



Perfect moments, always

# JTB SUSTAINABILITY REPORT 2024





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### Compilation Guidelines

The JTB Sustainability Report 2024 serves as an important tool for sharing information about our sustainability philosophy and initiatives and promoting stakeholder engagement. We strive to align our sustainability disclosure activity with international reporting guidelines under the GRI Standards as well as relevant industry-specific disclosure standards. Updated information regarding the sustainability initiatives of the JTB Group can also be found on our official website.  
<https://www.jtbcorp.jp/en/>

#### < Period Covered >

While this Report focuses primarily on FY2023 initiatives (April 1, 2023 - March 31, 2024), it also contains background information as well as descriptions of FY2024 initiatives and anticipated future activity.

#### < Sustainability Reporting Guidance >

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

#### <Date of Issue>

October 2024

#### <Scope>

JTB Group:	Includes JTB Corp. as well as consolidated subsidiaries and associate companies of the JTB Group
JTB Corp.:	JTB Corp.
JTB Asset Management:	JTB Asset Management Corp.
JTB Global Marketing & Travel:	JTB Global Marketing & Travel Inc.
JTB Communication Design:	TB 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.

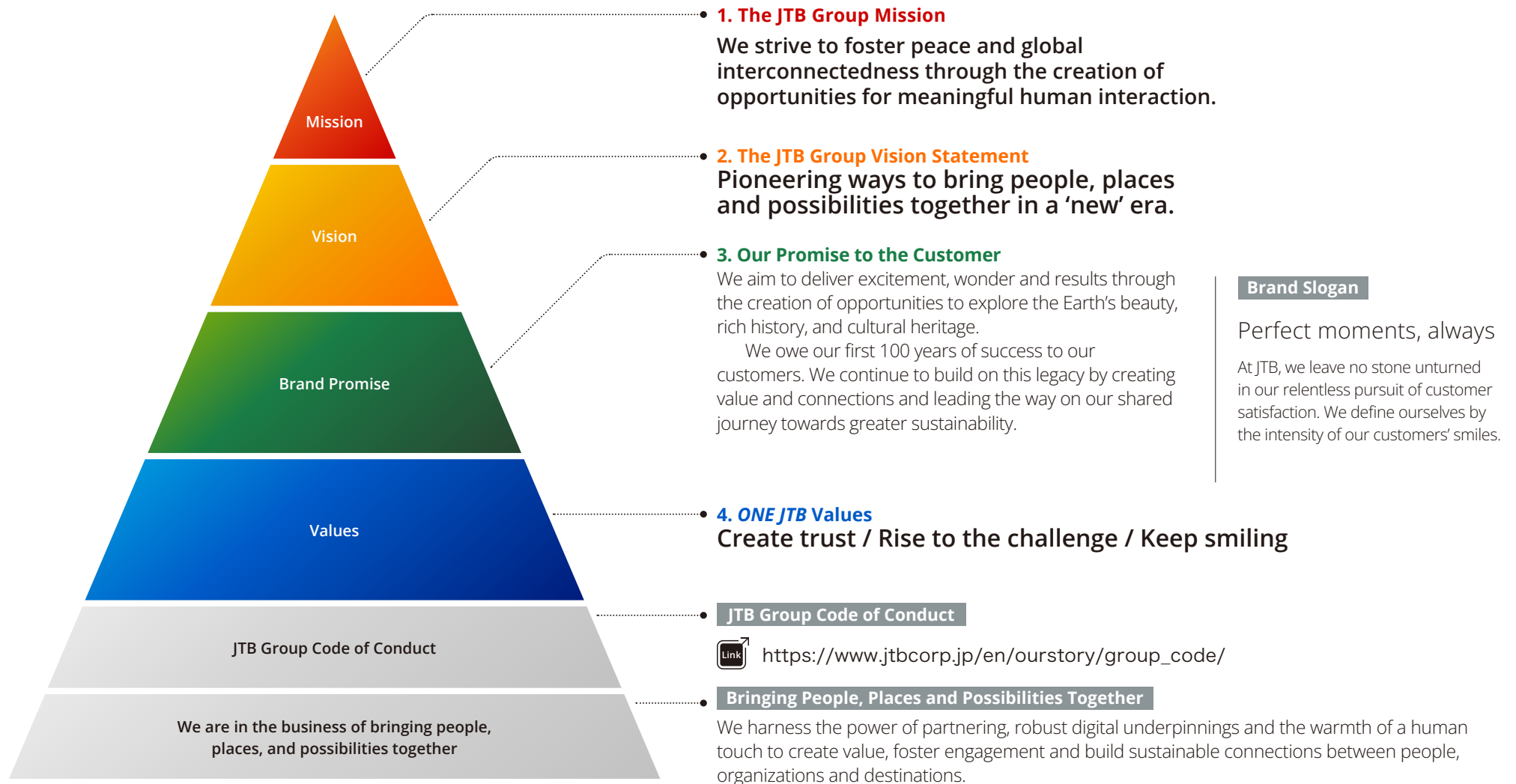
### Disclaimer

This Sustainability Report contains current and past factual information about JTB Corp. and the JTB Group as well as extrapolations and predictions based on information available at the time of compilation. The outcome of future business activity may differ from the projections set forth herein.

