

JTB Group Long-Term Vision Presentation



OPEN FRONTIER 2035



The World in 2035



The value of human connection will continue to rise,

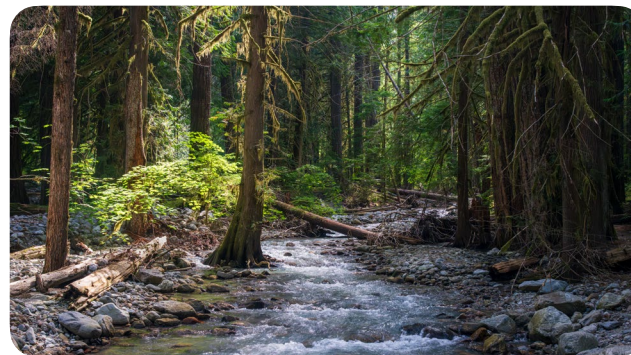
**becoming a foundation
for people's well-being.**



The Sustainability of the Environments that Foster Connection will be Essential.



Maintaining the infrastructure of cultural and historical sites



Risk of biodiversity loss



Sustaining service provision by tourism operators amid population decline



Rising risks from natural disasters and pandemics and the need to strengthen resilience



Declining quality of life for residents due to overtourism

JTB Group's Desired Vision for 2035

**We pioneer a new era of Designing Human Moments
with our expertise and insights
to connect, create, and contribute to the world,
fulfilling people's lives with excitement and contentment.**

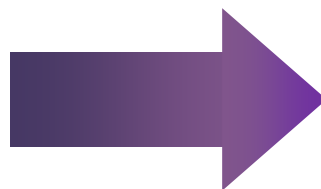
OPEN FRONTIER 2035

Profitability Metrics

FY2024 Results

Transaction Volume	¥ 1.68 Trillion
Gross Profit	¥ 293.7 Billion
Operating Profit	¥ 14.9 Billion
Gross-to-Operating Profit Ratio	5.0%

*Management Accounting Figures



FY2035 Targets

Transaction amount	¥ 2.5 Trillion
Gross Profit	¥ 500 Billion
Operating Profit	¥ 75 Billion
Gross Operating Profit Ratio	15.0%

*Management Accounting Figures

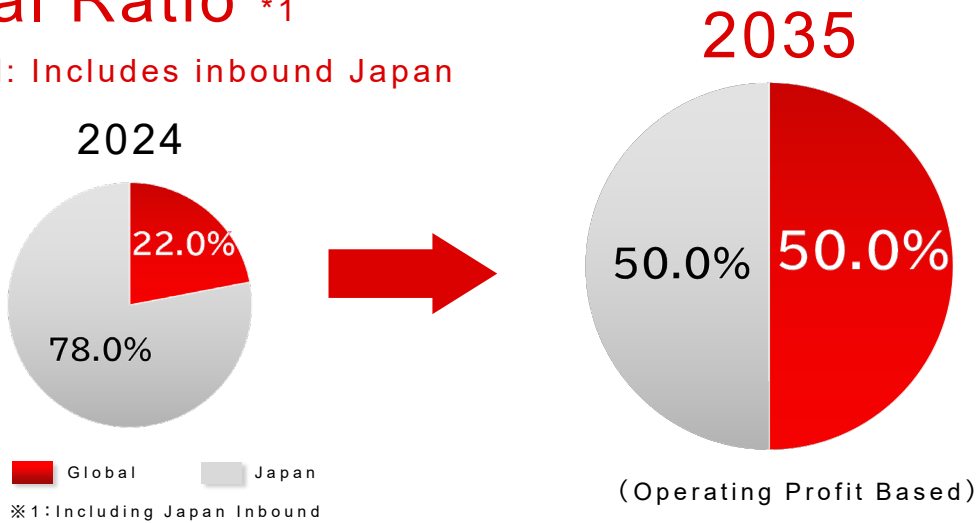
**To become the frontier enterprise
of the new era of connection**

- Build a Cycle of Corporate Value Enhancement for Sustainable Growth
- Become a Company Trusted by Society Through Increased Corporate Value
- Maintain Business Operations Even During Emergencies or Disasters

