Chuetsu Earthquake in Niigata Prefecture. Launch of ¥500 bus service between Tokyo and Niigata
2005	Feb.	Launch of Japan-Korea Friendship Year 2005! Celebration of Mori no Nigiwai (Buzz in the Woods) in Korea
	Apr.	JTB Global Marketing & Travel formed to integrate the Group's activities in the inbound Japan tourism market
2006	Apr.	Operations of seven Tohoku region offices integrated into JTB Tohoku, Inc.
	May.	Launch of new management structure and Group tagline : 'Your Global Lifestyle Partner'.
		Execution of comprehensive partnering agreement with JCB Co., Ltd. and formation of J&J Business Development to support strategic business development efforts
2007	Apr.	JTB Corporate Solutions formed to provide leading edge business solutions to the corporate market
	Jun.	Rollout of 'Nice Gift' vouchers with JCB. Vouchers accepted at 500,000 participating establishments across Japan.
2008	Jan.	Acquisition of shares in Tumlare Group as part of reorganization aimed at strengthening European operations
	Oct.	LOOK JTB customers top 25 million
2009	Apr.	Publication of 1,000 <sup>th</sup> issue of The JTB Timetable
	Jun.	Establishment of Ryokan Executive HR Development Fund
2010	Jan.	40 <sup>th</sup> anniversary of ACE JTB sales
	Dec.	'Rurubu' recognized as the longest series of published travel guides by Guinness World Records™
2011	Apr.	Formulation of new JTB Group brand message: 'The JTB Way'
	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
2012	Mar.	100 <sup>th</sup> corporate anniversary
	Jul.	JTB services over 7,000 guests at the London Olympics

2013	Feb.	Rollout of 'JTB Universal Tourism'
	2014 Apr.	Formation of JTB Domestic Tours. Formation of and JTB Kumamoto Relations Center.
	May.	Acquisition of shares in EuropaMundo Vacaciones (Spain)
	Sep.	JTB becomes a signatory to the United Nations World Tourism Organization (UNWTO) Global Code of Ethics for Tourism
	Oct.	State of Hawaii declares October 1, 2014 'JTB Day' in honor of the JTB Honolulu Office's 50 <sup>th</sup> anniversary
	Dec.	Acquisition of shares in Tour East Group
2015	Sep.	Launch of new 'JTB Sports' brand
2016	Mar.	JTB appointed Official Partner under the Tokyo 2020 Sponsorship Programme (Travel Agency Services and National Trip Hospitality Services)
	Apr.	Formation of JTB Communication Design
2017	Jan.	Acquisition of shares in MC&A in Hawaii
	Mar.	Formation of Panorama JTB Tours in Indonesia
2018	Jan.	Name of company changed to JTB Corp.
	Apr.	Migration to new managerial structure
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
2020	Apr.	Formation of GoodFellows JTB Inc.
	Oct.	Rollout of new Vision and Medium-Term Management Plan
2021	Apr.	Launch of new organizational structure
	Jun.	Formation of JTB Business Transformation Corp.
	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
2022	Mar.	110 <sup>th</sup> corporate anniversary. Execution of Memorandum of Understanding with Global Sustainable Tourism Council.
2023	Feb.	Open Universe Project (Space Balloon Sightseeing) Starts
	Apr.	Rebranding implemented.
	Nov.	JTB Inbound Trip Established
2024	Jan.	Official partnership agreement with MLB concluded.
	Nov.	Obtained GSTC (Global Sustainable Tourism Council) certification, an international standard for sustainable tourism.
2025	Jan.	Became the first Japanese travel agency to establish a partnership with the Los Angeles Dodgers.

# Financial Information

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# FY2024 Consolidated Income Statement Highlights



(Units: 100 Million JPY · %)

	FY2024	FY2023	Change from FY23	% Change from FY23
Gross Sales	10,733	10,863	▲130	98.8
Gross Profit	2,637	2,683	▲46	98.3
Sales & Administrative Expenses	2,488	2,380	108	104.5
Operating Profit (Loss)	149	303	▲154	49.2
Non-Operating Income (Loss)	18	40	▲22	45.0
Ordinary Income (Loss)	166	343	▲177	48.4
Extraordinary Gain (Loss)	▲47	▲0.4	▲46.6	—
Net Income (Loss) Before Taxes and Other Adjustments	119	342	▲223	34.8
Net Income (Loss)	86	221	▲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	<b>250,028</b>	296,574	▲46,546	84.3
Notes and accounts receivable	<b>140,377</b>	151,230	▲10,853	92.8
Marketable securities	<b>6789</b>	741	6,048	916.2
Advance payments	<b>46,115</b>	42,170	3,945	109.4
Short-term loans receivable	<b>89</b>	30	59	296.7
Other	<b>37,469</b>	40,537	▲3,068	92.4
<b>Noncurrent assets</b>	<b>175,495</b>	164,438	11,057	106.7
Buildings, structures and land	<b>21,673</b>	22,087	▲414	98.1
Software	<b>15,690</b>	9,965	5,725	157.5
Goodwill	<b>469</b>	747	▲278	62.8
Investment securities	<b>75,170</b>	57,406	17,764	130.9
Deferred tax assets	<b>10,577</b>	12,290	▲1,713	86.1
Other	<b>51,916</b>	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	<b>131,576</b>	135,122	▲3,546	97.4
Loans payable (Short-term, Long-term)	<b>7,923</b>	10,478	▲2,555	75.6
Advances received	<b>112,961</b>	108,375	4,586	104.2
Gift coupons and Travel coupons	<b>76,399</b>	85,405	▲9,006	89.5
Deposits received for travel reserve (Short-term, Long-term)	<b>44,449</b>	47,719	▲3,270	93.1
Deposits received	<b>5,029</b>	31,711	▲26,682	15.9
Deferred tax liabilities	<b>4,567</b>	4,429	138	103.1
Other	<b>132,965</b>	140,367	▲7,402	94.7
<b>Total net assets</b>	<b>140,493</b>	132,114	8,379	106.3
Capital	<b>100</b>	100	0	100.0
Capital surplus	<b>804</b>	951	▲147	84.5
Retained earnings	<b>135,191</b>	129,777	5,414	104.2
Accumulated other comprehensive income	<b>2117</b>	-308	2,425	▲→+
Non-controlling interests	<b>2,281</b>	1594	687	143.1
<b>Total liabilities and net assets</b>	<b>656,362</b>	695,720	▲39,358	94.3