



Perfect moments, always

JTB SUSTAINABILITY REPORT 2023



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Compilation Guidelines

<Scope of Report>

This Report focuses primarily on the activities of the JTB Group in Japan with additional information also provided regarding the Group's overseas activity.

• Directory of Group Companies:

https://www.jtbcorp.jp/en/domains/essencebook_en.pdf

<Period Covered>

While this Report focuses primarily on FY2022 initiatives (April 1, 2022 - March 31, 2023), it also contains background information as well as descriptions of FY2023 initiatives and anticipated future activity.

<Guidance References>

- GRI Standards for Sustainability Reporting
- Environmental Reporting Guidelines (Ministry of the Environment, 2018)

<Date of Issue>

October 2023

<Scope>

JTB Group :	JTB Corp., and JTB Group's consolidated subsidiaries and associate companies
JTB Corp. :	JTB Corp.
JTB Asset Management :	JTB Asset Management Corp.
JTB Global Marketing & Travel :	JTB Global Marketing & Travel Inc.
JTB Communication Design :	JTB Communication Design, Inc.
JTB Publishing :	JTB Publishing, Inc.
JTB Business Travel Solutions : (JTB-CWT)	JTB Business Travel Solutions, Inc.
JTB TRADING :	JTB TRADING Inc.
GoodFellows JTB :	GoodFellows JTB Corp.

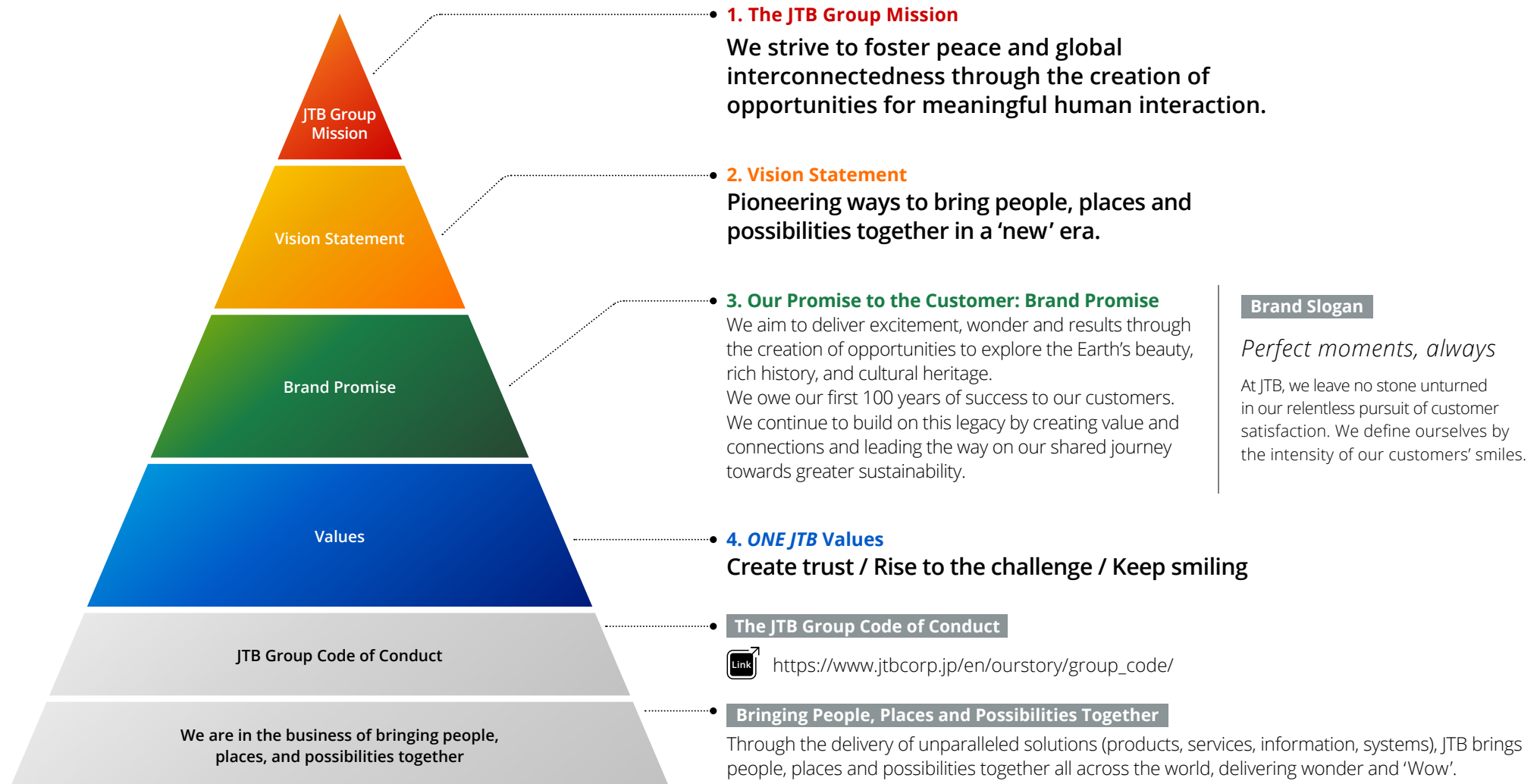
Disclaimer

This Report contains not only past and current facts about JTB Corp. and the JTB Group but also extrapolations, predictions and determinations based on information available at the time of its compilation. The outcome of future business activity may differ from the projections contained herein.

JTB Group: Business Overview

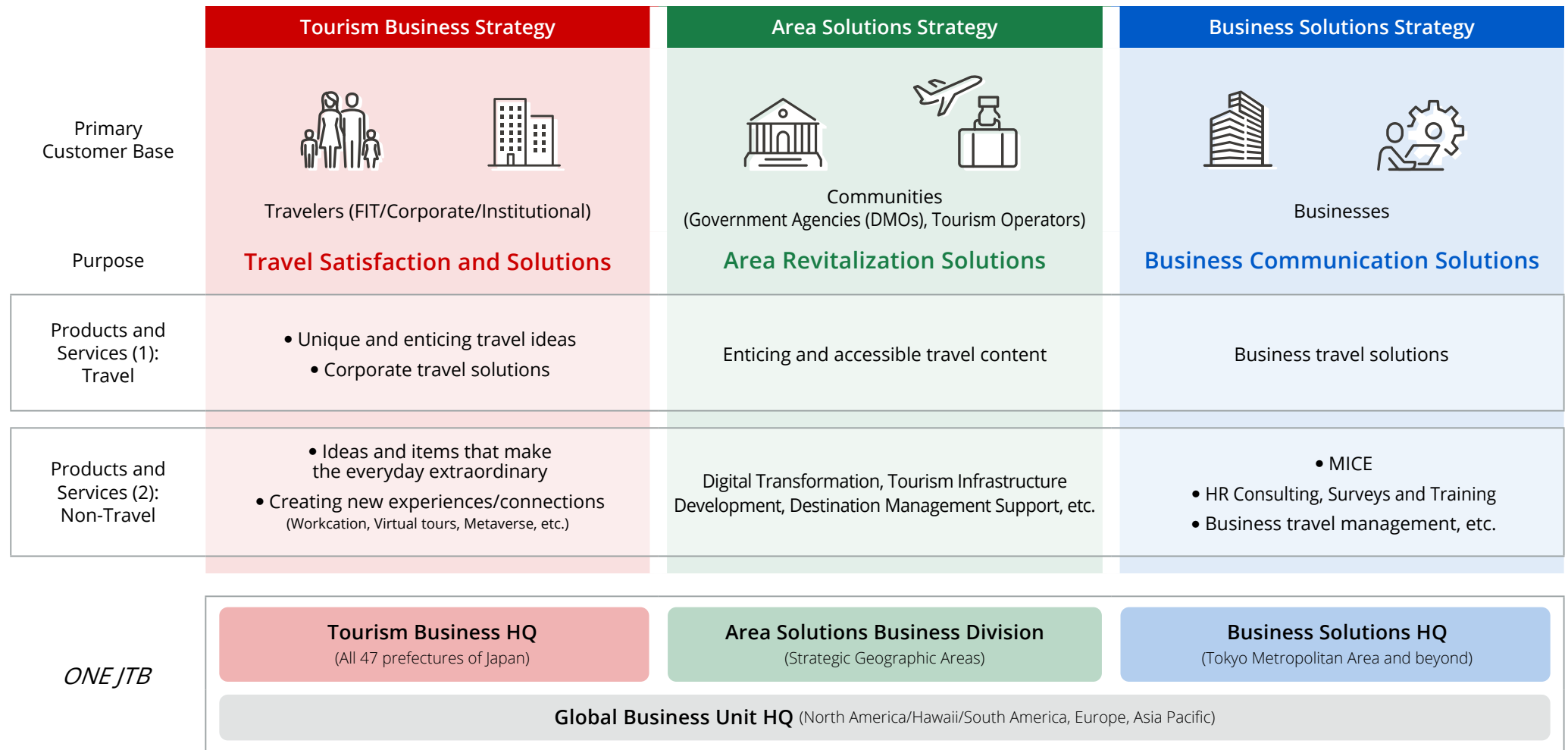
The JTB Way

The *JTB Way* is a statement of who we are. It defines our purpose and aspirations, guides our day-to-day decisions, and provides a foundation that informs all of our activities as an organization and as professionals.



JTB's 3-Pronged Approach

Using travel and tourism as a platform for business evolution, the JTB Group is vigorously expanding its lineup of Area and Business Solutions. Under a 3-pronged strategy, our organization is working as *ONE JTB* to maximize cross-business synergies.



Global Network

The JTB Group's global network provides a safe, reliable and sustainable platform for delivering a wide range of products and services that bring people, places and possibilities together worldwide.

Japan | **47** prefectures

* As of August 2023

JTB Locations

373

(Consumer Sales Offices & Corporate Sales Offices)

Affiliated Sales Offices

Full-Service Affiliated Offices

70 Companies / **164** Offices

Corporate Alliances

18 Companies / **18** Offices

Overseas | **161** Locations / **81** Cities / **35** Countries & Regions (HQ Offices, Branch Offices, Sales Offices, Affiliated Offices)

* As of June 2023

Europe

30 Locations / 20 Cities / 17 Countries

- Amsterdam (2)
- London (5)
- Paris
- Rome (3)
- Geneva
- Zurich (2)
- Madrid (2)
- Frankfurt
- Budapest
- Zagreb
- Prague (2)
- Oslo
- Copenhagen
- Stockholm
- Helsinki
- Rovaniemi
- Moscow
- Saint Petersburg
- Tallinn
- Warsaw

Oceania

6 Locations / 5 Cities / 2 Countries

- Sydney (2)
- Cairns
- Gold Coast
- Melbourne
- Auckland

Micronesia

2 Locations / 2 Cities / 1 Country

- Guam
- Saipan

China

11 Locations / 3 Cities

- Beijing (4)
- Shanghai (5)
- Qingdao (2)

Korea

11 Locations / 3 Cities

- Seoul (9)
- Jeju
- Busan

Asia

64 Locations / 27 Cities / 10 Countries & Regions

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

North/South America

28 locations / 18 Cities / 3 Countries

- Torrance (5)
- San Diego
- New York
- Orlando
- Las Vegas (3)
- San Francisco
- Chicago
- Atlanta
- New Orleans
- Boston
- Phoenix
- Richmond (3)
- Toronto
- Banff
- Calgary (2)
- San Paolo (2)
- Rio de Janeiro
- Manaus

Hawaii

9 Locations / 3 Cities

- Honolulu (7)
- Kona (Big Island)
- Maui

Sustainable Business Management at JTB

Talking Sustainability with our President and our Chief Sustainability Officer

Our Business as a Vehicle for Promoting Sustainability

The urge to travel, explore and interact with others are essential and instinctive parts of what it means to be human.

The JTB Group is eager to use its business as a vehicle for satisfying these needs in ways that promote sustainability.



Eijiro Yamakita

President & CEO
JTB Corp.

〈Profile〉

Eijiro Yamakita joined Japan Travel Bureau (now JTB) after obtaining his Bachelor's Degree in 1987. He was assigned to the Tokyo Business Development Headquarters, the Corporate Planning Department, and JTB Business Travel Solutions before serving as President of Tumlare Corporation, head of JTB Europe, President of Travel Plaza Europe, and Chairman of the Board of Kuoni Travel Investment.



Chizuko Nishimatsu

Executive Officer in Charge of Sustainability
JTB Corp.

〈Profile〉

Chizuko Nishimatsu joined JTB after completing her university studies. After working in store development and corporate planning and holding several key positions in JTB's consumer travel business including General Manager of the Chiba Division and General Manager of the Cruise Division, she served as Executive Officer/EVP of JCB Travel. Nishimatsu was appointed to her current position in April 2023.

The JTB Group is in the business of bringing people, places, and possibilities together. Our operations are organized around three overlapping domains: Tourism, Area Solutions and Business Solutions. In each of these domains, we are involved in a broad range of collaborative ventures with a wide variety of stakeholders. Sustainability plays a key role in everything we do.

In the following conversation, JTB Corp.'s President, Eijiro Yamakita, and Chief Sustainability Officer, Chizuko Nishimatsu, discuss the fundamental role of sustainability in the JTB Group's operations.

Changes in the External Environment

How do you view the changes that have occurred in the external environment over the past few years?

Yamakita Until the outbreak of the pandemic, the global demand for travel, events and meetings was robust. For example, many of you will recall how Rugby World Cup Japan 2019 brought people together across Japan and around the world. The pandemic caused people to start avoiding contact with others. Remote work became common and some even argued that there was no longer a place for a business model like ours.

However, now that people are free to travel and gather again, there is a renewed awareness of the benefits of connecting and interacting with others such as learning, mental/physical wellbeing, and community revitalization. It is important that future generations also have the opportunity to explore and interact with the people and the world around them. For

Talking Sustainability with our President and our Chief Sustainability Officer

this reason alone, it is critical that we preserve the environment and humanity's rich historical and cultural heritage. I believe this is part of the reason why we are witnessing an increase in sustainability awareness across the planet.

Nishimatsu Given my role in heading up our organization's sustainability efforts, I feel it is important not only to recognize the benefits of travel and tourism but also to address the negative impacts of the industry on society and the environment. People nowadays are increasingly sensitive to the adverse effects of travel such as transportation-related CO₂ emissions, overtourism, food waste, etc. At the JTB Group, these concerns have strengthened our conviction that we must use our business as a vehicle for responsive, responsible action.

JTB's Sustainability Philosophy

How would you describe JTB's sustainability philosophy?

Yamakita The JTB Group Mission is to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction. Our brand slogan is "Perfect moments, always". In our advertising campaigns, we often refer to the "power of tourism" and the "power of connection". All of these expressions point



to the importance of visiting new places and interacting with others as a means of learning and growing. This is how we deepen ourselves as human beings and how we deepen our understanding of other cultures as well as our own. It also provides an important stimulus for local economies. In my

opinion, all of these benefits play a role in contributing to world peace.

By working to create a sustainable society, we are also working to create a sustainable business. As we learn to experience satisfaction in the satisfaction of our customers, we create a positive cycle that makes us happier and more fulfilled. I believe that the essence of the JTB Group's sustainability efforts lies in creating this sort of healthy self-perpetuating 'ecosystem'.

Nishimatsu The JTB Group's approach to sustainability is built around what we refer to as 'materiality-based sustainability priorities'. Working within the overarching framework of the SDGs, we developed a matrix based on our organizational aspirations and values as well as the needs and concerns of our stakeholders and the broader society at large. By mapping these against their relevance to our business, we identified the following three sustainability priorities: Enriching the Human Experience, Nurturing Our Surroundings, and Engaged Partnering.

'Enriching the Human Experience' refers to what we offer society as an organization, the essence of what we do as a business. If we are to enrich the human experience, we clearly need to maintain an environment that makes this possible. Of course, this is not something that JTB can accomplish alone. Partnering is essential.

I believe it is important that we communicate our sustainability priorities in terms that are easy to understand. We need to be clear about what it means to enrich the human experience both from the standpoint of customers and external stakeholders as well as our employees. I feel it is important to break down this question into concrete areas such as human rights and diversity, integrate these dimensions into the fabric of our business, and work towards our goals with integrity and persistence.

My aim is to ensure that sustainability-mindedness becomes the natural baseline for the day-to-day activities of our people

and our organization. To this end, we actively partner with groups like the Global Sustainable Tourism Council (GSTC) to raise internal and external awareness. It is my hope that this Sustainability Report you are reading will also serve as a catalyst to promote sustainability engagement.



Sustainability and the JTB Group Medium-term Management Plan

How is the JTB Group pursuing sustainability under its Medium-term Management Plan?

Yamakita For about two decades now, the JTB Group has defined its business as 'bringing people, places and possibilities together'. Under our current Medium-term Management Plan, our business activities are organized around three domains: Tourism, Area Solutions, and Business Solutions. Our tourism business provides products and services for travelers. Our Area Solutions business focuses on developing solutions to area-wide challenges. Our Business Solutions unit works with corporations to improve workforce motivation through incentive programs and event planning, etc.

The perception of JTB in the marketplace is strongly associated with tourism. By engaging in socioeconomically and environmentally sustainable activities that tie together our capabilities in these three domains, I believe we can create new pathways towards growth and business sustainability. Examples of our success in innovating these types of cross-domain synergies include 'rescuing' non-standard produce to make emergency survival rations for the corporate market, using the Hometown Tax Donation

Talking Sustainability with our President and our Chief Sustainability Officer

program to promote local specialty products, and the recycling of hotel amenities.

In developing and implementing these sorts of initiatives, our people are our greatest asset. To promote independent-thinking and innovation, we place particular importance on experience and self-directed learning. We also attach tremendous importance to our relationships with customers and partners. One way we bring all of this together is through our 'Tourism Development Leaders Program', which is aimed at cultivating internal specialists capable of developing tourism-inspired area revitalization solutions. In our Business Solutions operations, we have plans to roll out new positions such as 'Business Imagineers' who will serve as specialists in developing corporate solutions by drawing on the global resources available across the JTB Group.

We recognize the importance of diversity and innovation in ensuring the sustainability of our business.

Nishimatsu I share the belief that our people are our greatest asset and am always thinking of new ways to develop our employees' capacity to promote sustainability. Going forward, our training efforts will continue to focus on developing a workforce that views diversity as perspective-broadening and innovation-inducing, a workforce capable of developing solutions by putting themselves into the shoes of others and seeing things through a global, inclusive lens.

Message to Stakeholders

Who are the JTB Group's stakeholders and what would you like them to know?

Nishimatsu The JTB Group's business depends on support from a wide variety of stakeholders. For starters, we service a broad range of customers, including individuals, businesses, schools, and local governments. In terms of business partners, the supply chain in our travel operations

alone includes airlines, railways, accommodations providers and tourist attraction operators, not to mention countless businesses involved in providing logistical support. In our Business Solutions operations, our stakeholders include vendors specializing in event transportation, venue setup, etc. In our Area Solutions business, where we are involved in tourism infrastructure development, our stakeholders also include designers, engineers and construction contractors.

The JTB Group is eager to work with its business partners to promote greater sustainability. For example, we are working on a system to identify and monitor risks in order to avoid human rights violations in our supply chain. We also dialogue with our business partners about their sustainability programs and support their efforts to improve. There is still a great deal to do but we hope to have solid systems in place within the next few years.