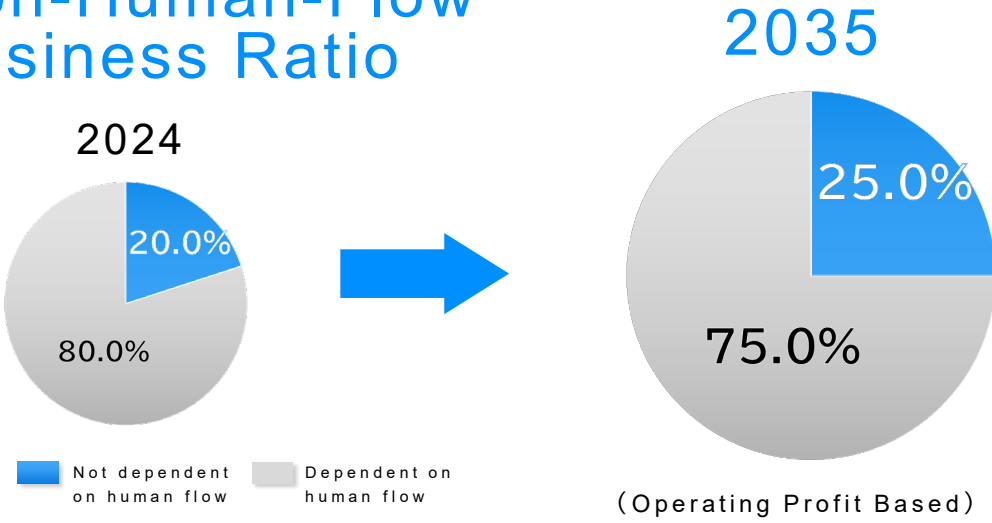
Transformation of Business Portfolio

Global Ratio *1

*1 Global: Includes inbound Japan

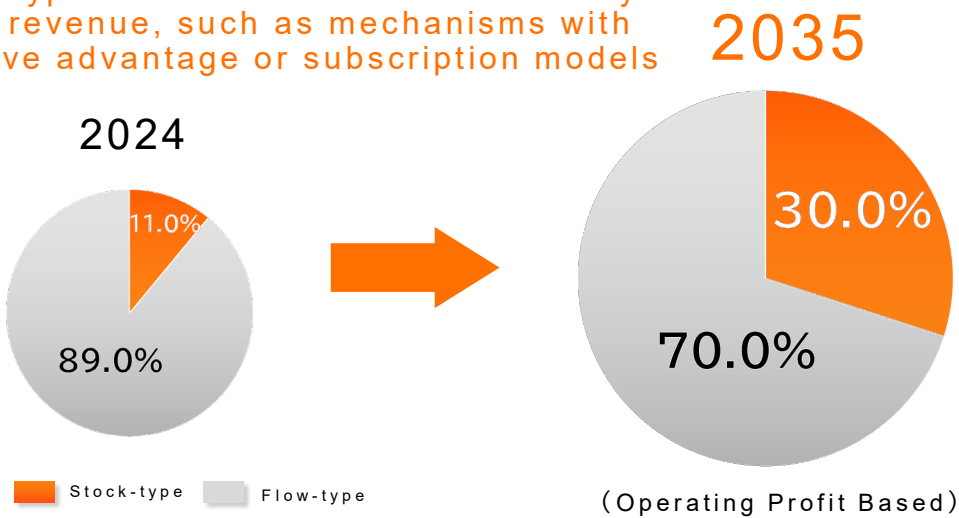


Non-Human-Flow Business Ratio



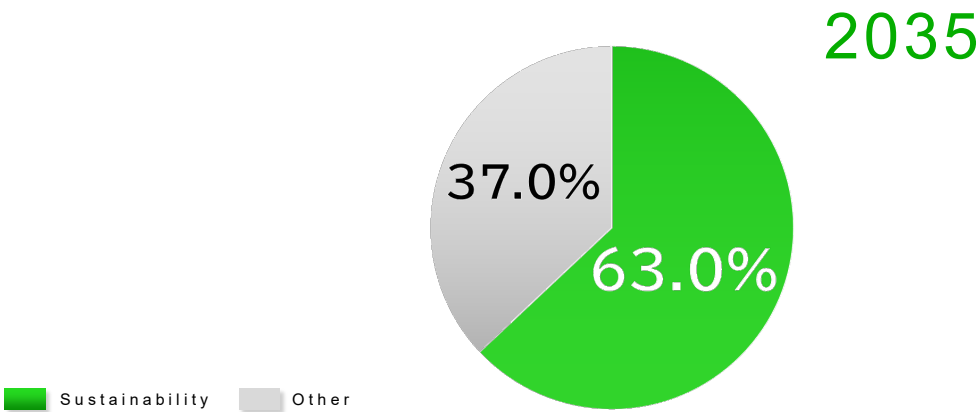
Stock-Type Ratio *2

*2 Stock-Type: Businesses that continuously generate revenue, such as mechanisms with competitive advantage or subscription models



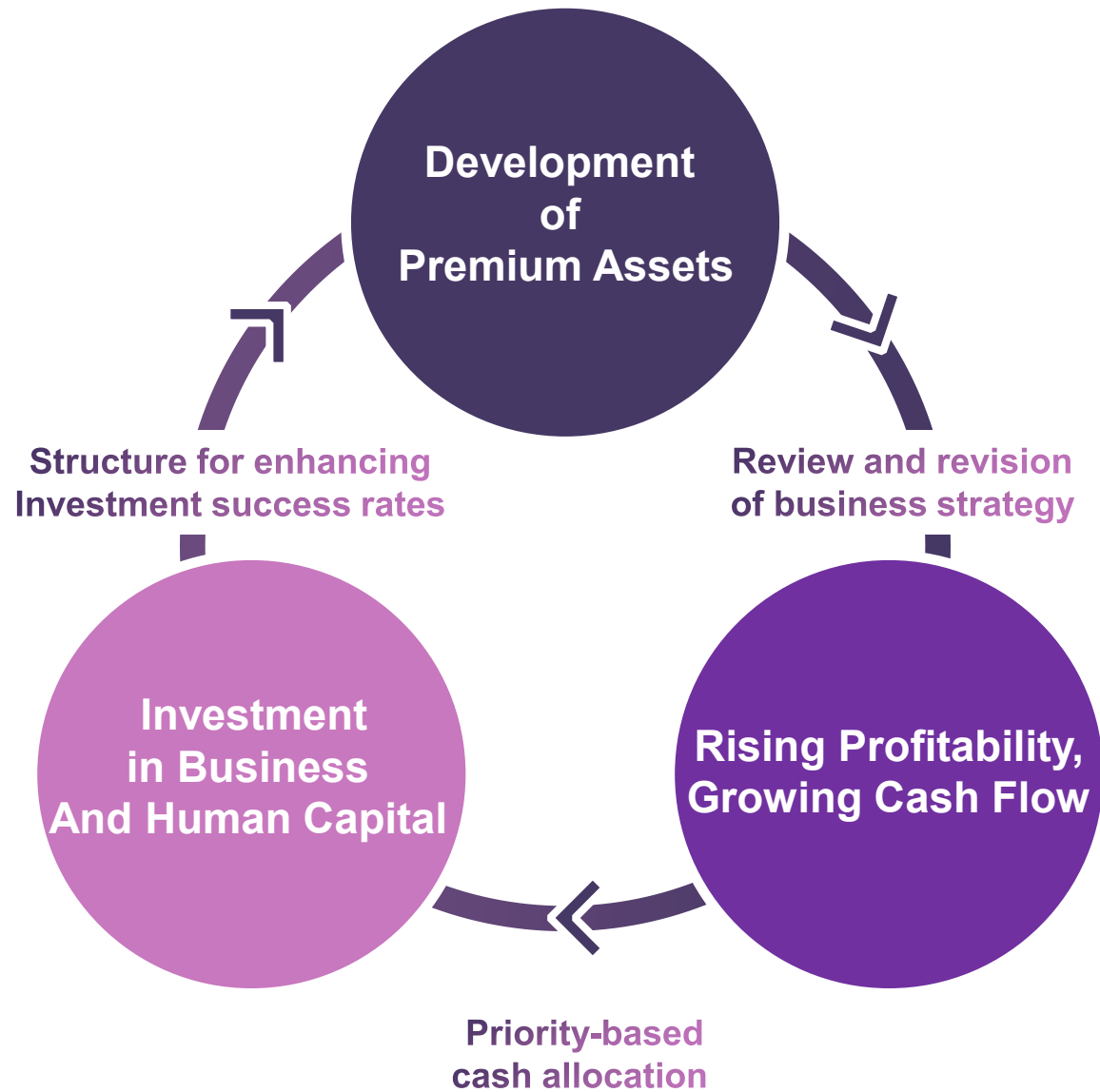
“Sustainable Transaction Policy”

*3 Endorsement Rate



*3 Sustainable Transaction Policy: Percentage of business partners endorsing the Sustainable Transaction Policy.