Yamakita Viewed from the perspective of sustainability, the operations of the JTB Group have the potential to contribute to the solution of a wide range of social and environmental challenges. For example, one reason why electric vehicles have not become more popular is that drivers are concerned about the car's battery dying before they reach their destination. To help address this issue, we are exploring tie-ups with charging equipment manufacturers to install charging stations in hotel parking lots, etc. We also need to explore ways to partner with photovoltaic system operators and use boilers at hot springs to expand the use of renewable energy in surrounding communities. While we are not in a position to force other businesses to switch to renewable energy, we can remind them of the benefits from a customer convenience standpoint and urge them to do what they can to inch us all closer to true sustainability. Through a broad range of partnerships like these, the JTB Group is working to create a more sustainable planet.

There are those who believe that people should stop

traveling and gathering in large numbers because of the adverse environmental impact. There are also those who insist they will never travel by air again because of pollution concerns. However, exploring the world and interacting with others are essential and instinctive parts of what it means to be human. I believe it is our job to find ways of satisfying these desires that also contribute to socioeconomic and environmental sustainability.

Many say that Europe is ahead when it comes to sustainability. While this may be true, I don't believe we should downplay the importance of Japan's cultural emphasis on living in harmony with nature and its philosophy of 'mottainai' (waste not, want not). Bringing people, places and possibilities together and creating a sustainable society are not mutually exclusive. My message and my commitment to our stakeholders is that the JTB Group will continue to use its business as a vehicle for doing both.



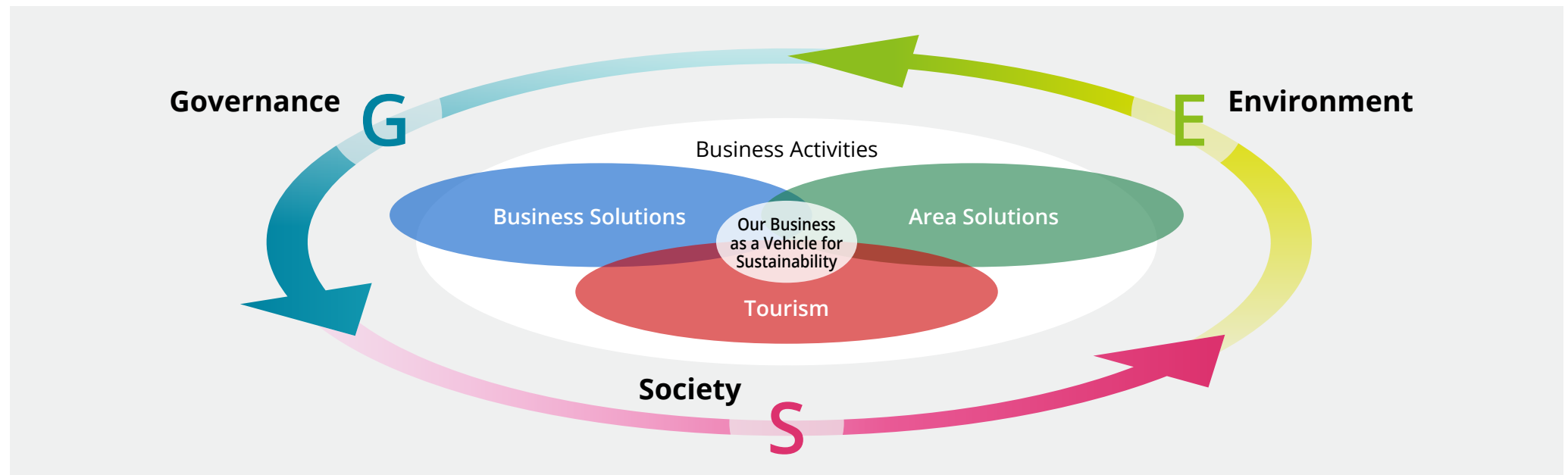
Sustainability at JTB

Through programs like the JTB Brighter Earth Project launched in 1982, the JTB Group has been actively engaged in environmental and social sustainability for decades. Our understanding of sustainability has evolved with the passage of time. We no longer view sustainability simply in a CSR context. We understand that genuine sustainability can only be achieved when we use our business as a vehicle to solve socioeconomic and environmental challenges. Through its activities, the JTB Group seeks to contribute to the solution of societal challenges and ensure the sustainability of our business and the planet.

Our Sustainability Philosophy



Sustainability at the JTB Group



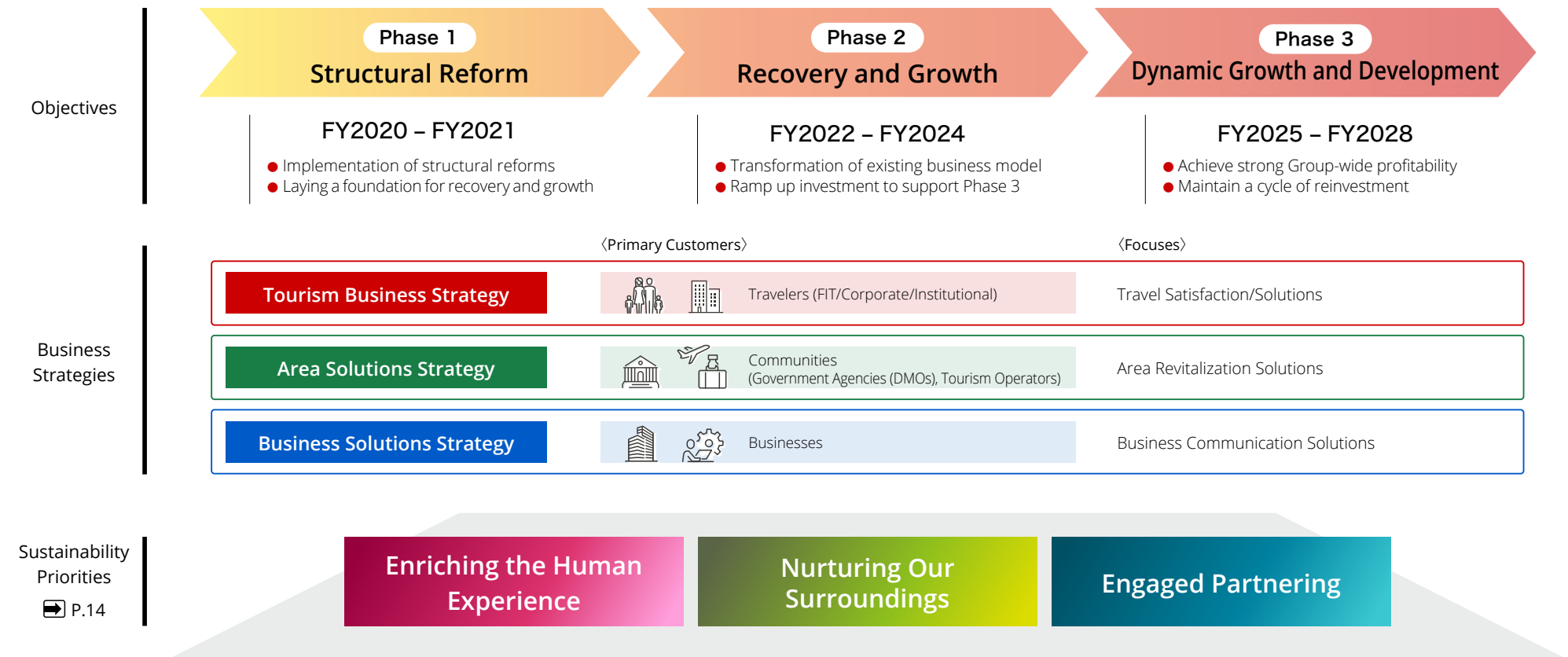
The JTB Group Medium-Term Management Plan

The JTB Group's current Medium-Term Management Plan ("New Vision") covers the period FY2020-2028. The longer span of this Plan allows us to set more ambitious goals. It also requires us to make periodic refinements in order to respond to changes in the market environment. This is a reflection of our commitment to dynamic management.

Overview of JTB's New Vision

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

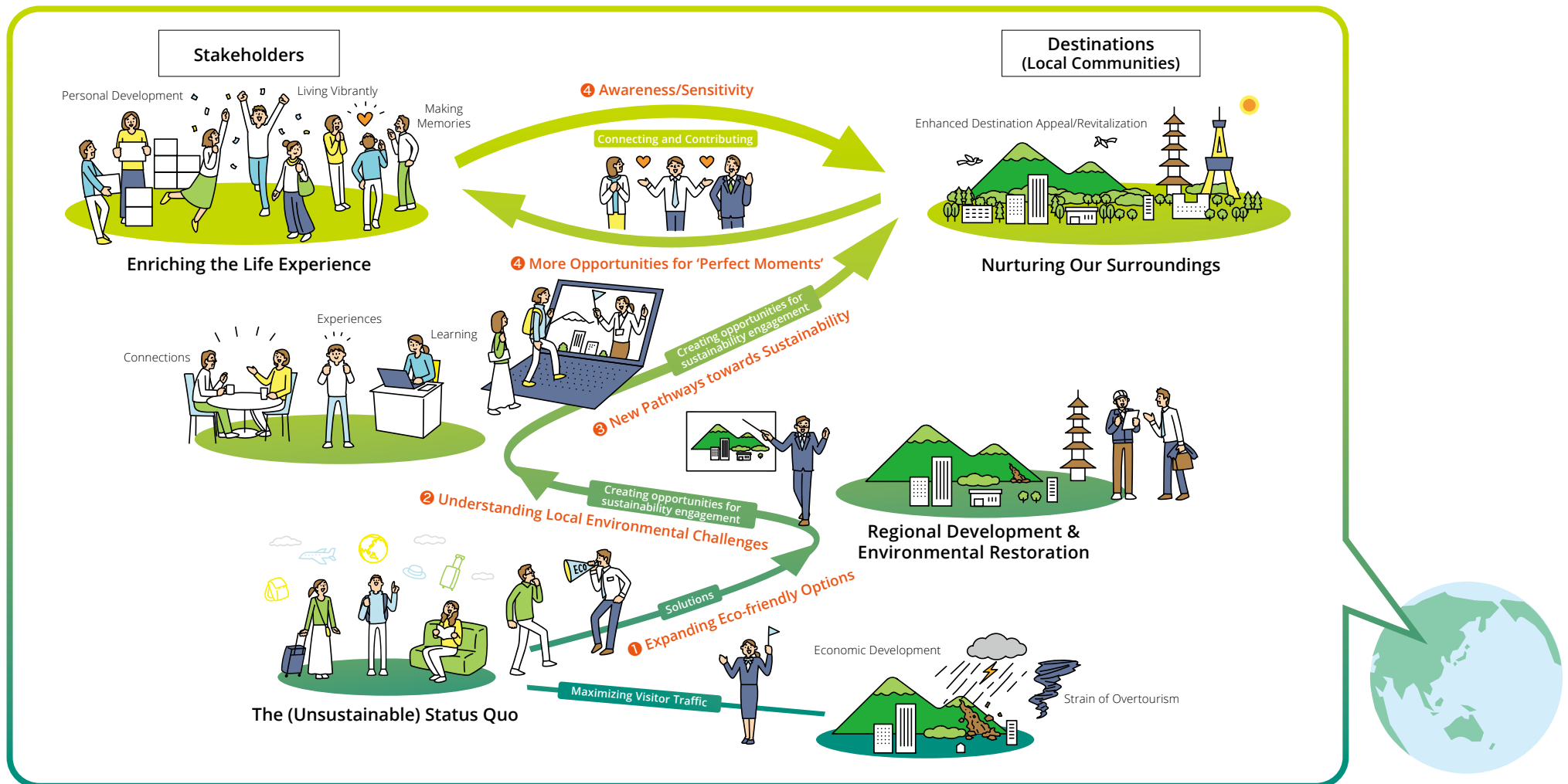
We aspire to be a pioneering presence in a age. We remain attuned to evolving values and worldviews. We connect people to one other and to their dreams. We combine the power of leading-edge digital technology and the warmth of a human touch to make the world a better place.



Who We Aspire To Be

The JTB Group views travel and tourism as a vehicle for solving community and environmental challenges, safeguarding human rights and dignity, and promoting equitable and sustainable socioeconomic development. We are committed to leading the way.

Working collaboratively with like-minded communities and partners, the JTB Group strives to make the visitor experience more meaningful and authentic. We do this by providing a constantly expanding range of eco-friendly options, promoting visitor understanding of the local culture and environment, and developing new hospitality-based pathways towards sustainability.



JTB Sustainability Priorities and the SDGs

Every JTB Group company is working to advance the Sustainable Development Goals (SDGs) of the United Nations around the world.

The SDGs provide a global roadmap for achieving the JTB Group's vision of environmental and socioeconomic sustainability.



Materiality	The Value We Deliver	Our Focus	SDGs	
			<Primary Goals>	<Ancillary Goals>
Enriching the Human Experience	The JTB Group is committed to the development of a sustainable, inclusive and equitable society that ensures everyone the opportunity to realize their fullest potential in all facets of their lives—from the everyday to the extraordinary.	<ul style="list-style-type: none"> Mental and physical wellbeing ➡ P.26-28 Personal growth and development ➡ P.29 Helping communities and businesses shine ➡ P.30-33 Empowering our people to shine ➡ P.34-38 Respecting human rights and DIEB ➡ P.39-42 		
Nurturing Our Surroundings	JTB Group's products, services and solutions not only provide opportunities to connect, learn and expand, they also reflect our commitment to preserving the environment and the unique cultural heritage of every destination we serve.	<ul style="list-style-type: none"> Caring for the Earth ➡ P.43-47 Enhancing regional allure ➡ P.48-50 		
Engaged Partnering	Through engaged partnering with our diverse network of domestic and overseas stakeholders, the JTB Group works to develop collaborative and sustainable solutions that make a real difference.	<ul style="list-style-type: none"> Building stakeholder partnerships that matter ➡ P.51 		

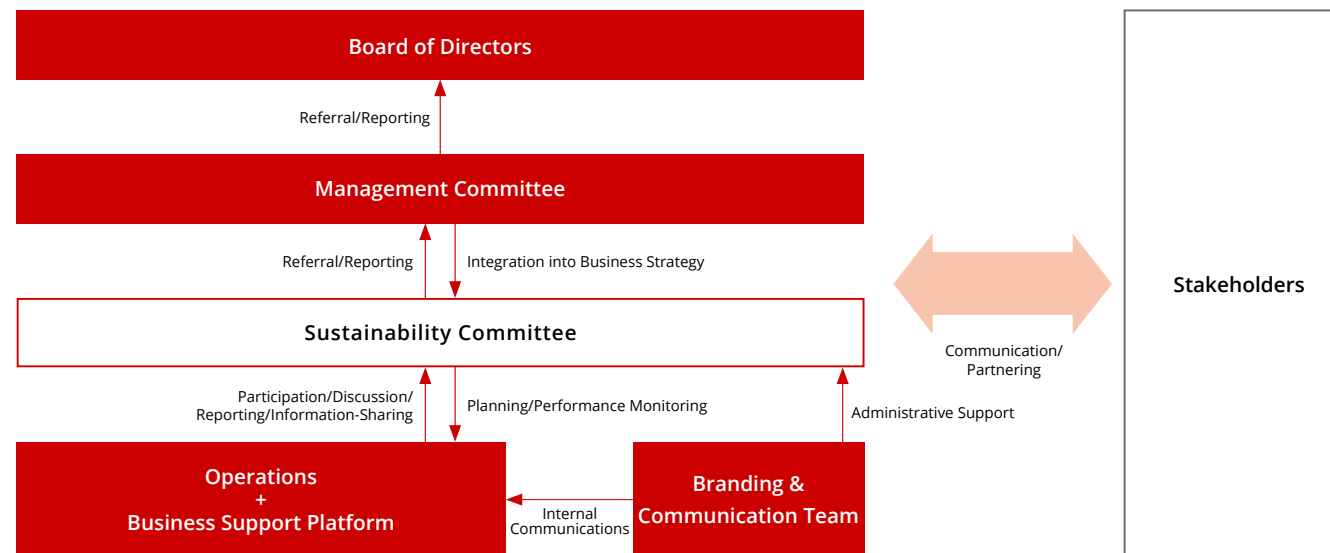
Our sustainability priorities synergistically support these SDGs:



Sustainability Framework

The JTB Group's sustainability initiatives, coordinated and monitored by our Sustainability Committee, are aimed at enhancing business value by contributing to long-term socioeconomic and environmental sustainability.

Schematic Overview



Sustainability Committee

The JTB Group's Sustainability Committee brings together 'champions' from across our entire organization to develop sustainability strategies and targets as well as to monitor the Group's sustainability performance. Under the leadership of our Chief Sustainability Officer, this Committee is also tasked with raising internal sustainability awareness and engagement through information-sharing, training and recognition of best practices. It meets quarterly and its decisions are communicated to the JTB Group's executive leadership team for integration into the management of our business.

Promoting Internal Awareness & Engagement

The success of our organization's sustainability efforts hinges upon the understanding and engagement of our people. The JTB Group uses a variety of tools to cultivate internal sustainability-mindedness including information-sharing, workforce surveys, training and education, and recognition of best practices.



Sustainability training in action



The JTB Group e-newsletter: J's Magazine

Sustainability Policy

As a leading global organization, the JTB Group's sustainability policy is guided by the following six principles.

(1) Sustainability Framework and Compliance

- In order to fulfill our responsibility as a global corporate citizen, the JTB Group is committed to the highest standards of integrity, transparency and compliance with applicable laws and regulations as well as the internal rules and regulations established by each of its member companies. We attempt to adhere to the JTB Group Code of Conduct while respecting the local customs and norms in the countries and regions in which we operate.
- In alignment with the Group Mission ('We strive to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction'), we keep our finger on the pulse of international expectations and concerns and honor the perspective and values of our global customer base.
- In alignment with our Sustainability Policy and The JTB Way, we continue our journey towards greater sustainability as an essential dimension of our business. Our sustainability efforts are guided in collaboration and dialogue with our stakeholders.

(2) Promoting Sustainability through Customer Communication

- In order to offer a wider variety of sustainability options to our customers, we are guided by the following principles in our customer communications and service delivery:
- We strive to provide our customers with accurate information regarding the impact of our products and services on the global environment and local community as well as timely information regarding local sustainability challenges and opportunities.
- We strive to keep our customers informed of safety and health issues in order to avoid service delivery risks and facilitate an appropriate response in the event of contingencies.
- We promote sustainability awareness among our customers and aim to forge long-term, mutually beneficial relationships with the communities in which we operate.
- We conduct customer satisfaction surveys on a regular basis, respond properly to customer complaints, and use feedback to improve service and customer satisfaction.

(3) Conserving the Earth's Resources and Biodiversity

- We consume resources judiciously and are committed to combating climate change, protecting the environment, and preserving biodiversity in order to ensure that the Earth's limited resources are available for generations to come.
- In our policies and practices, we take every possible measure to mitigate climate change, reduce our use of paper, plastics and other disposable goods, and promote sustainability in our procurement activity.
- We seek to reduce the amount of water and energy consumed by our organization's operations and to promote the use of eco-friendly energy sources.
- Through recycling and process reengineering, we reduce waste (solid, liquid and gaseous) and eliminate the use of toxic substances.
- We properly dispose of waste in compliance with local laws and standards.
- We are committed to animal welfare and the preservation of biodiversity. We refuse to engage in the illegal trade of fauna and flora as well as any other activity that adversely impacts internationally or locally endangered animals or plants.