Investment Strategy: Investment in Business and Human Capital



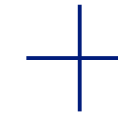
Premium Assets We Invest In

Business Assets

Real estate,
Systems, Securities

IP Rights

Generate Competitive
Advantage (e.g., MLB)



Human Capital

Enhancing Employee Skills and Motivation

Contributing value to society



**Strengthening the Tourism Industry
Through Data**



**Heart-Touching and Deeply
Enriching Interactive Experiences**



**Sustainable Community
Development and Economic
Circulation**



**Protection of Nature and Culture
Deepening International -
Understanding**

Four Keys to Transforming Our Vision

GLOBAL



- Business Activities

to the World

- Creating Regional Appeal

to Glocal

INFORMATION / DATA



- Building an AI-Powered Information Platform

Evolving Insights

- Organizing and Clarifying Information

to Explicit

BUSINESS MODEL



- Owning IP and Assets

to a Business Ownership Model

- Revenue Model

to Flow + Stock-Type

CULTURE



- Through the Promotion of DEIB

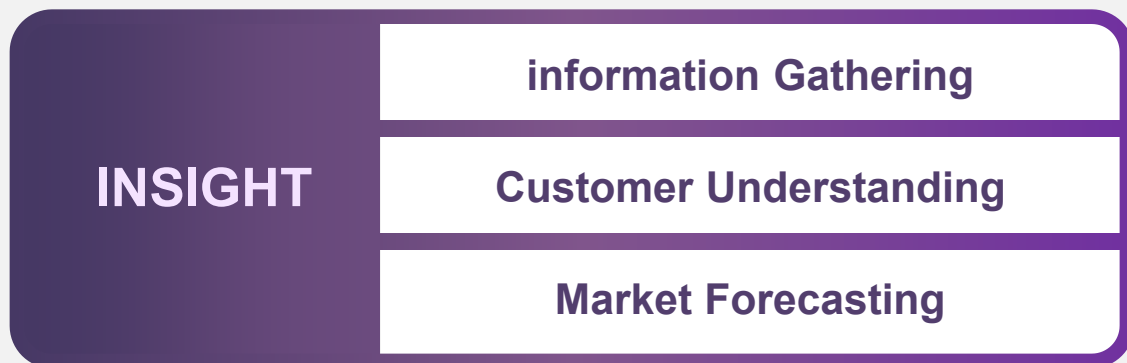
to Diversity and Harmony

The insight and expertise we have cultivated for 114 years will now be called

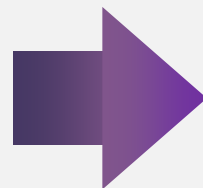
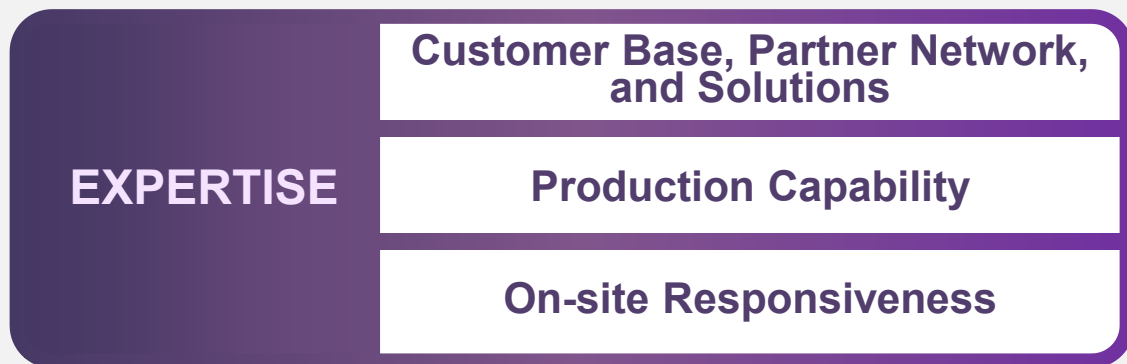
**The Power
To Create Connections**