(4) Promoting Sustainable Communities

- We contribute as much as possible to the development of sustainable communities.
- In collaboration with our customers and business partners, we support community development initiatives that are respectful of local customs, values, and livelihoods.
- We embrace diversity, equity and inclusion (DEI), strive to furnish reasonable accommodations, and actively seek to contribute to the creation of a society in which everyone is afforded the opportunity to realize their fullest potential regardless of age, gender, sexual orientation, gender identity, nationality, creed, disability, etc.
- We support 'buying local' and seek to nurture the unique tangible and intangible cultural heritage and local lore of every community in which we operate.
- By bringing people, places and possibilities together, we deliver solutions that contribute to area enhancement, human resource development and the creation of vibrant, sustainable communities.

Sustainability Policy (Continued)

(5) Sustainable Service Delivery through Value Chain Partnering

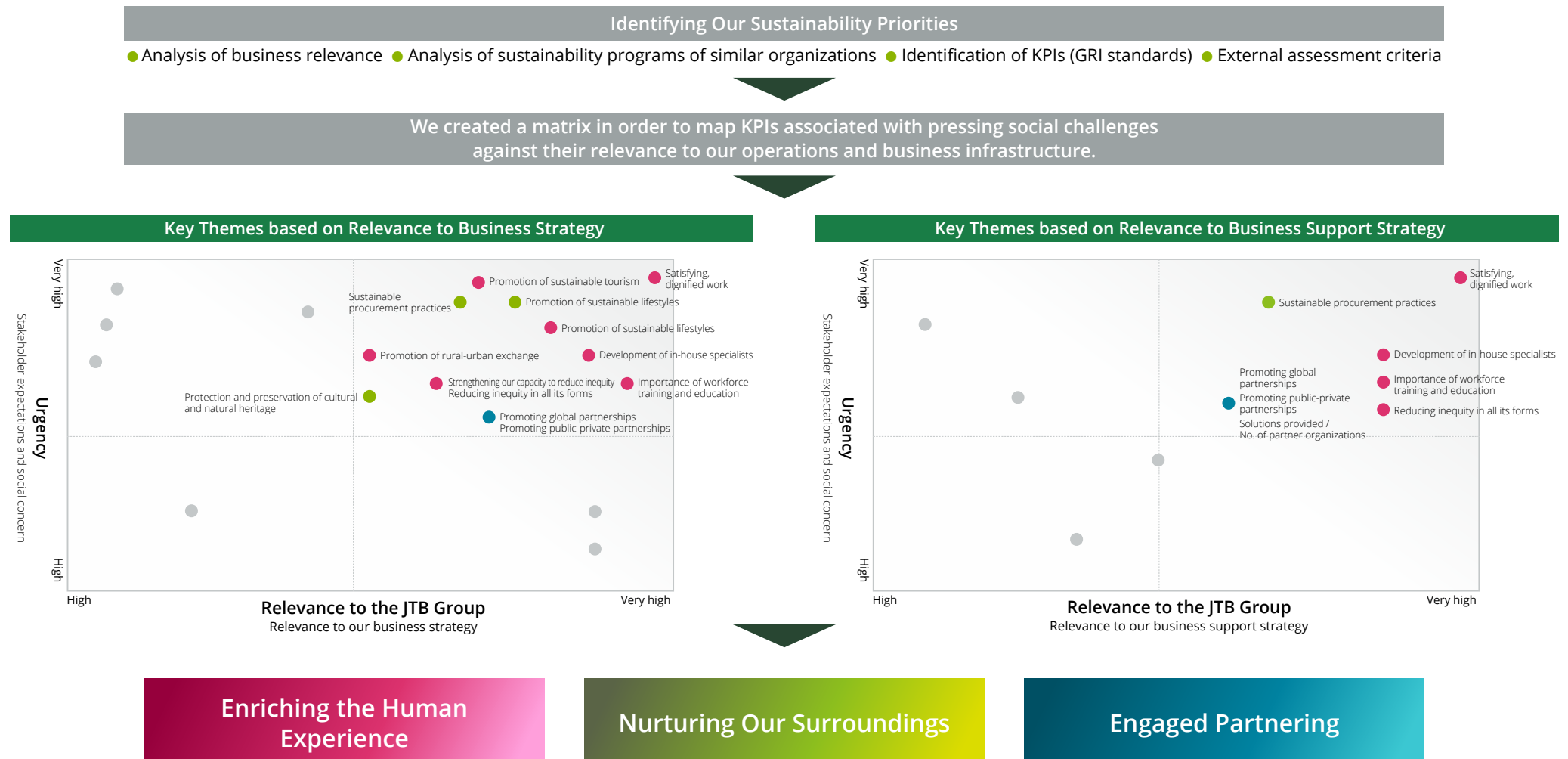
- We view our business partners and their employees as important allies in the journey towards sustainability.
- We seek to deliver convenience, comfort, enjoyment, and value to our customers while respecting people's livelihoods, traditions, biodiversity, the environment and natural resources (water, energy, etc.) in every locality in which we conduct business. We are mindful of the impact of our operations on local culture and customs and work closely with our business partners to promote sustainable industry practices.
- We share and promote our Sustainability Policy with our business partners to enhance sustainability across the supply chain.
- We are eager to work with sustainability-minded business partners and actively recommend/promote their products and services to our customers.

(6) Creating an Inclusive, Fair and Sustainability-Oriented Work Environment

- The JTB Group respects the rights and dignity of all of its numerous stakeholders. We do not tolerate forced labor or child labor. We strive to create a safe, healthy and inclusive work environment for JTB Group colleagues and our business partners.
- We are committed to eliminating commercial, sexual and all other forms of exploitation and harassment from our value chain. We are particularly attentive to the rights and concerns of women, children and minorities.
- We value diversity/inclusion, treat all stakeholders with integrity and fairness, and promote digitalization and the effective use of technology. We are committed to the health and quality of life of every member of our workforce.
- We are always prepared to listen to the concerns and expectations of our colleagues. We deal fairly with complaints and reports received from both inside and outside the organization and use feedback to enhance our workplace environment.
- We create sustainability training opportunities for our business partners in order to actively encourage sustainability awareness and engagement.

Identification of Sustainability Priorities

Working within the framework established by the SDGs and other key global initiatives, the JTB Group has identified its sustainability priorities through an exhaustive materiality assessment. These priorities reflect the sustainability dimensions that are most relevant to our business as well as the expectations and concerns of our stakeholders and the broader society as a whole. They guide our efforts to use our business as a vehicle for solving community challenges and promoting socioeconomic and environmental sustainability. Here is a closer look at the process we used to identify our sustainability priorities.



Stakeholder Connections

Guiding Philosophy

At the JTB Group, we view the following seven stakeholder groups as our primary partners in the pursuit of business value enhancement: (1) Customers, (2) Communities, (3) Business Partners, (4) Government/International Agencies, (5) Shareholders/Investors, (6) Employees, and (7) the Environment. We believe that understanding stakeholder needs and expectations and working collaboratively to address social challenges is the most reliable pathway to commercial success. Through engaged partnering, we contribute to the sustainability of our business and our planet.

Customers

Consumers: Through information, products, services, and a commitment to ongoing improvement, we seek to deliver safety, peace of mind, wonder and excitement.
Businesses: We seek to exceed the expectations of our corporate clients through tailored, innovative solutions.

Communities

The JTB Group supports area revitalization by creating new hospitality-based pathways, educating travelers about the destinations they visit, and striving to reduce the environmental footprint of our operations. Our organization also supports community development and cohesion by actively participating in local activities and events.

Business Partners

We keep our customers informed about our business partners' sustainability initiatives and provide feedback to create an ongoing cycle of improvement. We also provide our partners with training opportunities and discussion forums in order to support our shared journey towards greater sustainability.

The Environment

We strive constantly to reduce the ecological footprint of our business.

Government/International Agencies

We fulfill our responsibilities as an upstanding corporate citizen by supporting national and international sustainability initiatives, honoring our legal obligations, and contributing to the tax base.

Our People

We provide our employees with opportunities for personal and professional development and strive to create a safe, welcoming and rewarding workplace environment for all.

Shareholders/Investors

We are committed to maximizing ROI through transparent disclosure and the ongoing creation of 'non-financial' value.

Communicating with Stakeholders

In accordance with the JTB Group Code of Conduct, we strive to keep our stakeholders informed and engaged.

The JTB Group Code of Conduct

We meet the expectations of our stakeholders (customers, shareholders, employees, business partners, etc.) through timely, accurate and fair disclosure and by continually delivering enhanced value.

Communicating with External Stakeholders

Stakeholder Engagement

Working with Experts to Accelerate Our Sustainability Journey



A forum organized by the JTB Group to give our organization's executive officers and managers the opportunity to engage in an in-depth discussion with external experts about the Group's sustainability journey.

New Year Partnership Meeting 2023

開催目的・キーマッセージ・テーマ

NYPMの目的とコンセプトは前回同様としつつ、NYPMの特徴（多様な参加者）および当社グループのサステナビリティ方針・戦略を踏まえ、**ツーリズム業界全体で「持続可能な社会の実現」に向けた取組みを推進するための機運醸成の機会**としたいと考え、今回のテーマを「サステナビリティ」として設定しました。

目的	<ul style="list-style-type: none"> JTBへのロイヤリティを高める（チームJTBとしての強固なリレーションづくり） ※当社事業への理解と共感を深めていただき、「共存共栄できるパートナー」と思ってもらいたい グループの事業パートナーとグループ各社の代表者との新年の交流の場とし、相互の親睦を図る。
キーマッセージ（コンセプト）	<p>JTBグループは、事業パートナーの皆さまと共に、あらゆるものを「つなぐ」「つなげる」存在であり続けたい</p> <p>私たちは、「地球を舞台に「新」交流時代を切り拓く」ために、事業を通じてあらゆるものを「つなぐ」「つなげる」存在であり続けたい。人々と世界・地域、企業をつなぐ（Connect）ことで、お客様の満足、地域や企業の課題解決へつなげる（Contribute）そして、その結果、次の世代へ、未来へつなげていく……そのためには「ヒューマン」のつながりが絶対に必要。「デジタル」の基盤に「ヒューマン」のチカラをのせて、お客様の笑顔価値を追求する。</p>
テーマ	<p>「サステナビリティ」 ツーリズム業界全体で「持続可能な社会の実現」に向けた取組みを推進するための機運醸成の機会とする</p> <p>『つなぐつなげる』によりイノベーションを創出し、より大きな社会課題の解決に貢献（未来へつなげる）</p>

This annual New Year's networking event brings together executives from across the JTB Group with partners in the public and private sectors. The theme of the 2023 New Year Partnership Meeting, attended by more than 400 outside guests, was Sustainability.



<https://www.jtbcorp.jp/jp/sustainability/action/article/07.html>

Feature Story

Feature Story

Working to Achieve Sustainability at Nabegataki Falls

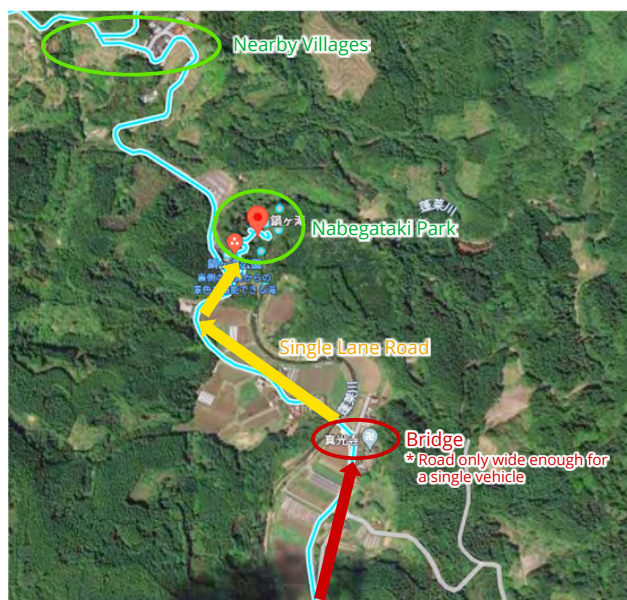
Tourism-related traffic congestion had long posed a problem for residents and visitors in the quiet town of Oguni in Kumamoto Prefecture. Working closely with community stakeholders, the JTB Group crafted a multi-pronged solution using its proprietary Ticket HUB® system to manage vehicular traffic, improve the visitor experience, and prepare the community to support higher tourist volumes. Here's the story.

The Challenges

Since opening to the public in 2012, Nabegataki Park in the picturesque Oguni area of Kumamoto prefecture in southwestern Kyushu, has been a popular visitor spot. Its waterfall, measuring approximately 10 meters high and 20 meters across, can be experienced at close proximity from the banks of the Takigawa River. Prior to COVID-19, the park would attract more than 3,000 visitors on a typical weekend.

Given the narrow access road leading to the park, vehicular traffic would often snarl to a halt during major holidays. To alleviate this congestion nightmare, the town of Oguni converted the grounds of a nearby abandoned elementary school into a makeshift parking lot and initiated shuttle service to transport visitors to and from the park.

With the arrival of the pandemic, concerns over excessive crowding forced shuttle service to be discontinued and the park itself was sometimes closed to the public during peak holiday seasons. As Japan emerged from the grip of the pandemic and the demand for tourism began to reemerge, the JTB Group proposed an innovative visitor management solution.



The Solution

(1) The Ticket HUB® Booking System

The new solution formulated by the JTB Group involved the deployment of Ticket HUB®, JTB's proprietary digital booking platform. Pilot testing of the system commenced in October 2021 and all visitors to Nabegataki Park were required to make advance reservations beginning the following month.

(2) Creation of the Oguni Call Center

In order to make the transition as smooth as possible, JTB launched the Oguni Call Center to respond to inquiries regarding the reservations process.

(3) Pilot Testing

As part of the pilot testing of the new system, JTB created a temporary reservations 'checkpoint' on the grounds of an abandoned school located along the access road to the park. Checkpoint personnel were responsible for conducting the following activities:

- Tracking the average duration of visits
- Setting and evaluating reservation quotas
- Assisting individuals without reservations
- Installing signage and providing directions
- Ticket sales desk and equipment operations

(4) Analysis of Booking Data

Using the data capture functionality of the Ticket HUB® system, JTB developed a series of questions aimed at better understanding the demographic profile of park visitors.

Number of Vehicles per Party

➡ By determining the average number of passengers per vehicle, JTB was able to refine reservations quotas.

Gender/Age Data

➡ Used to tailor tourism promotions.

Prefecture of Residence

➡ Data regarding the home prefecture of park visitors was helpful in establishing the geographic focus of future communications and promotions.

(5) Getting the Word Out

In order to get the word out about the need for reservations, JTB's communications strategy relied on the following media mix:

Posters, flyers, websites, online advertising, print advertising, transit advertising

Feature Story Working to Achieve Sustainability at Nabegataki Falls

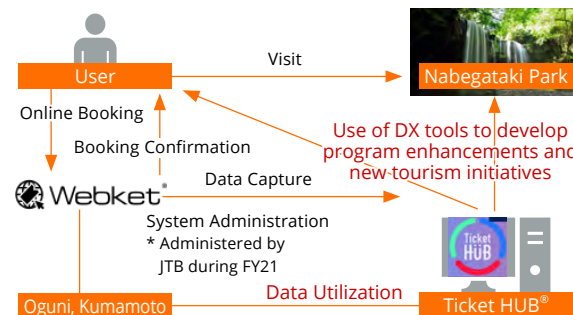
Benefits of the New System

(1) Vehicular Congestion Eliminated Using Ticket HUB® (2) Creation of the Oguni Call Center

Careful planning and coordination ensured a smooth rollout of the Ticket HUB® system. Initial pilot testing of the system was conducted during the off-season in autumn 2021. The following year, JTB proceeded with proof-of-concept testing during the heavy travel seasons of Golden Week and Obon. To the delight of residents and visitors, Oguni experienced zero traffic congestion during a major holiday period for the first time since the opening of Nabegataki Park in 2012. Through pilot testing, it became clear that the success of the new system would hinge upon our ability to inform as many visitors as possible about the need for advance reservations as well as our ability to assist visitors heading to the park without reservations. For the JTB Group, the Oguni success story is about more than the use of digital technology to control vehicular traffic. We view the new Ticket HUB® system as a 'platform of opportunity' for the town of Oguni. Using visitor demographic data collected through the system, JTB seeks to develop further system enhancements and to propose additional initiatives aimed at boosting tourism to the Oguni area.

How Ticket HUB® Works

Ticket HUB® is a state-of-the-art digital ticketing platform that connects tourist attractions and ticket sellers.



(3) Pilot Testing

In order to minimize confusion, the JTB Group deployed heavy on-site staffing during the initial rollout phase. A temporary reservations 'checkpoint' was created on the grounds of a nearby abandoned school to check visitor reservations, respond to questions, and provide assistance to individuals without reservations. As a result of these efforts, the average reservation rate quickly reached 60%, eliminating the traffic congestion that had previously plagued Oguni during peak travel seasons. It became clear, however, that some visitors were either unwilling or unable to make reservations online. In order to solve this problem, JTB created additional ticket sales desks at other physical locations.

(4) Analysis of Booking Data

An analysis of visitor age revealed that the park was most popular among individuals in the 20-29, 30-49 and 50-69 age groups, in that order. This data suggested the need to focus future communications efforts on the 'active' demographic.

While visitors from Kumamoto Prefecture and neighboring Fukuoka Prefecture were the most numerous, the park also attracted a significant number of tourists from the Kanto and Kansai regions of Japan. This data suggested that future promotional efforts should be focused in the Fukuoka and Kumamoto metropolitan areas of Kyushu as well as the Kanto and Kansai regions.

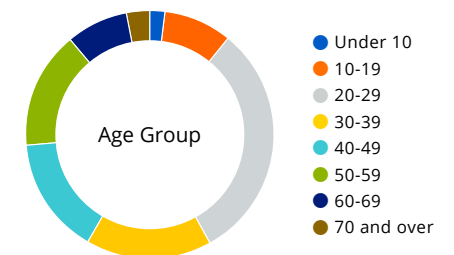
JTB also examined how many days in advance visitors booked their reservations. Same-day reservations were by far the most common. Only a modest percentage of bookings were made 1, 2 or 3 days ahead of time and few if any visitors made reservations weeks in advance. This data provided useful clues into the best way to structure our communication efforts.

As for the time of day of peak visitation, the data collected by JTB confirmed that morning visitor counts typically began to increase with the 10:20AM time slot and peak at the 11:00AM slot while afternoon visitor counts typically began to increase with the 1:00PM slot and peak at the 2:20PM slot. The fact that visitation peaks immediately preceded and followed the lunch hour suggested that many visitors were coming to the park after checking out from their hotels in the morning or prior to checking into their hotels in the mid-afternoon.

(5) Getting the Word Out

JTB's communications strategy relied on a combination of online and real-world media to spread the word about the need for advance reservations. We disseminated hundreds of posters and thousands of flyers via the local tourism association as well as through lodging facilities and restaurants in the Oguni area. Our Web communications focused primarily on mobile users as data collected through the Ticket HUB® system revealed that system access from mobile devices (smartphones/tablets) outnumbered desktop access by a ratio of 4:1. Our transit advertising efforts focused primarily on digital signage in the Hakata and Kumamoto train stations and the Fukuoka City Subway. JTB will continue to target future communications along the most popular access used by visitors area.

Visitors by Age Group



Transit Advertising (JR Hakata Station)

Feature Story Working to Achieve Sustainability at Nabegataki Falls

Making a Positive Difference

Benefits	Description	BEFORE		AFTER	
		Quantitative	Qualitative	Quantitative	Qualitative
Traffic and Crowd Control	Traffic Jam Duration	Up to 3 hours during peak season	-	Zero congestion	-
	Closed Spaces/Crowding/ Close Contact (during the pandemic)	-	Closed Spaces: None Crowding: Critical Close Contact: Critical	-	Closed Spaces: None Crowding: None Close Contact: None
Reduced Environmental Footprint	Reduction in paper and CO ₂ emissions (approx.)	230,000 tickets 46,000g	-	160,000 tickets 32,000g <small>* Will be reduced to zero once the system is fully online</small>	-
JTB Group	Ticket HUB® system validation	-	Development of new applications	-	International recognition

Awards

(1) Green Destinations*1

Top 100 Sustainability Stories of 2022

*1 Green Destinations is an international certification body accredited by the Global Sustainable Tourism Council (GSTC) to certify compliance with GSTC's global criteria for tourism sustainability.

(2) Green Destinations

Green Destinations Story Awards 2023

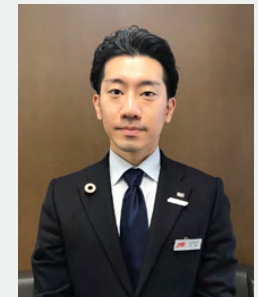
3rd Place in the "Governance, Reset & Recovery" Category

(3) Japan Association of Travel Agents (JATA)

Honorable Mention in the Inaugural JATA SDGs Awards

JTB's Signature Approach to Sustainability

Overtourism can jeopardize the sustainability of any tourist destination. In the case of Oguni, the JTB Group successfully harnessed the power of Ticket HUB®, a proprietary DX solution offered by Good Fellows JTB, to resolve challenges associated with vehicular traffic and crowd control. These efforts have garnered local praise as well as international accolades. By harnessing data collected through pilot testing and ongoing system operations, we will continue to develop new solutions aimed at promoting sustainable tourism management and community development in Oguni and beyond.



Ryosuke Nakamura
Sales Department
Kumamoto Branch Office
JTB Corp.

Materiality-guided Sustainability Priorities

Enriching the Human Experience — (1) Mental and Physical Wellbeing

Bringing More People, Places and Possibilities Together... Sustainably

Principles in Action

Guiding Philosophy

Through an expanding array of accessible, eco-friendly options, the JTB Group is helping to deepen and enrich the traveler experience in Japan and around the world.

Taking the Next Step

Offering Travelers More Eco-Friendly Options

JTB is constantly working to offer sustainability-minded travelers a wider array of options.

Specific Initiatives:

< Responsible & Respectful >

Hokkaido Tours: The JTB Group provides a wide range of tours that promote respect for local culture and the environment. These include Adventure Travel tours, which provide opportunities to participate in authentic local activities and cultural experiences, and My Cup Tours, in which participants who bring along their own reusable cups are rewarded with free food and beverage samples at participating establishments.

< Working Towards Carbon Neutrality >

CO₂ ZERO Travel®: Through a modest surcharge, CO₂ ZERO tour participants support green energy, boost renewable energy production, and contribute to the reduction of greenhouse gas emissions.

Educating Visitors and Reshaping Behavior

At the JTB Group, we believe in encouraging travelers to understand and respect the culture, values and traditions of the places they visit. We are committed to educating our customers and encouraging conscious conduct by providing reliable information about cultural norms and practices.

Specific Initiatives:

Temple Tours in Thailand: We remind tour participants of cultural sensitivities, including dress code requirements when entering sacred spaces.

Access for All

As part of our efforts to promote social equity, we strive to ensure the accessibility of our products and services by communicating with customers in whatever ways best suit their needs.

Specific Initiatives:

< Interfacing Remotely >

JTB Remote Concierge: In order to make our organization more accessible to individuals who do not live near one of our offices or who find it difficult to drop by due to childcare obligations or health concerns, we offer convenient access to online JTB consultants and customer support across Japan.

< Providing Access and Information to Individuals with Disabilities >

UDTalk: In order to better serve customers with impaired hearing, JTB offices throughout Japan offer the option of text-based communication using the UDTalk application.

Barrier-free Accommodations: JTB promotes universal tourism by compiling and publishing information about accessible lodging facilities across Japan.

Japan Inbound Initiatives

In Japan, the JTB Group offers inbound visitors an expanding range of environmentally responsible tours and activities.

KPIs & Targets

KPIs	FY2023	FY2025	FY2028
The JTB Group is working to alleviate overtourism by encouraging international visitors to make overnight stays outside of Tokyo, Osaka, and Kyoto.	55%	60%	65%

Specific Initiatives:

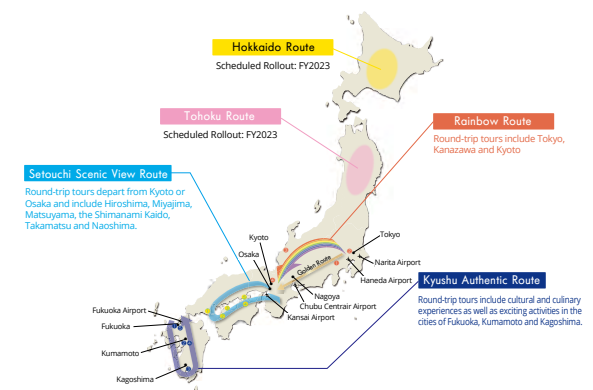
< Local Revitalization Efforts >

Promoting Culinary Tourism*: The JTB Group understands Japan's unique regional culinary traditions as well as the importance that international visitors attach to their gastronomic experience in Japan. To support local economic revitalization and help inbound travelers get the most out of their dining experience, JTB has acquired a stake in Tablecross Inc., the operator of the popular byFood.com platform. This platform offers a wide range of F&B content aimed at promoting Japan's food scene, including culinary videos, a restaurant booking engine, and sales of Japanese foods. Through this tie-up, JTB is offering a greater array of solutions to help destinations and businesses market their offerings to inbound visitors.

*Culinary Tourism, also known as gastronomy tourism, is aimed at exploring another culture through its food and gaining a deeper understanding of how a destination's culinary traditions are shaped by local climate, topography and history.

< Reducing Overtourism >

Sunrise Tours: JTB Global Marketing & Travel develops and markets a growing number of package tours designed to expand the horizons of international visitors beyond the Tokyo and Kansai metropolitan areas. These tours, which include the Rainbow Route, Setouchi Scenic View Route and Kyushu Authentic Route, are aimed at reducing the impact of overtourism by promoting tourism to Japan's less-visited destinations.



Enriching the Human Experience — (1) Mental and Physical Wellbeing

Safety and Security

Guiding Philosophy

The JTB Group recognizes the overarching importance of traveler safety and security. Our safety policies, guided by the following three principles, give our customers the peace of mind they expect from JTB.

1. At the JTB Group, traveler safety is our number one priority.
2. All JTB personnel are required to comply with our safety policies and guidelines.
3. We continuously reassess and improve our safety programs and practices.

• Travel Safety Management Policies

Our Travel Safety Management Policies are organized into the following four sections:

- Section 1: General Provisions
- Section 2: Operational Policies aimed at Ensuring Travel Safety
- Section 3: Operational Implementation and Management Systems aimed at Ensuring Travel Safety
- Section 4: Operational Implementation and Management Measures aimed at Ensuring Travel Safety

• Travel Safety Management Guidelines

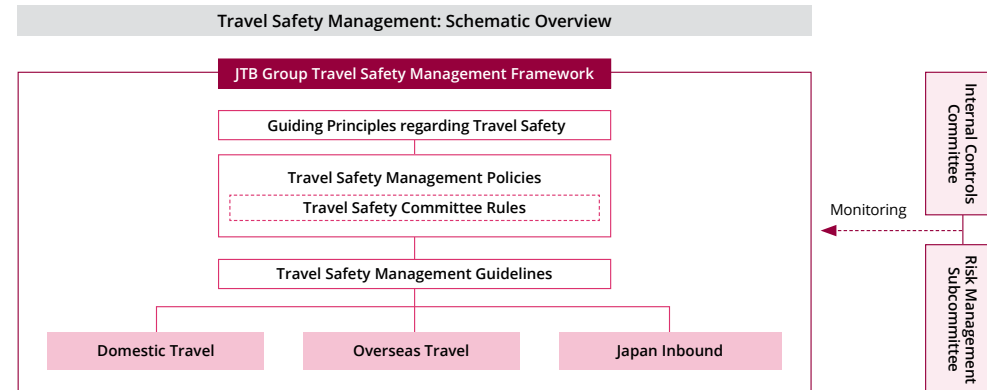
Our Travel Safety Management Guidelines cover the following 6 key topics:

1. Mechanisms for ensuring travel safety
2. Safety criteria for selecting and contracting with travel service providers and tour operators
3. Measures to ensure travel safety in the creation of travel itineraries
4. Safety surveys
5. Safety information to be furnished to travelers
6. Risk avoidance measures in the event of contingencies

In order to ensure operational continuity and live up to the trust placed in our organization by our stakeholders, all JTB personnel are required to adhere to these safety policies and guidelines.

We strive to ensure that all business partners involved in the service delivery process also understand and honor our safety policies and guidelines.

► Framework



Taking the Next Step

■ Ensuring the Safety and Security of Travelers

Specific Initiatives:

<Tour Implementation Standards>

At the JTB Group, safety is priority number one. Decisions by our Travel Safety Committee regarding whether to allow tours to proceed are based on an analysis of the best available information.

<Selection of Business Partners>

We use rigorous standards when selecting partners to provide lodging, transportation and other travel services to our customers.

<Crisis Management>

Defined reporting lines and triage criteria help us respond effectively to contingencies during travel. When justified by the incident severity level, an in-house task force is appointed to coordinate our response.

<WTTC Safe Travels Stamp>

Safe Travels Stamp: As part of our commitment to delivering peace of mind to the traveler, JTB has acquired the globally-recognized Safe Travels Stamp designation issued by the World Travel and Tourism Council (WTTC).

The Safe Travels Stamp is only given to tourism operators who demonstrate compliance with health and hygiene standards established by WTTC (Safe Travel Protocols).



Principles in Action

Enriching the Human Experience — (1) Mental and Physical Wellbeing

Safety and Security (Continued)

Principles in
Action

■ The Importance of Reliable Information

Specific Initiatives:

The JTB Group Code of Conduct is an expression of our commitment to honoring the trust placed in us by our customers and stakeholders.

Under the Code of Conduct, JTB personnel are required to ensure that our advertising and promotional materials are free of false or exaggerated claims. We strive to provide accurate and reliable information particularly when promoting cultural and wildlife events.

We periodically administer Compliance Quizzes in order to promote the effectiveness of the Code.

Enriching the Human Experience — (2) Personal Growth and Development

Making a Difference through Education

Principles in Action

Guiding Philosophy

The JTB Group understands the value of education. We are committed to inspiring tomorrow's leaders and developing the competencies of today's tourism professionals through an extensive range of educational programs and materials focused on experiential learning, cultural stewardship and environmental responsibility.

Taking the Next Step

Educational Programs

The JTB Group recognizes the important role of experiential learning in helping students make connections between theory and practice. We offer a broad array of classroom- and field-based educational programs catering to learners of all ages.

Specific Initiatives:

< Experiential Learning Abroad >

The JTB Group offers numerous overseas learning opportunities that allow participants to experience firsthand how different cities around the world are tackling environmental and social challenges. Working alongside experts and local residents, participants make connections between SDGs theory and practice and deepen their understanding of real-world sustainability challenges.

Location	Description
Heidelberg, Germany	Participants visit an immersive learning center showcasing the challenges and opportunities presented by climate change
Vancouver, Canada	Participants (online or in-person) explore the issue of food waste and its effects on the environment
Kota Kinabalu, Malaysia	Participants take part in volunteer beach cleanup activities and attend a presentation at city hall about waste management
Honolulu, USA	Participants ride on a fully-electric tour bus and learn about clean energy initiatives in the Aloha State

< Sustainability Learning for Middle and High School >

In collaboration with institutions of higher learning, the JTB Group develops a wide range of sustainability education programs including SDGs workshops and instructional videos. Through multimedia content development and field outings, JTB is doing its part to cultivate the sustainability leaders of tomorrow.

Programs
Global Link
CO ₂ Zero School Excursions: Promoting Sustainability and Eco-Responsibility
SDGs Virtual Camp – Be a Global Leader
Decade of Action: A New SDGs Workshop
Online International Exchange Programs
SDGs School: An Educational Video Journey
The 17 GOALS Project: Gives middle and high school students opportunities to explore and solve real-world sustainability challenges
Japan UNESCO – Cambodia Terakoya Study Tours
Our Future Design: An SDGs Learning Program
Inquiry-based Learning Module: Considering the SDGs when Choosing the Right College

Educational Innovation

Building on the success of its popular 'Rurubu' publications featuring things to see, eat and do in Japan and around the world, JTB Publishing's new lineup of educational publications and products for kids promote exploration, creativity, and learning. With subject matter input from experts, Rurubu editors have developed a fun and intuitive format that stimulates the curiosity of children while deepening their understanding of environmental and social challenges. Rurubu Kids Web Media provides information on local events for parents of small children as well as feature articles on subjects near and dear to the hearts of children. By showcasing sustainability in the context of familiar places and products, Rurubu Kids helps children begin their sustainability journey early.

Measuring Our Success

KPIs	FY2023	FY2025	FY2028
Book donations to promote SDGs learning	370	120	150
Local sustainability initiatives featured in Rurubu publication	127	148	148
Local and corporate sustainability initiatives featured via Rurubu Kids Web Media	22	30	35

Specific Initiatives:

< Education: Media, Games and More >

Category	Name
Web media	Rurubu Kids
Games	Rurubu SDGs Sugoroku Game

Training and Support for Eco Tour Guides

Through Japan Ecotourism Society, an organization founded to promote sustainable tourism and nature conservation, the JTB Group provides training support for Eco Tour Guides*. This is just one of many ways that the JTB Group is working to develop visitor sensitivity, promote respect for the uniqueness of each destination, and encourage environmental and cultural preservation.

* Eco Tour Guides play an important role in educating tourists about local culture/ecology and promoting sustainability awareness.

Enriching the Human Experience — (3) Helping Communities and Businesses Shine

Supporting the Sustainability Efforts of Like-Minded Partners and Communities

Guiding Philosophy

In alignment with SDG 9 ("Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation"), the JTB Group is expanding its support for sustainability initiatives advanced by like-minded partners and communities.

Taking the Next Step

Supporting the Sustainability Journey of our Partners

The JTB Group strives to expand its sustainability 'reach' by supporting the sustainability journey of its business partners.

Specific Initiatives:

< Using Our Web Presence to Support Partner Initiatives >

The JTB Group uses its extensive online presence to promote the sustainability efforts of its business partners.

Helping our Partners Enhance Productivity & Efficiency

By helping like-minded partners improve productivity and operating efficiencies, the JTB Group widens the circle of sustainability engagement across its value chain.

Specific Initiatives:

< Solutions that Enhance Efficiency >

JTB Data Connect HUB: JTB Data Connect HUB is a proprietary JTB system that integrates the property management system* of accommodations providers with a powerful suite of digital tools including smart check-in/check-out, revenue management, and payment automation.

Through the use of JTB Data Connect HUB, our partners in the lodging industry are reducing paper consumption, minimizing waste, simplifying operational processes, optimizing workloads, and enhancing workforce wellbeing and work-life balance.

* Property Management System: A multipurpose front-office system used by hotels and other accommodations providers to manage operations, reservations, room rates, room inventory and revenue, etc.

Supporting Destination Digitalization

The JTB Group is committed to supporting the digital transformation of destinations through leading-edge solutions that create and enhance value.

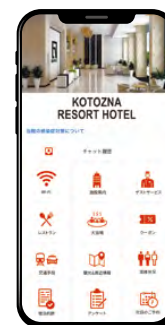
KPIs & Targets

KPIs	FY2023	FY2025	FY2028
Kotozna In-room Deployment	70,000 guestrooms	120,000 guestrooms	180,000 guestrooms

Specific Initiatives:

< DX Support for Partners in the Lodging Industry >

Kotozna In-room is a powerful digital solution for hotels and other lodging providers. With a simple QR code scan, the Kotozna system allows guests to use their smartphones to access information about their hotel and its amenities. Kotozna's machine translation functionality also helps reduce the stress of communicating across the language barrier.



Using Kotozna, hotel guests can explore what their hotel offers, learn about rental items, and even order room service. They can also check to see when pools, restaurants and other amenities are least crowded, helping to smooth out operational peaks across the hotel.

< Solutions that Connect Businesses, Visitors and Communities >

Taxi Rideshare: NearMe, Inc.'s innovative rideshare services use proprietary AI to optimize matching and routing. Airport Smart Shuttles® are attracting particular attention as a potential means for addressing transportation gaps.

Under a promising new tie-up, JTB is incorporating NearMe's unique algorithms into the transportation support functionality of Tourism Platform Gateway® - JTB's leading-edge destination digitalization platform. Through this alliance, JTB is helping to reduce CO₂ emissions by enhancing the efficiency of taxi service

and providing seamless intermodal connectivity in underserved destinations.

Area Development Solutions

The JTB Group's Area Solutions business plays a key role in fulfilling our organization's vision of bringing people, places, and possibilities together. The JTB approach involves creating new possibilities and visitor streams by organizing the visitor experience into an integrated 'ecosystem' and developing and investing in content that delivers new value.

Specific Initiatives:

< Travel Experiences that Make a Difference >

Yanbaru Zipline: Nestled amidst the lush, subtropical Yanbaru Forest in northern Okinawa, this JTB-operated zipline offers riders an unforgettable aerial stroll through the thriving aliveness of nature. Commentary on rare vegetation by forest guides promotes visitor awareness of biodiversity.

< Supporting Conservation Efforts >

Fukukitaru: Through sales of *fukugi* (Happiness Tree) saplings, JTB supports this grass-roots initiative aimed at preserving the beauty of the seaside district of Motobu, Okinawa.

Destination Development and Management Support

JTB supports sustainable destination development and management through comprehensive area revitalization solutions that synergistically integrate our Group-wide capabilities.

KPIs & Targets

KPIs	FY2023	FY2025	FY2028
Contracts to design eco-friendly shops and offices	10	15	20

Specific Initiatives:

< Spatial Solutions >

Eco-friendly Office Spaces: As part of the JTB Group's efforts to achieve its vision and mission sustainably, JTB Asset Management provides corporate clients with SDGs-aligned office designs as

Enriching the Human Experience — (3) Helping Communities and Businesses Shine

Supporting the Sustainability Initiatives of Like-Minded Communities and Partners

Principles in
Action

well as operational support. Clients can choose from a total of 4 different designs, including the Econatural Office, which uses environmentally friendly building materials and furnishings, and the Free Office, which provides the freedom and flexibility of hot-desking.

< Harnessing the Power of Hometown Tax Donations >

Hometown Tax Donation Programs: Through contracts with municipal governments, the JTB Group provides a variety of tailored services aimed at promoting local economic development including the administration of the Hometown Tax Donation portals and related rewards programs.

Under partnering agreements with municipalities such as Osaki in Kagoshima Prefecture and Minamiuonuma in Niigata Prefecture, JTB also delivers customized solutions that integrate the Hometown Tax Donation program with local tourism development. These initiatives include the promotion of local ingredients/cuisine at Rurubu Kitchen and other JTB venues, assistance with the modernization of tourism resources, development of new distribution channels for local products, and the formulation of solutions that use Hometown Tax Donations to revitalize the local community and promote sustainability.