=

**Intelligence
For Designing Human Moments**

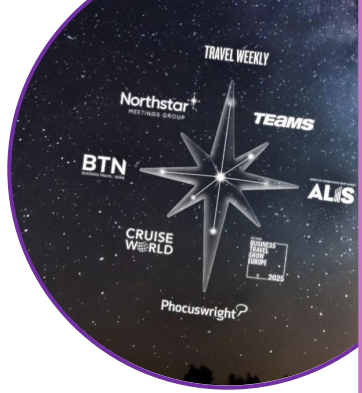


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**Acquisition of Northstar Travel Group Shares
Enhance Added Value
and Communication Power,
Increasing the Value of Tourism**



**Backed by deep domain expertise
and intelligence-driven insights**

The leading B2B media and information services provider in the tourism industry.

Owner of 14 media brands such as Travel Weekly and PhocusWire.

The research and information division Phocuswright influences the decisions of global tourism stakeholders

A network of over 1.3 million industry stakeholders built via 100+ events in 13 countries.

Evolving our “Intelligence for Creating Connections” by leveraging human capabilities on top of the digital foundation



Human Intelligence

Enabling co-creation: empathy, creativity, orchestrated surprise, ensured diversity, trust-building, and ethics

Analysis and
question-framing

Insight

- information – Gathering
- Customer Understanding
- Market Forecasting



交流創造
Intelligence

Expertise

- Customer Base, Partner Network, and Solutions
- Production Capability
- On-Site Responsiveness

Knowledge
expansion



Digital Platform

Visualizing tourism data and customer data with AI-powered predictions and insights.

Transform the Power of Intelligence for Creating Connections into Three Values to Realize the Desired Vision.



CONNECT

World-Class Information
and Marketing Data



Understand the latest trends and developments
Provide opportunities for exchange and connection



CREATE

Solutions Leveraging
Information and Data



Solve fundamental challenges



CONTRIBUTE

Co-Create Value
Leveraging a Global Network



Create new business opportunities

Create experiential value for our stakeholders' future

Treasure the Difference, Bring the World Together

We aim for an open, innovative culture where diverse talent thrives, guided by the motto: 'Turning Differences into Value, Connecting the World.'



DEIB
JTB GROUP

Diversity

Equity

Inclusion

Belonging

Connecting Globally
with Diverse Human Capital



Open-Mindedness, Respect,
Understanding,
and Harmony in Diversity

Career Autonomy,
Thriving Authentically



Diversity and Flexibility in Career
Paths, Respect for Will and Self-
Determination

Diversity Multiplies
to Create New Value



Cross-Functional, Innovation-
Oriented

Mutual Respect Allowing
Safe Self-Expression and Contribution



Transparency, Fairness,
Psychological Safety

Towards a Tourism Industry Where Diverse Talent Can Thrive

JTB Tourism Business College NEXT Future Tourism Academy

Targeting working adults and university students to develop talent capable of shaping the future of tourism.

Social Experience Learning Platform PMY Academy Program

A learning program designed to broaden career options and perspectives for middle and high school students.

JTB Ryorenjigyo Corp. Ryokan Management Human Resource Development Academy

Training the next generation of leaders for the ryokan (Japanese inn) and hotel industries.





JTB Social Commitment Program: Establishing the Mirai Exchange Creation Fund (Mirai = “Future”)

Scheduled for establishment in April FY2026

Support activities that contribute
to the sustainability of local communities
—the stage for exchange

Support themes:

Culture, Nature, People (everyday life)

Examples:

- Preservation, utilization, and the passing on of cultural resources to future generations
- Restoration, conservation, and protection of the natural environment
- Recovery and development of living environments and local communities



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OPEN FRONTIER 2035

The background features a central starburst or lens flare effect with a bright white center. Radiating from this center are several thin, curved lines in various colors including yellow, orange, pink, and blue. The overall background is a light, pale blue with a subtle pattern of small, white, star-like specks, giving it a cosmic or digital feel.

**Let's shape the future together
with JTB.**