Through innovative partnering arrangements like these, the JTB Group continues to leverage its capabilities as a travel industry leader to support area and community revitalization efforts across Japan.

Enriching the Human Experience — (3) Helping Communities and Businesses Shine

Sustainability Solutions for Corporate Clients

Principles in Action

Guiding Philosophy

As part of its mission to bring people, places, and possibilities together, the JTB Group is continuously expanding its lineup of sustainable travel and event solutions for corporate clients. Our growing range of customizable services help businesses track and reduce their carbon footprint.

Taking the Next Step

Sustainable MICE*

The JTB Group's sustainable MICE options help businesses and organizations meet their CO₂ emission reduction goals.

KPIs/Targets/Performance

KPIs	FY2022 Actual	
	No. of Events	Facilities Under Contract
CO ₂ Zero MICE® Events	121	113

KPIs	FY2023	FY2025	FY2028
Content development projects aimed at promoting the preservation of local history/culture and the environment	2	5	10

Specific Initiatives:

< Carbon Neutrality >

CO₂ Zero MICE®: Through the Green Power Certification System, JTB Communication Design offers businesses and organizations the ability to host eco-friendly meetings and events by powering



their venues with renewable energy sources. Sales of MICE packages, which include environmental valuation, Green Power Certificates, calculation of energy consumption, and post-event review, exhibited 30% year-over-year growth in FY2023.

< Supporting Destination Sustainability >

Incentive Travel for Franchise Owners: The JTB Group believes that supporting sustainable destination development begins with the destination selection process. As part of our efforts to lead the industry's journey towards greater sustainability, we are featuring Copenhagen* as a destination in our incentive travel packages.

* Copenhagen has declared its intention to become the world's first carbon neutral capital by 2025.
* MICE = Meetings, Incentives, Conferences and Exhibitions

Helping Client Companies Travel More Sustainably

In response to growing demand from the client companies, the JTB Group is expanding its lineup of sustainable business travel solutions.

KPIs & Targets

KPIs	FY2023	FY2024	FY2025
No. of Business Trips (overseas and domestic) tracked and reported for client companies on CO ₂ emissions	70,000	100,000	150,000

Specific Initiatives:

< ESG-Minded Business Travel >

ESG-BTM: To help client companies travel more sustainably, JTB Business Travel Solutions, Inc (JTB-CWT) offers Business Travel Management (BTM) services with ESG-friendly options.

E (= Environment): Satisfy client needs for CO₂ emissions tracking and reporting as well as carbon offsetting.

S (=Social): Support the introduction of digital transformation (DX) solutions that enhance the efficiency of business travel processes and workcation programs that encourage creativity at work.

G (=Governance): Support the development of procurement guidelines regarding business travel that specifically identify what kind of products/services should be selected and purchased.

< Sustainable Business Travel >

JTB Business Travel supports the sustainability efforts of corporate clients through a number of innovative services including: (1)

booking tools that compare the CO₂ footprint of travel itineraries and highlight the most eco-friendly options, (2) tracking and reporting of travel-related CO₂ emissions (air/rail/car/hotels), and (3) progress monitoring of emissions reductions targets and acquisition of carbon offsets.



New Ideas and Solutions

The JTB Group is constantly working to develop new business solutions that bring people, places, and possibilities... sustainably.

Enriching the Human Experience — (3) Helping Communities and Businesses Shine

Sustainability Solutions for Corporate Clients

Principles in
Action

Specific Initiatives:

< Bringing Businesses and Communities Together >

GLOCAL Sustainability Project: This hands-on initiative brings together businesses and communities to promote sustainability awareness and engagement. Up-and-coming leaders from JTB and partner organizations form a Field Sustainability Team that meets on-site with local experts to explore socioeconomic and environmental challenges and solutions.

Enriching the Human Experience — (4) Empowering Our People to Shine

Human Resource Development

In-House
Initiatives

Guiding Philosophy

《 Medium-Term HRD Strategy 》

■ Guiding Principles

At the JTB Group, we believe that the growth and vitality of our people are the true sources of organizational dynamism, transformation and ongoing value creation. Our HRD philosophy is guided by the following two broad principles:

1. We respect the individuality and the diversity of our workforce and provide our employees with opportunities for ongoing growth and advancement in order to foster an engaged and innovative organizational culture.
2. We seek to cultivate innovative, independent-thinking employees who embrace *ONE JTB* Values and embody the Group's business philosophy.

■ HRD Vision

We seek to cultivate a workforce that embraces *ONE JTB* Values and embodies the Group's business philosophy. When we speak of innovative, independent-thinking employees, this is what we mean:

- The success of our business depends on the ongoing growth of our people and their ability to think independently (but act as a team).
- The approach we use to cultivate innovation and independent thinking must evolve with changes in the social environment.

Innovative, Independent-thinking Employees Can:

1. View changes in the market and operating environment as opportunities, identify challenges, act swiftly, and continually go one step beyond.
2. Take the initiative to deepen and expand their skills and knowledge, envision a better tomorrow, and pursue lifelong personal and professional growth.
3. Embrace an international perspective, collaborate with people of different backgrounds inside and outside our organization, and continually create new value.

Embracing *ONE JTB* Values and Embodying the Group's Business Philosophy

Innovative, Independent-thinking Employees

Right Mindset

Customer-focused
Curious/Farsighted
Internationally-oriented

Right Skills

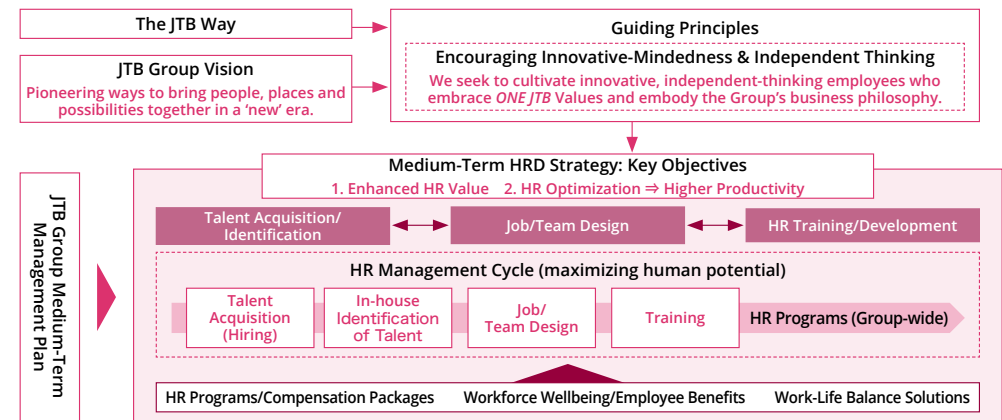
Ability to solve problems
Ability to create new value
Ability to get things done

Right Action

Take on challenges
Act swiftly
Internal/external collaboration

■ HRD Framework

The JTB Group's human resource development initiatives are guided by our Medium-term HRD Strategy.



■ Human Resource Management Life Cycle

1. Talent Acquisition/Identification

We recruit talent through a variety of internal and external channels in order to maintain adequate staffing and effective teams.

2. Job/Team Design

Through employee 'secondment', internal partnering, and training, we develop our employees' ability to create partnerships and champion digital transformation. We manage staffing levels to respond with agility to opportunities in the marketplace.

3. HR Training and Development

We seek to develop an innovative, independent-thinking workforce of professionals eager to pursue career-long growth. We do everything in our power to maximize job satisfaction and cultivate a culture of engagement, inclusion and dynamism.

4. HR Systems/Compensation Packages

Our flexible compensation and benefits programs (individualized compensation, bonuses, performance evaluation, etc.) are designed to enhance job satisfaction and productivity. We respect the diverse values of our workforce and offer individualized employment terms and tailored HR solutions that support staffing mobility and flexibility.

Enriching the Human Experience — (4) Empowering Our People to Shine

Human Resource Development

In-House
Initiatives

Taking the Next Step

JTB University Learning Platform

JTB University, our Group-wide learning platform, supports the efforts of our employees to acquire job-related knowledge/skills. JTB University's approach is characterized by close collaboration between training designers, administrators and instructors. Delivering more than 800 training and e-learning courses each year, JTB University uses a Learning Management System* designed to support individualized learning by providing employees with the instruction they need when they need it across a wide variety of formats. It is one of many ways that the JTB Group cultivates a culture of collaborative, career-long learning.

* Learning Management System: An integrated system for planning, implementing and assessing HR training and development (in-person and virtual) across our entire organization.

JTB University Guiding Principles: JTB University is guided by the following principles: (1) cultivate an independent-thinking and innovative workforce, (2) develop workforce knowledge and skills, (3) deliver engaging content, (4) deliver the learning our people need when they need it, and (5) promote change through a culture of collaborative, career-long learning.

KPIs/Targets/Performance

KPIs	FY2022 Target	FY2022 Actual
Employees Participating in the JTB Group Talent Exchange Program	200	239

Specific Initiatives:

(1) Supporting Workforce Skill Development

We offer training opportunities to JTB Group employees all year long across a wide variety of different formats. Our primary areas of focus are (1) management training, (2) operations training, (3) job skills, (4) certification acquisition, and (5) sustainability training.

JTB University Training Stats

Format	Employees Trained in FY2022	Total Training Hours in FY2022
E-learning	4,394	8,788
Webinars	2,509	31,003
In-person	974	11,737
Total	7,877	51,528

(2) Career development support

The JTB Group offers the following tools to help employees take ownership of careers and realize their fullest potential.

< Career Counseling >

Through periodic face-to-face career counseling and career development programming, we support the career planning efforts of our employees at each stage of their careers.

< JTB Group Talent Exchange Program >

In order to provide our most highly motivated employees with greater opportunities for self-directed development, the JTB Group Talent Exchange Program offers unique opportunities to gain professional experience through assignments inside and outside our organization.

< Rehiring Former Employees >

Subject to certain requirements, we offer former JTB Group employees the opportunity to return to our organization following separation due to childbirth, child/family care obligations, etc.

(3) Transforming our Culture through Learning

< Summer Festival of Learning >

Since 2021, the JTB University Summer Festival of Learning has served as an important annual venue for cultivating a culture of learning and encouraging our people to pursue ongoing professional growth. The 2023 event - organized around the theme of 'Bringing Everyone Together' - consisted of 65 sessions led by JTB Group employees and executives. Viewership exceeded 10,000.

Sustainability Training & Multilingual Support

Sustainability is an important part of JTB Group's HR training and development efforts. Select training materials are offered in multiple languages.

KPIs & Targets

KPIs	FY2023	FY2025	FY2028
Sustainability Training Sit Rate (Basic Concepts)	50%	75%	100%
Sustainability Training Sit Rate (Deeper Dive)	50%	75%	100%

Specific Initiatives:

< 'JTB and the SDGs' >

As part of its sustainability training lineup, the JTB Group offers a 2-part video series designed to introduce employees to the Group's sustainability strategy/initiatives in the context of the SDGs.

Enriching the Human Experience — (4) Empowering Our People to Shine

Human Resource Development

In-House
Initiatives

These videos are available in English and Japanese. Viewership data is used to track and enhance internal sustainability engagement.

▶ 'JTB and the SDGs': No. of Views

Video Title	Unique Views
SDGs: Basics & Strategies (Japanese)	5,322
Practical Applications (Japanese)	4,700
SDGs: Basics and Strategies (English)	455
Practical Applications (English)	147

< Sustainability Education through JTB University >

The JTB University (see above) learning platform offers JTB Group employees a wide range of educational programs on sustainability and related topics.

■ Destination-Specific Training & Credentials

The JTB Group encourages its employees to obtain certifications in order to deepen their understanding of the cultural and environmental uniqueness of the destinations we serve. We also offer a range of training support options.

Specific Initiatives:

< Credential Acquisition >

Description	Certified Employees
Area Specialist	3,213
'World Heritage' Certification	1,332

< Remote Learning >

Course Name	
Travel Geography Basics 300+α (Japan)	'Universal' Events
Travel Geography Basics 400 (International)	Japanese Ryokan Hospitality: A Practical Course
Tourism Geography (Japan)	Understanding Japanese History through Cultural Traditions
Tourism Geography (International)	The ABC's of Bringing People, Places, and Possibilities Together: Tourism Fundamentals
World Heritage Academy Exam Prep (Level 2)	
The ABCs of Event Operations	

Enriching the Human Experience — (4) Empowering Our People to Shine

Work-life Balance

In-House
Initiatives

Guiding Philosophy

The JTB Group has always believed that our people are our greatest asset and that service excellence begins with empowering them to perform to their fullest potential. We are working to promote higher workforce satisfaction and productivity through a variety of work-life balance solutions.

The JTB Group Working Style

Guided by the four key concepts described below, the JTB Group Working Style promotes greater organizational diversity by offering our employees the flexibility to choose from a variety of 'anytime, anywhere' working arrangements.

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



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



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



Higher job satisfaction and greater work flexibility translate into **higher workforce engagement and wellbeing**



* DEIB : Diversity, Equity, Inclusion, Belonging

Taking the Next Step

The JTB Group Working Style

The JTB Group offers a number of work-life balance solutions aimed at increasing job satisfaction and flexibility in order to boost employee engagement, foster innovation, and increase productivity. We also strive to provide competitive, individualized compensation/benefit packages to promote retention.

KPIs/Targets/Performance

KPIs	FY2022 Target	FY2022 Actual	Note
JTB Group Employee Awareness Survey (Job Satisfaction / Engagement)	80.0%	73.3%	Group-wide average
Annual Hours Worked	1,800	1,842	JTB average
Telecommuting Ratio (Employees working from home at least once a month)	20.0%	21.0%	JTB average

Specific Initiatives:

< Work-Life Balance Solutions >

I-Work Remote: This program permits employees who register their 'preferred place of residence' with their employer to work remotely from that location even when assigned a job transfer that would otherwise require relocation.

Shorter Workweeks: Aimed at accommodating a wider range of working styles, this program allows employees to elect a four-day workweek.

Outside Employment Guidelines: In response to changing social values, the JTB Group now provides employees with written guidelines on the do's and don'ts of outside employment.

Telework: Telecommuting offers our employees greater flexibility in where and when they work, allowing them to reduce the time they spend commuting, structure their workday to fit their lifestyle, improve efficiency and productivity, and achieve a better work-life balance.

Support for Life Events: Solutions include shortened work hours for parents with child care obligations, voluntary relocation due to spouse transfers, workplace reinstatement, etc.

Personal Development Leave: Allows employees to take up to two years of leave in order to improve their professional skills. By supporting employees who take the initiative to gain experience outside our organization, the JTB Group seeks to accelerate their development as innovative, independent-thinking professionals.

Flextime: Offers employees the option of doing away with fixed work schedules. Although total annual work hours remain unchanged, flextime gives employees the freedom to set their own work hours anytime between 5:00AM and 10:00PM and to create a work schedule tailored around operational ebb and flow.

Fair Compensation for Tour Guides, etc.: The JTB Group ensures that tour guides are properly compensated for all hours worked before, during and after field assignments. We also compensate employee travel days as paid work time. By properly tracking and compensating total work hours, we are better able to manage workforce health and safety, improve productivity, and strengthen recruiting/retention efforts.

Enriching the Human Experience — (4) Empowering Our People to Shine

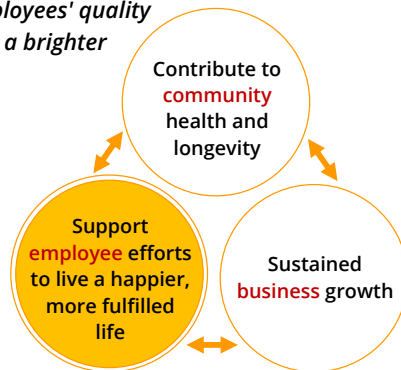
Wellbeing Management

In-House
Initiatives

Guiding Philosophy

By supporting the health and longevity of our workforce, the JTB Group helps its employees live happier, more fulfilled lives and approach their professional pursuits with greater enthusiasm and creativity.

■ **The JTB Workforce Wellbeing Value Statement**
Enhancing our employees' quality of life and creating a brighter today



■ **The JTB Workforce Wellbeing Vision**
Be the architect of your own destiny!

- JTB employees enjoy physical and mental wellbeing and partner with family and friends to lead healthy lifestyles
- By setting personal and professional goals, JTB employees lead happier, more fulfilled lives
- Innovation, productivity, customer satisfaction and stakeholder confidence are the natural byproducts of a happy, healthy workforce

Priority Initiatives

(1) Encourage colleagues to play an active role in their own health

- Digital tools and one-to-one guidance help employees identify and address health issues (Launched FY2020).
- Workplace health and wellness events raise awareness and cultivate a wellbeing mindset in the workplace.
- Analytical tools help managers identify and address potential health risks within their teams.
- In-house wellness training and guidance from healthcare professionals help prevent obesity and other lifestyle diseases.

(2) Cultivate an environment conducive to mental/emotional wellbeing

- Timely HR interventions through proper monitoring of overtime, absences, etc.
- Use of work stress surveys to identify and mitigate high-risk work settings.
- Training on stress management and early identification of warning signs.

(3) Respecting unique needs and circumstances

- We promote diversity and work-life balance solutions that are aligned with changes in the social environment.

Taking the Next Step

Wellbeing Management Initiatives

The JTB Group actively promotes workforce wellbeing through a variety of activities and programs.

KPIs & Targets

KPIs	FY2022 Target	FY2022 Actual	Note
Average Biological/Chronological Age Differential	-1.3 years	-1.4 years	Group-wide average

Specific Initiatives:

< Wellness Events >

Employee 'Pep Up' Step Challenge: The JTB Group Employee Step Challenge was organized to encourage employees to take greater ownership of their health. Competing in teams for the most steps taken, nearly 3,000 JTB colleagues used the popular 'Pep Up' mobile app to take a big step towards a healthier lifestyle.

Awards and Accolades

The JTB Corp. (including domestic subsidiaries) was recognized as a 2023 Health & Productivity Management "White 500" organization by Japan's Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



■ Promoting Safety and Health

The JTB Group is committed to promoting workforce health and safety.

Specific Initiatives:

< Employee Safety and Health Handbook >

As part of our efforts to maintain a healthy workplace environment, the JTB Group provides employees with a handbook containing useful information about medical checkups, fitness, mental and emotional health, overwork, health risks overseas, and health-related leave and reinstatement.

Enriching the Human Experience — (5) Human Rights & Diversity

Respecting Human Rights

In-House
Initiatives

Guiding Philosophy

The JTB Group Policy articulates out our organization's position on human rights issues.

In alignment with the Charter of the United Nations and the Universal Declaration of Human Rights, the JTB Group's policies on human rights require our organization and its employees to respect and defend the rights of all people. We maintain a Zero Tolerance policy for human rights violations, seek to prevent violations across our supply chain, and take prompt corrective action in the event that any potential violation is brought to our attention. We also strive to raise employee awareness through periodic training and compliance quizzes.

Commitment to a Positive Work Environment Free of Discrimination and Harassment

JTB will not tolerate any and all forms of discrimination or harassment by and between employees and members of the public. Each and every employee is responsible for maintaining a positive work atmosphere that is free of discrimination and harassment. Employees found to have violated this policy (after appropriate investigation) will be subject to discipline, up to and including immediate termination of employment.

Commitment to a Work Environment Free of Slavery and No Human Trafficking

JTB has a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. We expect the same high standards from all of our contractors, suppliers and other business partners.

Commitment to Diversity & Inclusion

JTB is dedicated to fostering, cultivating and preserving a culture of diversity, equity and inclusion. JTB believes that its employees are high-performing individuals who reflect the diversity of the communities where all JTB employees work and live.

Human Rights Awareness

- (1) Respect for human rights (compliance with international norms)
- (2) Non-complicity/Compliance/Reparations/Fair Competition
- (3) Non-discrimination / Equality under the law
- (4) Access to (legal) remedies
- (5) Ethical procurement practices (vendor monitoring)
- (6) Harassment/Abuse
- (7) Women's rights
- (8) Child labor (respect for every child's right to an education)
- (9) Forced labor
- (10) Occupational safety and health
- (11) Work hours (mandatory breaks and holidays)
- (12) Proper working conditions (including access to water)
- (13) Wages (the right to an adequate standard of living)
- (14) Freedom of association and collective bargaining rights
- (15) Rights of indigenous peoples and local residents
- (16) Consumer welfare (consumer safety and the right to know)
- (17) Proper management of consumer data

Taking the Next Step

Human Rights Training

As part of its ongoing efforts to familiarize employees with its policies on human rights, the JTB Group administers periodic online training and comprehension checks.

Specific Initiatives:

< Training and Seminars >

Compliance Quizzes: In order to ensure the effectiveness of the JTB Group Code of Conduct, the JTB Group periodically administers a 'Compliance Quiz' to its domestic and overseas employees. Beginning in FY2023, the Compliance Quiz is offered twice a year.

Human Rights Policy

Our Human Rights Policy consists of the following three components:

- (1) Anti-Discrimination and Anti Harassment Policy
- (2) Anti-Slavery and Human Trafficking Policy
- (3) Diversity & Inclusion Policy

The JTB Group backs each of these policies with specific commitments.

Enriching the Human Experience — (5) Human Rights & Diversity

Respecting Human Rights

In-House
Initiatives

June 2023 Compliance Quiz

Participants	14,851
Total No. of Employees	19,641 *
Sit Rate	63.7%
The Compliance Quiz is offered in the following languages:	English, Japanese, Chinese (simplified/traditional), Korean

* Total number of employees based on J-campus enrollment for domestic employees and HR data for overseas employees

June 2023 Compliance Seminars

Participants	5,005
Total No. of Employees	18,663 *
Sit Rate	26.8%
Sit Rate	English, Japanese

* Total number of employees based on the corporate website

Enriching the Human Experience — (5) Human Rights & Diversity

Diversity

In-House
Initiatives

Guiding Philosophy

DEIB: Creating an Organizational Culture of Diversity that Allows All of our People to Shine

To keep pace with rapid change and increasing diversification in our markets, DEIB (Diversity, Equity, Inclusion, Belonging) is an essential part of the JTB Group's business strategy. We believe that incorporating diverse values and working arrangements is a reliable pathway to enhanced workforce satisfaction and new business value. We promote open internal communication and seek to create a corporate culture in which all of our employees can put their unique knowledge, experience, and values to work to fuel organizational dynamism and growth.

In order to harness the power of diversity as a source of dynamism and value creation, the JTB Group strives to create a workplace environment in which each and every one of our colleagues is given the opportunity to reach their fullest potential. By promoting fairness within our organization and ensuring opportunities to bring the individual talents of our workforce together in service of the whole, we create fertile soil for diversity to blossom. This is the essence of Equity. We also believe that an organizational culture that allows people to be who they are and to experience a genuine sense of Belonging is a powerful driver of workforce engagement and employee performance.

As part of our efforts to create an organizational culture that promotes and respects Diversity, Equity, Inclusion and Belonging, we are ramping up our efforts to hire and retain employees with diverse backgrounds.

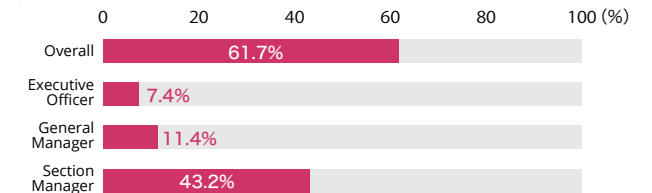
Taking the Next Step

KPIs/Targets/Performance

KPIs	June 2023	FY2024	Notes
Employees with Disabilities	2.58%	2.55%	Applicable JTB Group companies
KPIs	April 2023	FY2024	Notes
Female Managers	37.6%	40.0%	Group-wide
JTB Group Employee Awareness Survey (Job Satisfaction / Engagement)	73.3%	85.0%	Group-wide average

KPIs	FY2022 Target	FY2022 Actual	Notes
Employees with Disabilities	2.35%	2.56%	Applicable JTB Group companies
Female Managers	38.0%	37.5%	Group-wide
JTB Group Employee Awareness Survey (Job Satisfaction / Engagement)	80.0%	73.3%	Group-wide average

Percentage of Female Managers at Each Organizational Tier



* Regular employees at domestic JTB Group companies (April 2023)

The JTB Approach to DEIB

In accordance with our Diversity & Inclusion Policy, the JTB Group is committed to fostering a corporate culture that promotes and respects diversity. We help our people acquire the skill sets they need to achieve their fullest potential. We remove obstacles to their success and promote open internal communication so that the diversity of our workforce can better serve the goals of our organization.

As part of our organization's ongoing evolution, we are expanding our efforts to promote inclusivity and fairness. In April 2023, we became one of the first Japanese companies to formally incorporate the dimensions of Equity and Belonging into our existing D&I model. We believe that greater workforce diversity is the key to unlocking new business value and contributing to social sustainability.

Specific Initiatives:

DEIB: 5 Focus Areas

(1) Create an organizational culture that harnesses the power of diversity

- Use of JTB Group Employee Awareness Survey to promote positive organizational change
- Use of the Smiles-in-Action program to promote open workplace communication
- Initiatives aimed at promoting internal branding and engagement

(2) The New JTB Working Style: Promoting Work-Life Balance

- Creating an environment that promotes work flexibility and job satisfaction
- Development of HR programs to support diverse working styles
- Use of training programs and in-house communication tools to encourage use of available work-life balance programs

Enriching the Human Experience — (5) Human Rights & Diversity

Diversity

In-House
Initiatives

(3) Supporting Career Ownership

- Career development 'check-ups' (career counseling/training)
- Career development support through the JTB Career Site, workshops, etc.
- Support for self-directed career development through the JTB Group Talent Exchange Program, etc.

(4) Support for Employees with Disabilities

- Disability awareness events (Disabilities Summit, etc.) and training
- Use of digital tools to ensure information access
- Specialized consulting support for attracting and retaining individuals with disabilities
- Promoting social inclusion through participation in third-party initiatives

(5) Gender Equality

- Plus Forum workshops aimed at reducing unconscious gender bias and promoting gender equality
- DEIB Management Training aimed at raising awareness of unconscious gender bias in the workplace
- Programs/workshops aimed at supporting employees through life events

KPIs (JTB Corp.)	FY2022 Actual		
	Entire workforce	Regular employees	Non-regular employees
Gender pay gap	59.7%	60.6%	76.0%

Note: Although JTB uses gender-neutral pay standards, the company's gender pay gap arises from two factors: (1) roughly 90% of our female colleagues opt into one of the company's work-life balance programs, and (2) our percentage of female managers (37%) is lower than our overall percentage of female employees (61%).

KPIs (JTB Corp.)	FY2022 Actual	
	Women	Men
% of male/female employees taking childcare leave	100.0%	43.6% (Average length of leave: 17.7 days)

Career Skills & Harassment Training

The JTB Group regularly provides training (virtual and in-person) on career skills and workplace harassment.

< Career Training Hours >

KPIs (JTB Group)	FY2022 Actual		
	Participants	Cumulative Hours	Hours Per-Person
Career Training Hours	7,877	51,528 hours	6.54 hours

< Harassment Training >

KPIs (JTB Group)	FY2022 Actual	
	Test Problems	Training Time
Workplace harassment law	20	20 minutes

Employee-Driven Initiatives to Promote Diversity

< The JTB Group Moms Network >

Launched in 2009 as an in-house networking and support forum for working mothers, the JTB Group Moms Network has been steadily growing in size. The group holds a variety of events for parents and children. During a recent online event, attended by more than 160 people from over 70 families, parents explained their job duties and accompanied their children on an exciting virtual tour. The JTB Group proudly supports the activities of the Moms Network.

Female Advancement and Diversity : External Recognition



JTB ranked 7th overall in Nikkei WOMAN's 100 Best Companies for Women to Work 2020. With female colleagues occupying 38% of managerial positions, JTB received top honors for its efforts to promote the advancement of women in the workplace.



Seven JTB Group companies have earned Eruboshi certification for their efforts to promote the professional advancement of women.

[Level 2 Certification]

- JTB Global Marketing & Travel
- JTB Trading

[Level 3 Certification]

- JTB Corp.
- Japan Tourism Research & Consulting Co.
- JTB OKINAWA Corp.
- JTB Publishing, Inc.
- JTB Communication Design



JTB Corp. was ranked among the 'Diversity Management Selection 100' companies by Japan's Ministry of Economy, Trade and Industry in 2015. JTB Global Marketing & Travel was certified under the new standards in 2020.

Nurturing Our Surroundings— (1) Caring for the Earth

Fighting Climate Change

Guiding Philosophy

At the JTB Group, we recognize that the health of our business depends on the health of our planet. Understanding the fragility of the global environment, the JTB Group is committed to protecting the Earth and its precious resources.

JTB Group Environmental Statement

We respect the delicate balance of the global ecosystem. We do everything in our power to contribute to environmental sustainability by ensuring that our operations are guided by integrity and sustainability-mindedness.

The JTB Group is working to mitigate the following risks:

Risks Associated with Climate Change

Risks associated with rising temperatures and sea levels as well as the increasing frequency of natural disasters

< Deterioration of Tourism Resources >

Coastal erosion, growing urban tourism risks (storm surge, etc.), coral bleaching, declining snow cover at ski resorts, etc.

< General Business Risks >

Increasing risk of damage to physical facilities from natural disasters, productivity losses due to extreme heat, etc.

< Additional Risks >

Food supply risks, poor harvests of signature agricultural products

< Rising to the Call >

- Promoting new destinations to mitigate overtourism
- Promoting climate-resilience (ski resort usage during warmer months, etc.)
- Promoting closer-to-home travel, vacation staggering, etc.
- Enhanced itinerary safety, additional insurance options, etc.

- Development/implementation of hands-on learning opportunities to promote climate change awareness

Risks Associated with Social Change

- Consumer avoidance of air travel due to CO₂ emission concerns, shifting consumer travel styles and destination preferences, brand reputation risk
- Higher costs associated with rising fuel prices, supply chain instability, carbon taxes, etc.

< Rising to the Call >

We collaborate with business partners to reduce energy consumption (fuel efficiency improvements, equipment upgrades) and increase the use of alternative fuels

KPIs & Targets

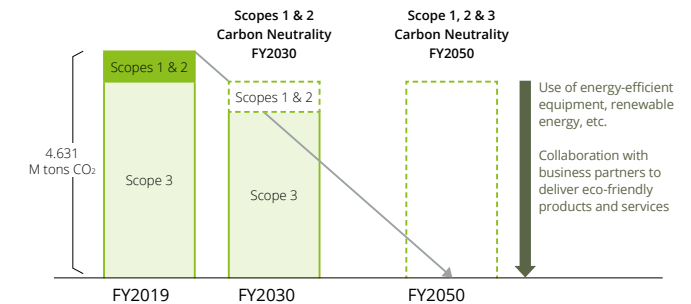
As part of its commitment to global sustainability, the JTB Group has adopted a phased approach to reducing the environmental footprint of its business activity. We aim to achieve carbon neutrality (net zero emission of greenhouse gas emissions) by FY2050.

▶ JTB Carbon Neutrality Targets

Medium-term Target	Reduce net CO ₂ emissions to zero by FY2030 (Scopes 1 & 2)
Long-term Target	Net-zero supply chain by FY2050 (Scopes 1, 2 & 3)

Principles in Action

In-House Initiatives



* Scope 3 Target developed in accordance with guidelines issued by Japan's Ministry of the Environment. Emission calculations include Agent-Organized and Tailor-Made tour products. JTB is also pursuing common emission reduction initiatives for Arranged Tours.
* Actual results for FY2019 reflect the latest data for the JTB Group.

Nurturing Our Surroundings— (1) Caring for the Earth

Fighting Climate Change

Principles in
Action

In-House
Initiatives

● FY2022 CO₂ Emissions

Scope / Category		FY2022	
		Emissions (tons CO ₂)	vs. FY2019
Total for Scopes 1-3		1,553,265	33.5%
Scopes 1 & 2		18,872	50.9%
Scope 3	1 Purchased goods/services	1,534,393	33.4%
	2 Capital goods		
	3 Fuel- and energy-related activities not included in Scope 1 or 2		
	4 Upstream transportation and delivery		
	5 Waste generated by operations		
	6 Business travel		
	7 Employee commuting		
	8 Upstream leased assets		
	9 Downstream transportation and delivery		
	10 Processing of intermediate goods		
	11 Use of intermediate goods		
	12 End-of-life disposition of intermediate goods		
	13 Downstream leased assets		
	14 Franchising		
	15 Investments		

Taking the Next Step

■ Scope 1 & 2 Initiatives

As power consumption accounts for the bulk of our Scope 1 & 2 CO₂ emissions, we are primarily focused on reducing our consumption of electricity and migrating to eco-friendly energy sources.

Specific Initiatives:

< Reducing Power Consumption >

Conserving Energy in the Office:

Our lenient summertime and wintertime office dress codes (Cool Biz/Warm Biz) minimize CO₂ emissions from air conditioning and heating. We also configure our IT equipment to make optimal use of sleep mode features.

Raising In-House Awareness



< Migrating to Eco-Friendly Energy Sources >

Renewable Energy: We are actively exploring ways to replace fossil fuels with renewable sources to meet the energy needs of our facilities.

■ Scope 3 Initiatives

To promote the reduction of Scope 3 CO₂ emissions, we are constantly expanding our lineup of eco-friendly offerings.

Specific Initiatives:

< CO₂-Responsible Travel & Events >

CO₂ Zero: We offer a growing lineup of CO₂ offset products, including CO₂ Zero Travel and CO₂ Zero MICE.

See Page 26 for more information on CO₂ Zero Travel

See Page 32 for more information on CO₂ Zero MICE

Tracking CO₂ Emissions: We are steadily expanding our lineup of business travel services that track CO₂ emissions associated with corporate travel.

See Page 32 for more information on ESG-BTM

< Clean Energy in the Distribution Sector >

Electric Forklifts: As part of our efforts to migrate to clean energy, PULS, a JTB Group company that provides distribution management services for the publishing industry, has converted its entire forklift fleet to eco-friendly electric models.

Nurturing Our Surroundings— (1) Caring for the Earth

Preserving the Earth's Biodiversity

Principles in
Action

Guiding Philosophy

The JTB Group's efforts to preserve biodiversity are focused primarily on protecting wild fauna and flora, preventing the spread of invasive species, and promoting animal welfare.

Protecting Wild Fauna and Flora

- We comply with international, national and local rules prohibiting the collection and removal of fauna and flora.

Preventing the Spread of Invasive Species

- We comply with quarantine rules as well as access restrictions to nature parks and other protected areas.

Promoting Animal Welfare

- Our wildlife encounter tours comply with local animal welfare laws.

Taking the Next Step

Tours that Promote Biodiversity

JTB offers a growing lineup of sustainability-minded tours.

Specific Initiatives:

〈 Biodiversity-Conscious Tours 〉

Eco-Responsible Canada Tours: JTB's Tsunagari Tabi tours offer Canada visitors the opportunity to travel more responsibly by patronizing restaurants that serve seafood caught or farmed using sustainable practices. Our 7-Day Polar Bear Expeditions offer Canada travelers the chance to observe polar bears in their natural habitat aboard eco-buggies designed to minimize environmental stress.

Supporting Biodiversity Conservation

JTB also supports biodiversity conservation efforts through donations to environmental groups and participation in third-party initiatives.

Specific Initiatives:

〈 Donations to Conservation Groups 〉

As part of the JTB Group's support for the activities of conservation groups, we donate a portion of the proceeds from our 7-Day Polar Bear Expeditions to Polar Bears International.

〈 Participation in 3rd-Party Initiatives 〉

World Travel & Tourism Council (WTTC): As part of our commitment to fulfilling our social obligations as a sustainable business, JTB supports the advocacy efforts of WTTC. Comprised of leading businesses from across the global tourism industry, WTTC seeks to promote tourism as a vehicle for building stronger communities and protecting the global environment. In May 2018, JTB Corp. officially declared its support for the WTTC's Declaration on Illegal Trade in Wildlife.



Nurturing Our Surroundings— (1) Caring for the Earth

Resources, Water and Waste

Guiding Philosophy

At the JTB Group, we understand that the ongoing viability of our business depends upon preservation of the Earth's resources. We are actively working to transform environmentally unfriendly industry practices in order to promote sustainability across our business and the communities we serve.

Resource Utilization

- We regularly examine and limit our consumption of disposable goods.
- We reduce our consumption of disposable goods by giving preference to longer lasting, reusable products and returnable packaging in our procurement activities.
- We give preference to eco-friendly, locally-sourced products in our procurement of consumables and equipment.
- Through bulk buying, we reduce transport pollution.
- We are committed to monitoring and reducing resource consumption and migrating to eco-friendly alternatives.

Reducing Paper Use

- We continue to make our operations as paperless as possible through digitization.
- We use two-sided, black-and-white printing whenever possible.

Eco-Friendly Paper

- Whenever possible, we try to use copy/multipurpose paper that (1) is FSC-certified, (2) has an overall rating of 80 or higher (percentage of recycled content, etc.) under Japan's Act on Promoting Green Purchase, or (3) contains at least 70% recycled content.

* When we are unable to use paper that meets these standards, we give preference to recycled paper and PEFC-certified products.

Promoting Resource Reuse

- We equip our offices with paper recycling bins and encourage our employees to reuse cardboard, etc.

Reducing Waste

- We use centralized waste collection to promote waste awareness and reduction.
- We encourage our employees to bring their own mugs and water bottles in order to reduce consumption of plastic bottles, etc.
- We diligently separate recyclables (plastics, glass, cans, paper)
- When replacing office equipment, we give preference to recyclable, pre-owned and eco-friendly products.
- We strive to reduce plastic and other packaging waste by buying in bulk whenever possible.

Using Water Wisely

- We strive to comply with national and local water use standards and take active measures to conserve water.

Assessing Risks to Water Resources

- When setting up a new business facility, we assess the potential risks to local water resources. When impact risk is high, we consult with experts to explore appropriate mitigation measures.

Water Conservation

- When purchasing toilets or sinks, we make every effort to procure water-saving models.
- We encourage employees and visitors to conserve water.

Principles in Action

In-House Initiatives

Taking the Next Step

Waste Reduction Efforts

KPIs & Targets

KPIs	FY2023	FY2025	FY2028
New Hotel Amenity Recycling Stations	8	60	90

Specific Initiatives:

〈Amenity Recycling (3Rs) in the Lodging Industry〉

Through participation in the Amenity Recycling Association (ARA), JTB Trading is promoting amenity reuse in the lodging industry. Under a groundbreaking partnering agreement with the Tokyo prefectural government, ARA is working to promote the 3Rs*1 and horizontal recycling*2 of hotel amenities.

JTB Trading is expanding on these efforts to reduce the use of disposable plastic amenities in hotels outside the Tokyo area through campaigns aimed at raising awareness about the potential for reducing CO₂ emissions through amenity recycling.

*1 3Rs: Reduce, Reuse, Recycle

*2 The use of recycled products to recreate products of the same type



Nurturing Our Surroundings— (1) Caring for the Earth

Resources, Water and Water

Principles in
Action

In-House
Initiatives

〈 Digitization Support 〉

Digital Platforms: Integrated digital solutions such as Good Fellows JTB's e-ticketing platform and JTB BOKUN's travel content management platform are helping consumers and businesses reduce reliance on paper tickets.

Electronic Tour Enrollment & Payment: Through digitization, the JTB Business Innovators are switching to e-vouchers and digital tour enrollment.

〈 Raising Internal Awareness 〉

We issue periodic e-mail reminders to our people encouraging them to reduce waste by practicing the 3Rs and reducing consumption of electricity, paper, etc.

■ Protecting Water Resources

The JTB Group is committed to protecting water resources around the world.

Specific Initiatives:

〈 Potable Water in the Philippines 〉

Through an innovative project launched by MIYABI HOUSE Inc. in May 2022, JTB is supporting efforts to provide safe drinking water to residents of Tagum on the island of Mindanao in the Philippines. This project, which uses a containerized water filtration system to produce potable water, has supplied 214,680 liters of drinking water to residents as of December 2022.

Nurturing Our Surroundings— (2) Enhancing Destination Attractiveness

Enhancing Destination Attractiveness

Principles in Action

Guiding Philosophy

The JTB Group is about much more than delivering rewarding experiences to its customers. We are also committed to enhancing destination attractiveness and safeguarding community rights.

Supporting the Local Economy

- We create jobs and support 'Buy Local' campaigns.

Supporting Local Communities

- The JTB Group's approach to destination development seeks to strike a balance between local economic benefits and environmental, cultural and social concerns. We are particularly mindful of the rights of indigenous peoples.

Taking the Next Step

Reducing Overtourism

The JTB Group is working to reduce overtourism and eliminate its adverse effects on local communities and the environment.

Specific Initiatives:

Destination Accessibility

Yamanashi Tourism MaaS*: Yamanashi Prefecture, located just a few hours by car from Tokyo, is rich in tourism resources. Its scenic spots and wineries are particularly popular with visitors. Unfortunately, many of these attractions are situated far apart from one another and aren't readily accessible using the prefecture's transportation grid. With some 70% of visitors arriving in their own vehicles, traffic congestion has become a growing challenge for the prefecture as has finding solutions to help drivers avoid the temptation of getting behind the wheel after wine-tasting.

To address these challenges, the JTB Group is partnering with the cities of Kofu, Yamanashi, Fuefuki, and Koshu to conduct pilot testing of an innovative new system called the

Yamanashi Sightseeing MaaS. Designed to facilitate travel within the prefecture by connecting visitors, tourist attraction operators and transportation providers, this platform provided a one-stop source for confirming optimal travel routes, making reservations, and processing payment.

See Page 22 for information regarding JTB sustainability initiatives at Nabegataki Falls

* MaaS (Mobility as a Service) platforms harness the power of digital technology to integrate multiple modes of public and private transportation, enabling users to search for information, book reservations, and make payments through a convenient 'one stop' portal.

MaaS Software

Tourism Platform Gateway™ (TPG): JTB has developed proprietary software to power Mobility as a Service (MaaS) platforms for the tourism industry. This software can be used to support solutions that increase visitor mobility, boost local spending, and reduce traffic congestion through optimized vehicle routing.

Digital Tickets

PaaSket: This Android app validates the receipt of electronic tickets issued through the Ticket HUB® platform. Through integrated QR code verification and contactless ticket stamping, PaaSket helps control crowding at venue entry points.

Area Development Partnerships

The JTB Group collaborates with local communities, schools, research institutions and a wide range of other partners to enhance destination attractiveness.

Specific Initiatives:

Bringing together business, academia, government and the financial sector*

The Shinano-Omachi Mizunowa Project: This collaborative undertaking in Nagano Prefecture brings together a diverse array of stakeholders to tackle the community's most pressing socioeconomic and environmental challenges. Management Partners (Omachi City, Suntory, JTB, etc.) provide project leadership while 'Partners' provide sponsorship support on an initiative-by-initiative basis and 'Project Supporters' (tourism operators, local media outlets, etc.) furnish additional assistance.

Stakeholder diversity plays a key role in creating new value and promoting sustainability.

Inspired by Omachi's abundant water resources, this project seeks to promote socioeconomic and environmental sustainability by providing greater exposure for local traditions and products. The Mizunowa Marché, launched as part of this project, provides a convenient online platform for shopping for Omachi products and learning more about the area and its sustainability efforts.

* In ventures involving project and technology development, partnerships between business, government and academia (universities, research institutes, etc.) are becoming increasingly popular. Inviting front-end participation by financial institutions opens up new possibilities by facilitating project funding and providing access to financial expertise and a wider circle of potential partners.

Supporting the Sustainability Efforts of Local Businesses

The JTB Group creates new visitor streams through an approach we call 'Connecting Supply and Demand'. This involves harnessing JTB Group's vast domestic and international market reach to connect demand (departure points) with supply (arrival points). We help destinations identify, develop and market signature content in order to widen their 'fan base', attract new visitors and boost sales of local products.

Leveraging its 100-plus years of experience and its presence in all 47 prefectures across Japan, the JTB Group is engaged in a wide range of destination development initiatives with a primary focus on:

1. Destination revitalization through digital transformation
2. Food, agriculture, and local industry as vehicles for creating dynamism
3. Creating a healthier planet through eco-friendly development

Nurturing Our Surroundings— (2) Enhancing Destination Attractiveness

Enhancing Destination Attractiveness

Principles in
Action

Specific Initiatives:

〈 Eco-Friendly Destination Revitalization 〉

e-bike Donations: As part of its efforts to promote eco-friendly destination revitalization, JTB has recently donated a fleet of electric bikes to the Oze Katashina Village Tourism Association.

Oze National Park, located about 150 kilometers north of Tokyo, is a government-designated 'Zero-Carbon Park'. Under this designation, the park's tourism development initiatives must adhere to strict principles of carbon neutrality and environmental responsibility. With park visitation steadily waning over the years, park officials recognize the need to identify and attract new visitor demographics and to develop value-added products.

JTB's recent donation of e-bikes will help support the development of new tour content/routes, revitalize local industry, and increase visitor traffic while conserving the park's ecosystem.

■ Community Relations

The JTB Group creates opportunities for dialogue with community residents in order to better understand and address their needs and concerns.

Specific Initiatives:

〈 JTB Group Code Hotline 〉

The JTB Group Code Hotline responds to concerns raised by customers and community residents anywhere we conduct business.

■ The JTB Brighter Earth Project

The JTB Brighter Earth Project brings JTB customers and employees together with local residents to participate in cleanup drives, conservation efforts and other hands-on projects aimed at creating a Brighter



Earth through a deeper appreciation of local culture, history and ecology.

To date, more than 400 Brighter Earth projects have been carried out around the world with over 19,000* participants (including nearly 7,000 JTB Group employees).

Through the JTB Brighter Earth Project, the JTB Group continues to bring people, places and possibilities together in culturally and environmentally meaningful ways.

* Total number of participants between 2012-2022. More than 130,000 people have participated in Brighter Earth worldwide since the program's inception in 1985.

Specific Initiatives:

〈 Feeding the Hungry and Reducing Food Waste 〉

OzHarvest – Cooking for a Cause: JTB Brighter Earth Project participants joined forces with OzHarvest, Australia's largest food rescue organization, to prepare nutritious, tasty meals for the homeless and underprivileged using food donated by local wholesalers, restaurants and supermarkets.

〈 Preserving Historic Sites 〉

Honouliuli Restoration Project: JTB Brighter Earth Project volunteers rolled up their sleeves to remove weeds and litter from the Honouliuli National Historic Site on the island of Oahu in Hawaii.

Nurturing Our Surroundings— (2) Enhancing Destination Attractiveness

Conserving Cultural & Natural Resources

Principles in Action

Guiding Philosophy

The JTB Group is working to preserve cultural and natural resources around the world. We strive to create new value by working collaboratively with local stakeholders to preserve sites of historic importance and perpetrate indigenous culture.

Preservation Efforts

- We abide by local conservation rules and respect the boundaries of sensitive and sacred sites.

Collaboration with Stakeholders

- We are committed to educating travelers about local do's and don'ts, selecting qualified tour operators/guides, and adequately training our people.

Cultural & Environmental Dialogue

The JTB Group provides its customers with opportunities to engage with community residents in order to deepen their understanding of indigenous peoples and local environmental concerns.

Specific Initiatives:

〈 Understanding Indigenous Cultures 〉

Ainu Cultural Experiences: JTB Hokkaido tour options give participants the opportunity to immerse their five senses in the history, lifestyle and traditional culture of the indigenous Ainu people. Hands-on experiences include a traditional Ainu welcoming ceremony, Ainu wood carving, Ainu cuisine and presentations by native Ainu guides.

Discovering Aboriginal Culture at Uluru (Ayers Rock): JTB tours around the base of Uluru (Ayers Rock) give participants the opportunity to learn about Australia's indigenous folklore while walking this sacred Aboriginal site.

Mori no Nigiwai (Buzz in the Woods)

The JTB Group's Mori no Nigiwai (Buzz in the Woods) cultural extravaganzas are signature JTB events that offer travelers unique opportunities to experience the rich cultural and artistic heritage of 'local' Japan.

Through partnerships with local government agencies and destination management organizations (DMOs), Mori no Nigiwai productions have evolved into full-scale stage productions that perpetuate traditional culture, provide support for young artists, and bring fresh energy to local communities across Japan.

Specific Initiatives:

In January 2023, Mori no Nigiwai Okinawa celebrated Okinawa's rich cultural heritage with the following performances:

- Ryukyu Classical Dance (Yotsutake) by the Mori no Nigiwai Invitation-Only Dance Team
- Ryukyu Taiko Drum performance by Chijinshu Wakat-da
- Folk entertainment by 'Requios' Creative Arts Troupe, Shoryu-Dan Dance Troupe, and Okinawa Bojutsu Preservation Association
- Ryukyu Zo-odori, Wakashu, and Men's Dances by the Mori no Nigiwai Invitation-Only Dance Team
- Traditional Eisa performances by the Ryukyukoku Matsuri Daiko Drummers



'Let's Talk Travel'

Launched in 1983 on the occasion of JTB's 70th anniversary, JTB Travel and Culture Lectures have been captivating audiences for decades. As part of JTB's ongoing support for culture and the arts, this lecture series has given hundreds of prominent national and international figures the chance to share their unique perspectives on travel and the human experience.

Specific Initiatives:

In 2023, JTB's Travel and Culture Lecture, focused on sustainable tourism, was held at the Hawaii Convention Center in Honolulu, Hawaii.

Part One: Mālama Ku'u Home: Hawai'i's Journey toward a Regenerative Tourism Model

Part Two: Sustainable Tourism, What We, the Travelers, Can Do



Engaged Partnering

Building Partnerships with Stakeholders

Principles in Action

Guiding Philosophy

The JTB Group creates solutions and value by connecting its customers (consumers, businesses, communities, schools, etc.) to the people, information and resources they need. We ensure the relevance and viability of our business through strong stakeholder partnerships.

Guiding Principles from the JTB Group Code of Conduct

- Respect for Human Rights
- Integrity in Our Business Dealings
- Environmental Protection/Preservation

The JTB Group backs its policies with specific commitments.

Our Commitment to Anti-Corruption and Anti-Bribery

The JTB Group is committed to the highest ethical standards in all of its activities. We maintain a zero tolerance policy for bribery and corruption as well as all conduct that creates the appearance of bribery or corruption.

This commitment requires strict compliance with applicable laws and prohibits JTB Group personnel from offering (or receiving) any improper payment, gift or other inducement to (from) any person, including but not limited to private sector workers, public officials, customers, business partners and suppliers.

Our Commitment to Fair and Ethical Competition

JTB is committed to conducting business ethically. We do not engage in unfair trade practices or cartel conduct with any customers, partners, suppliers, or competitors.

Taking the Next Step

Specific Initiatives:

〈Partnering with Suppliers〉

The JTB Group is working together with suppliers to promote sustainability.

Supplier Sustainability Surveys: We ask our suppliers and vendors to participate in sustainability surveys in order to understand their sustainability programs and develop opportunities for shared training and collaboration.

〈Supplier Training〉

Through a variety of supplier training events, the JTB Group is working to improve service delivery and promote sustainability across its supply chain.

Hotel & Ryokan Management Training Academy: The JTB Group offers hotel and ryokan operators a wide training menu including the following courses:

Course Name

Coaching Skills
How to Energize Your Organization
Developing Destination Management Specialists
Hospitality Management
Adventure Tourism
Finance Basics for Hotels and Ryokans
Business Succession for Ryokan Owners
COVID Best Practices for Ryokans
SDGs Engagement for Ryokans and Hotels
Health Tourism
Quality Improvement for Ryokan Owners and Customer Service Managers
Digital & Web Marketing
Branding

Governance

Governance

JTB Group's Corporate Governance Framework

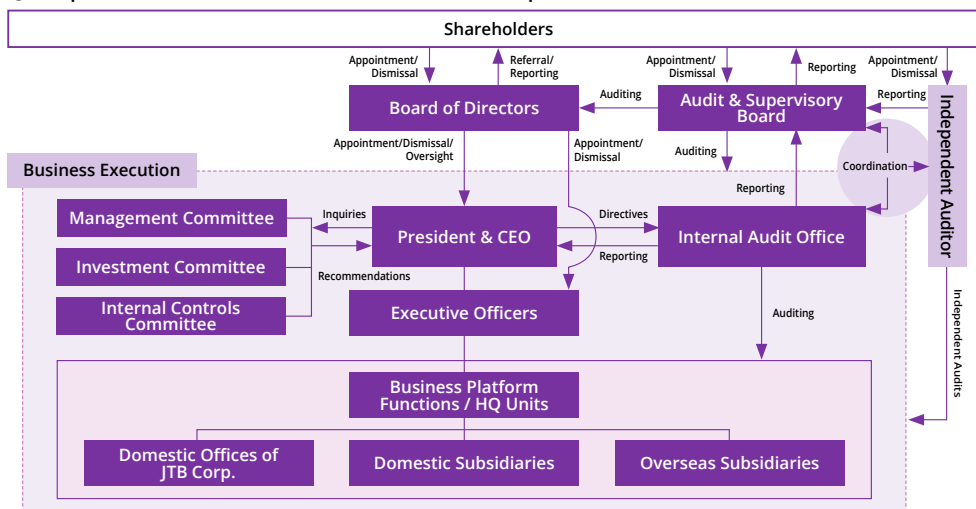
Guiding Philosophy

In accordance with our organization's Mission, we seek to achieve consistent, ongoing growth and create greater business value in order to meet the expectations of our stakeholders and make a positive difference in the lives of people around the world. To achieve these goals, we recognize the importance of strong and reliable corporate governance mechanisms. In 2022, the board of directors of JTB Corp. formally adopted the *JTB Corp. Basic Policy on Corporate Governance*. Under this new policy, we are working to ensure greater accountability in our stakeholder relationships and to enhance the soundness, transparency and efficiency of our management systems.

Corporate Governance Framework

JTB's corporate governance systems are multifaceted and multilayered. In addition to an Audit & Supervisory Board, we also maintain a Personnel and Compensation Advisory Board, the purpose of which is to ensure impartiality and objectivity in the appointment, dismissal and compensation of

Corporate Governance Framework: Schematic Representation



members of the board and our senior leadership team. Key decisions regarding our business are made by the board of directors, where the presence of outside directors helps to ensure quality decision-making. Independent, objective monitoring and oversight are provided by the Audit & Supervisory Board.

(1) Board of Directors

The board of directors is responsible for establishing our organization's Mission and for making key business decisions regarding plans, strategies and policies. The board recognizes its collective duty to oversee the performance of individual board members as well as its duty to establish appropriate internal control mechanisms. In order to ensure board effectiveness, JTB strives to maintain a right-sized board with a balanced composition that includes members with diverse backgrounds and expertise.

As of March 31, 2023, the JTB board of directors is made up of 13 members, including six outside directors (three of whom are independent).

As part of its efforts to strengthen board oversight, JTB has recently delegated certain authority to its business execution teams and is conducting interviews with individual board members to obtain feedback regarding board efficacy. In the months ahead, JTB will use this feedback to make further enhancements to its corporate governance mechanisms.

(2) Audit & Supervisory Board

Guided by a fiduciary duty to our shareholders, the Audit & Supervisory Board as well as its individual members exercise their duties objectively and independently. These duties include reviewing the performance of individual members of the board of directors as well as decisions regarding the appointment, dismissal and compensation of independent external auditors. In order to ensure audit quality, members of the Audit & Supervisory Board are required to comply with JTB's auditing standards, policies and plans. As a general rule, a majority of the members of the Audit & Supervisory Board are appointed from outside the organization.

As of March 31, 2023, JTB Corp.'s Audit & Supervisory Board consists of three members, two of whom are appointed from outside the organization.

(3) Criteria for Appointment

Members of the board of directors are expected to have a good understanding of the company's business model and to possess the appropriate balance of expertise, experience and skills to effectively carry out their roles and responsibilities. They must also possess the judgment necessary to make appropriate decisions regarding key business matters.

Members of the Audit & Supervisory Board are expected to possess the appropriate experience and skills as well as the necessary financial, accounting and legal expertise to establish effective corporate governance mechanisms that support sustainable growth and help us live up to the trust placed in us by our stakeholders and the public.

(4) Outside Board Members

The presence of outside board members ensures effective oversight over the activities of individual

Governance

JTB Group's Corporate Governance Framework

board members. The presence of outside members on the Audit & Supervisory Board ensures that the internal audit function is executed independently and objectively.

Recognizing the role and responsibility of independent outside directors in supporting sustainable organizational growth and creating medium- to long-term business value, JTB strives to ensure that roughly 30% of its board of directors is made up of qualified, independent outside directors. During the current fiscal year, we increased the number of independent outside directors on the board from two to three. In order to ensure a robust exchange of information/viewpoints and facilitate active participation by independent outside board members in board deliberations, JTB encourages regular communication between independent outside directors and executive officers. In addition, independent and objective input is also furnished by the Personnel and Compensation Advisory Board. Qualification requirements and independence standards governing the appointment of independent outside directors are set forth in Article 24 of *JTB Corp.'s Basic Policy on Corporate Governance*.

(5) Internal Audit Office

The Internal Audit Office is tasked by the President & CEO to conduct internal audits covering all facets of the JTB Group's operations. The purpose of these audits is to ensure the achievement of business objectives through rational and effective operational execution, effective risk management and internal controls, and compliance with applicable laws, regulations and organizational by-laws. The Internal Audit Office reports audit results to the President & CEO and furnishes specific advice and recommendations to the relevant departments in order to improve operations.

(6) Executive Officers

At JTB Corp., executive officers are tasked with ensuring agile decision-making and clear accountability.

Governance

Compliance & Internal Controls

Guiding Philosophy

The JTB Group Code of Conduct serves as the moral compass that guides the conduct of all JTB Group employees, in practicing the JTB Way, all JTB Group employees pledge to adhere to the highest standards of integrity and to cultivate trust with stakeholders and the public. Specifically, we:

1. Abide by laws and societal norms and conduct our business with integrity and transparency.
2. Step into the shoes of our customers to ensure we serve them with integrity.
3. Deepen collaborative ties with business partners through integrity and fairness.
4. Compete fairly.
5. Meet the expectations of stakeholders (customers, shareholders, employees, business partners, etc.) through timely, accurate, and fair disclosure and by delivering greater value.
6. Fulfill our obligations as an upstanding corporate citizen by promoting socioeconomic and global environmental sustainability.
7. Conduct ourselves as responsible, independent-thinking professionals and strive to make a positive difference in the world.
8. Embrace an organizational culture characterized by diversity, innovation, and respect for the values of others.

The JTB Group Code Hotline

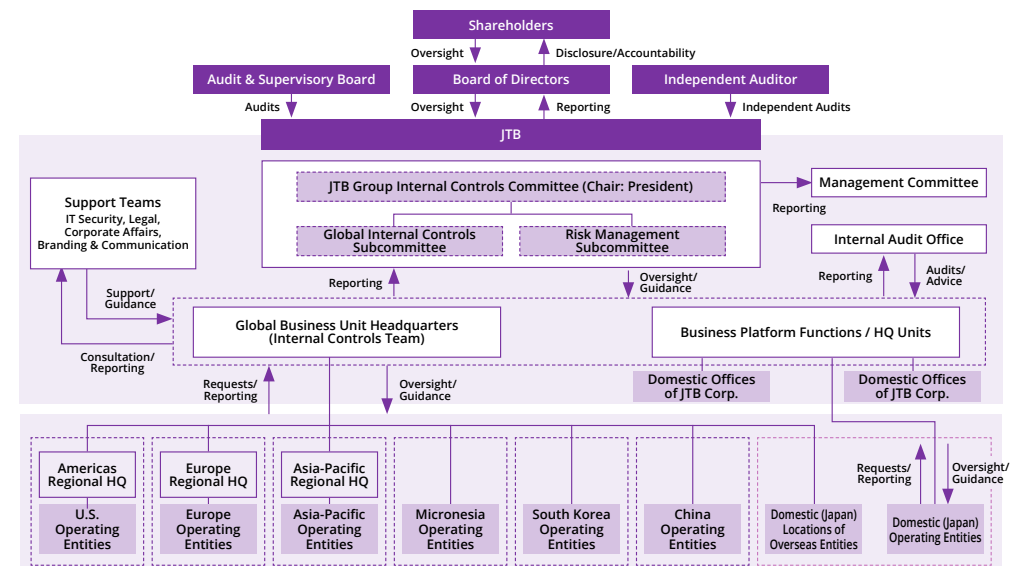
The JTB Group Code Hotline serves as our in-house whistleblowing mechanism, allowing JTB Group employees as well as retired employees to report genuine concerns about illegal or improper conduct without fear of retaliation. Concerns reported to the Hotline are subject to an objective investigation and appropriate follow-up.

Internal Controls: Guiding Principles

The President & CEO of JTB Corp. has ultimate responsibility for the implementation of effective internal control systems. These systems are regularly reviewed and assessed through independent monitoring conducted by the Internal Audit Office, which reports directly to the President & CEO. Leadership teams at each of our business headquarters have primary responsibility for using these

assessments to provide direction for improving internal controls with support from our Corporate Affairs Team. In addition, the JTB Group Internal Controls Committee, chaired by the President & CEO, continuously reviews the organization's internal control policies in order to keep pace with changes in the business environment, strengthen the efficacy of internal control systems, ensure the adequacy, effectiveness and efficiency of internal control mechanisms, and maintain/enhance business value.

Internal Controls: Schematic Representation



Legal Compliance & Employee Training

Through online training and periodic compliance quizzes, we promote workforce awareness and compliance with the legal requirements most relevant to our business, including those related to human rights, privacy, intellectual property, fair competition, and internal whistleblowing.

Governance

Compliance & Internal Controls

Partner Due Diligence & Compliance Monitoring

Managers at the JTB Group are required to conduct reasonable due diligence regarding local rules and regulations and to identify corruption risk levels in each country where business is conducted.

In order to prevent workplace corruption, managers are also required to develop appropriate anti-corruption mechanisms and procedures tailored to the risk level in each country.

Governance

Risk Management & Incident Response

Guiding Philosophy

At the JTB Group, we continually strive to identify, analyze and prioritize risks and to formulate appropriate risk prevention measures. We continuously improve our risk management systems through monitoring and feedback loops.

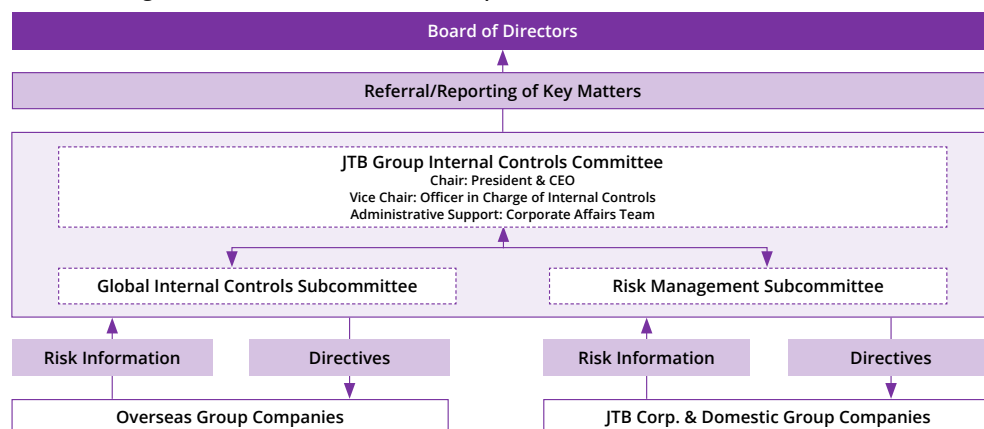
Risk Management: Guiding Principles

1. Protect the safety and health of our people as well as our business assets.
2. Achieve prompt recovery in the event of damage to business assets.
3. Avoid activity that compromises the safety, wellbeing or interests of stakeholders.
4. Take responsible and appropriate action when confronted with imminent risk.
5. Foster stakeholder trust through seamless risk management.
6. Reflect stakeholder/societal concerns in our risk management processes.

Risk Management Framework

Our risk management programs, guided by our Internal Controls Committee, represent an ongoing process involving comprehensive risk identification and systematic risk monitoring across our entire organization.

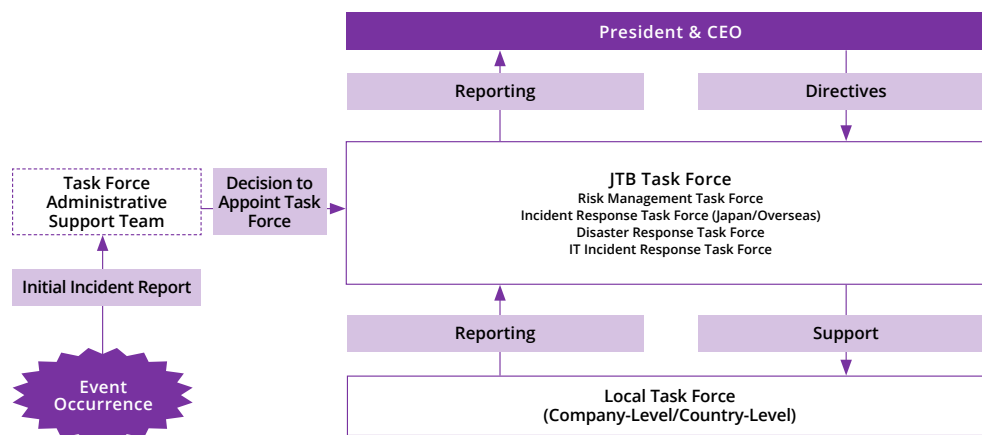
► Risk Management Framework: Schematic Representation



Incident Response Teams

In the event of an emergency, an internal Incident Response Task Force is created to coordinate the JTB Group's response and minimize impact to our business and stakeholders through prompt and appropriate action.

► Crisis Management Framework: Schematic Representation



Identification and Prevention of Human Rights Risks

Our organization's policies on human rights are articulated in The JTB Group Policy. Aimed at preventing and mitigating human rights risks, these policies consist of our:

1. Anti-Discrimination and Anti Harassment Policy
2. Policy on Slavery and Human Trafficking
3. Diversity & Inclusion Policy

Compliance with Antitrust Laws

In accordance with our Anti-Competitive Behavior Policy, the JTB Group is committed to compliance with laws designed to safeguard free and fair competition (commonly referred to as antitrust or competition laws) everywhere we do business.

Governance

Information Security

Guiding Philosophy

In accordance with our Information Security Policy, the JTB Group continually strives to raise employee awareness regarding the importance of IT security.

Pillars of IT Security

- Confidentiality requirements
- Information security management systems
- Privacy management
- Incident response
- IT security training
- IT security audits
- Penalties for non-compliance

Information Security & External Audits

In accordance with the JTB Group's Information Security Policy, our information security systems are overseen by our Chief Information Security Officer (CISO). JTB regularly reviews its Information Security Policy in order to respond appropriately to changes in the business environment.

As part of our ongoing efforts to monitor and strengthen our IT security systems, we also retain outside consultants to conduct information system and security audits.

Privacy Policy

In compliance with applicable privacy laws, JTB Group's Information Security Policy, and other relevant guidance, we do our utmost to protect and safeguard the personal information of our customers.

JTB Group Privacy Policy



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

Our Approach to IT Security

At the JTB Group, we view IT security as an integral part of our organization's social responsibility. We maintain appropriate security protocols and procedures to safeguard the confidentiality, integrity and availability of information assets.

IT Governance

Our IT security policies, protocols and procedures are established and monitored in accordance with our Information Security Policy.

Raising Internal Awareness

We are continually working to raise IT security awareness through employee training, comprehension checks, and security drills.

IT Security Training

As part of our efforts to raise IT security awareness, JTB Group employees are furnished with our IT Security Handbook and IT Security Learning Resources.

Questions regarding IT security and privacy are also included in the JTB Group Code Comprehension Checks. Results from these tests are used to monitor employee understanding and refine in-house training efforts.

IT Security and Outsourcing

When outsourcing services to third-parties, the JTB Group asks service providers to complete and submit an IT Security Checklist in order to confirm security protocols and improve overall IT security.

Data Highlights

Data Highlights

Sustainability Highlights

CO₂ Emissions

Scope / Category		FY2022 Actual	
		Emissions (tons CO ₂)	vs. FY2019
Scopes 1-3 (Total)		1,553,265	33.5%
Scopes 1 & 2		18,872	50.9%
Scope 3	1 Purchased goods and services	1,534,393	33.4%
	2 Capital goods		
	3 Fuel- and energy-related activities not included in Scope 1 or 2		
	4 Upstream transportation and delivery		
	5 Waste generated by operations		
	6 Business travel		
	7 Employee commuting		
	8 Upstream leased assets		
	9 Downstream transportation and delivery		
	10 Processing of intermediate goods		
	11 Use of intermediate goods		
	12 End-of-life disposition of intermediate goods		
	13 Downstream leased assets		
	14 Franchising		
	15 Investments		

Workforce Highlights

KPIs	FY2022 Actual
Employees	18,663 (Group-wide, as of March 31, 2023)
JTB Group Talent Exchange Program Participants	239
Engagement (Job Satisfaction)	73.3%
Percentage of Female Managers	37.5%
Percentage of Female Employees	62.8%
Gender Pay Gap	
(All employees)	59.7%
(Regular employees)	60.6%
(Non-regular employees)	76.0%
Percentage of Employees with Disabilities	2.56%
Biological/Chronological Age Differential (avg)	-1.4 years
Total Annual Hours Worked	1,842 hours
Percentage of Employees Working Remotely (at least once a month)	21.0%
Use of Childcare Leave	Women 100.0%
	Men 43.6% (Avg: 17.7 days)

Governance Data

KPIs	FY2022 Actual
Board Size	13
Percentage of Outside Directors	46%
Female Directors	1
Female Executive Officers	3
Percentage of Female Executive Officers	13%
Board Meeting Attendance by Directors and Audit & Supervisory Board Members	98%

Data Highlights

Sustainability Priorities: KPIs/Targets/Performance

KPIs & Targets

KPIs	FY2023	FY2025	FY2028	Company	Page
More ways to bring people, places and possibilities together... sustainably					
Encouraging more Japan inbound visitors to make overnight stays outside Osaka/Kyoto/Tokyo	55%	60%	65%	JTB Group	26
Education/Training Opportunities					
Book donations to promote SDGs learning	370	120	150	JTB Publishing	29
Local sustainability initiatives featured in Rurubu publications	127	148	148	JTB Publishing	29
Community and corporate sustainability initiatives featured via Web Media	22	30	35	JTB Publishing	29
Supporting the sustainability efforts of like-minded businesses and communities					
Kotozna In-room	70,000 rooms	120,000 rooms	180,000 rooms	JTB Group	30
Contracts to design eco-friendly shops and offices	10	15	20	JTB Group	31
Sustainable MICE					
Content development projects aimed at promoting the preservation of local history/culture and the environment	2	5	10	JTB Group	32
Business trips (overseas/domestic) tracked and reported for corporate clients	70,000	100,000	150,000	JTB Group	32
Human Resource Development					
Percentage of employees sitting for Sustainability Training (Basic Concepts)	50%	75%	100%	JTB Group	35
Percentage of employees sitting for Sustainability Training (Deeper Dive)	50%	75%	100%	JTB Group	35
Resources, Water & Waste					
New Hotel Amenity Recycling Stations	8	60	90	JTB Trading	46

KPIs/Targets/Performance (FY2022)

KPIs	FY2022 Targets	FY2022 Actual	Company	Page
HR Development				
JTB Group Talent Exchange Program Participants	200	239	JTB Group	35
Work-life Balance Solutions				
JTB Group Employee Awareness Survey (Job Satisfaction/Engagement)	80.0%	73.3%	JTB Group	37
Total Annual Hours Worked	1,800	1,842	JTB	37
Telecommuting Ratio (Employees working from home at least once a month)	20.0%	21.0%	JTB	37
Wellbeing Management				
Biological/Chronological Age Differential (avg)	-1.3 years	-1.4 years	JTB Group	38
Diversity				
Percentage of Employees with Disabilities	2.35%	2.56%	Applicable Group Companies	41
Percentage of Female Managers	38.0%	37.5%	JTB Group	41
JTB Group Employee Awareness Survey (Job Satisfaction/Engagement)	80.0%	73.3%	JTB Group	41

Data Highlights

Global Sustainability Engagement

United Nations World Tourism Organization (UNWTO)



As an affiliate member of the UNWTO, JTB supports the UNWTO's vision of sustainable global tourism and is committed to the advancement of inclusive, sustainable industry practices.



UNWTO (English Link)



UNWTO Japan Office

UNWTO Global Code of Ethics for Tourism



In 2014, JTB became the first Japanese company to sign the UNWTO Global Code of Ethics for Tourism.

As a socially responsible, sustainability-minded business, JTB adheres to the UNWTO Global Code and listens attentively to the perspectives of travelers, communities, residents, and business partners.



UNWTO Global Code of Ethics for Tourism
<https://www.unwto.org/global-code-of-ethics-for-tourism>

World Travel and Tourism Council



As a socially responsible, sustainability-minded organization, JTB is working to create stronger communities and a healthier global environment through participation in the advocacy efforts of the World Travel and Tourism Council (WTTC)*.

* WTTC is a global organization that brings together leading players in the travel and tourism sector to promote sustainable industry growth.

The Code



The JTB Group subscribes to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code).



The Code

Japan CSV Business Development Organization



JTB participates in Japan CSV Business Development Organization initiatives aimed at promoting innovation and solutions to social challenges through the creation of shared value.



Japan CSV Business Development Organization

Promoting Rural Revitalization through Telecommuting



In alignment with public policy, JTB endorses telecommuting as a vehicle for promoting rural revitalization.



Commitment to Telecommuting as a Vehicle for Promoting Rural Revitalization

Global Sustainable Tourism Council (GSTC)



JTB is a proud member of the Global Sustainable Tourism Council, an organization that establishes and manages global standards for sustainable tourism. Under a groundbreaking Memorandum of Understanding, GSTC and JTB are partnering to advance sustainable practices across the tourism sector.



GSTC (English Link)

Data Highlights

External Awards and Recognition

■ EcoVadis (FY2023)



JTB Corp. earned a Bronze Medal (top 50% rating) in the 2023 EcoVadis corporate sustainability survey.



EcoVadis

■ Diversity Management Selection 100 (2015)



JTB has been recognized by the Ministry of Economy, Trade and Industry of Japan for its success in harnessing workforce diversity to improve organizational performance.



Diversity Initiatives
<https://www.jtbcorp.jp/en/sustainability/deib/>

■ Outstanding Health and Productivity Management (2023)



JTB Corp. (including domestic Group companies) was recognized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi for outstanding performance in managing workforce wellness and productivity.



Workforce Wellbeing Initiatives
<https://www.jtbcorp.jp/en/sustainability/life/>

■ Kurumin Certification (2020)



The following 5 JTB Group companies have been certified by the Ministry of Health, Labour and Welfare of Japan as parent-friendly employers: JTB Corp., JTB Publishing, JTB Communication Design, JTB Benefits, and I&J Digital Innovation (formerly JTB Information Systems).



General Employer Action Plan
https://www.jtbcorp.jp/jp/sustainability/diversity/suishin_law/pdf/jtb.pdf

■ Eruboshi Certification (2020)



Six JTB Group companies have earned Level 2 or Level 3 Eruboshi certification under the Act on the Promotion of Women's Participation and Advancement in the Workplace.



JTB Group Action Plans to Promote Women's Participation and Advancement in the Workplace
https://www.jtbcorp.jp/jp/sustainability/diversity/suishin_law/

■ Good Career Company Awards (2020)



In 2020, JTB was awarded the Good Career Company Grand Prize in recognition of its efforts to cultivate an innovative, independent-thinking workforce through cultural change and HR development.



HR Development at the JTB Group
<https://www.jtbcorp.jp/jp/sustainability/employee/>

■ WTTC Safe Travels Stamp



JTB Corp. along with three overseas JTB Group companies have earned Safe Travels certification by satisfying the global health and hygiene protocols established by the World Travel & Tourism Council (WTTC).

Data Highlights

Corporate Profile

Registered Name	JTB Corp.
Principal Place of Business	2-3-11 Higashi-Shinagawa Shinagawa-ku, Tokyo
Date of Incorporation	November 12, 1963 (Founded March 12, 1912)

Capital	100,000,000 JPY
No. of Employees	18,663 (Group-wide as of March 31, 2023)

Board Members

(As of June 30, 2023)

Chairperson of the Board	Hiroyuki Takahashi
President & CEO	Eijiro Yamakita
Senior Managing Executive Officer/Representative Member of the Board	Takayuki Hanasaka
Managing Executive Officer/Member of the Board	Jun Takeda
Managing Executive Officer/Member of the Board	Masaki Otsuka
Managing Executive Officer/Member of the Board	Tomo Aomi
Managing Executive Officer/Member of the Board	Hiroki Moriguchi

Member of the Board (Non-Executive)	Hiroko Kosaki
Member of the Board (Non-Executive)	Atsushi Sakakibara
Member of the Board (Non-Executive)	Hiroaki Iwaki
Member of the Board (Non-Executive)	Katsumi Kato
Member of the Board (Non-Executive)	Masae Yamanaka
Member of the Board (Non-Executive)	Kunimasa Suzuki
Audit & Supervisory Board Member	Takahiro Kobayashi
Outside Audit & Supervisory Board Member	Michio Suzuki
Outside Audit & Supervisory Board Member	Nobuhide Hayashi