# JTB Group: Business Overview

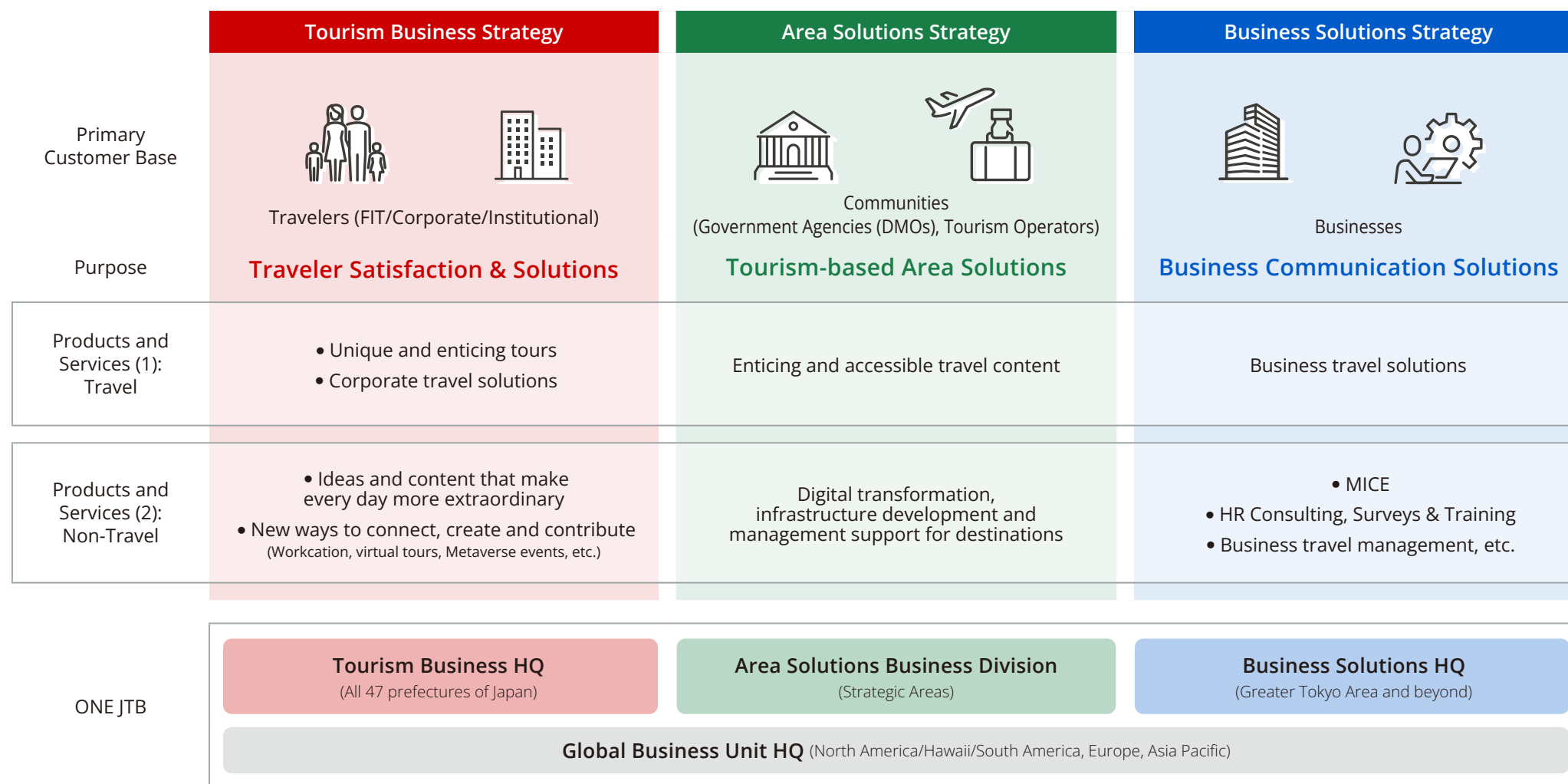
# The JTB Way

The JTB Way is a statement of who we are as an organization. It defines our purpose and aspirations, guides our day-to-day decision-making, and provides a foundation for all of our business activities.



# Business Overview

Leveraging tourism as a foundation for the evolution of our business model, we continue to strengthen and expand our lineup of area and business solutions. Our entire organization works as ONE JTB to maximize synergies across these three primary business lines.



# The JTB Value Creation Process

By connecting, creating and contributing, we continually deliver new ways of bringing people, places and possibilities together to make the world a better, more peaceful and more sustainable place.

**Group Mission:** We strive to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction.  
**(Medium-Term) Vision Statement:** Pioneering ways to bring people, places and possibilities together in a 'new' era.



# The Value of What We Do

## 3 Key Dimensions of Value

The business activities of the JTB Group seek to maximize value across three dimensions. We use our business as a vehicle to create a better, more sustainable world.

### Making Life More Fulfilling

We help people experience more excitement and meaning in their lives, pursue lifelong learning, and enhance their physical and mental wellbeing.



Human



#### Excitement

- Stepping out of the Ordinary
- Leisure/Fun/Relaxation
- Vitality & Purpose
- Human Connections



#### Learning

- Cultural Diversity/History
- Nature/Environment
- Kindness/Compassion
- Curiosity & Wonder



#### Physical/Mental Wellbeing

- Dining
- Exercise
- Contact with Nature
- Wellbeing

### Creating a Better Society

By bringing people, places and possibilities together, we help make the world a better place. We spark innovation and boost the economy. We spread peace.



#### Innovation

- Creating Value through Connections
- Anywhere/Anytime Collaboration
- The 'Human Factor' to Enhance CX



#### Economy

- Community Development/Job Creation
- More Visitors, Greater Visibility
- Productivity Enhancement through DX



#### Peace & Culture

- International/Interregional Understanding
- Respect for Cultural Diversity
- Cultural Preservation/Perpetuation
- Creating a Safer, More Peaceful World



Society

### Protecting the Earth

By bringing people in contact with nature, we help to foster environmental awareness, harmony and sustainability. We help to safeguard the health of our planet.



Nature



#### Harmony with Nature

- Nature Conservation
- Biodiversity Preservation
- Environmental Improvement



#### Environmental Sustainability

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

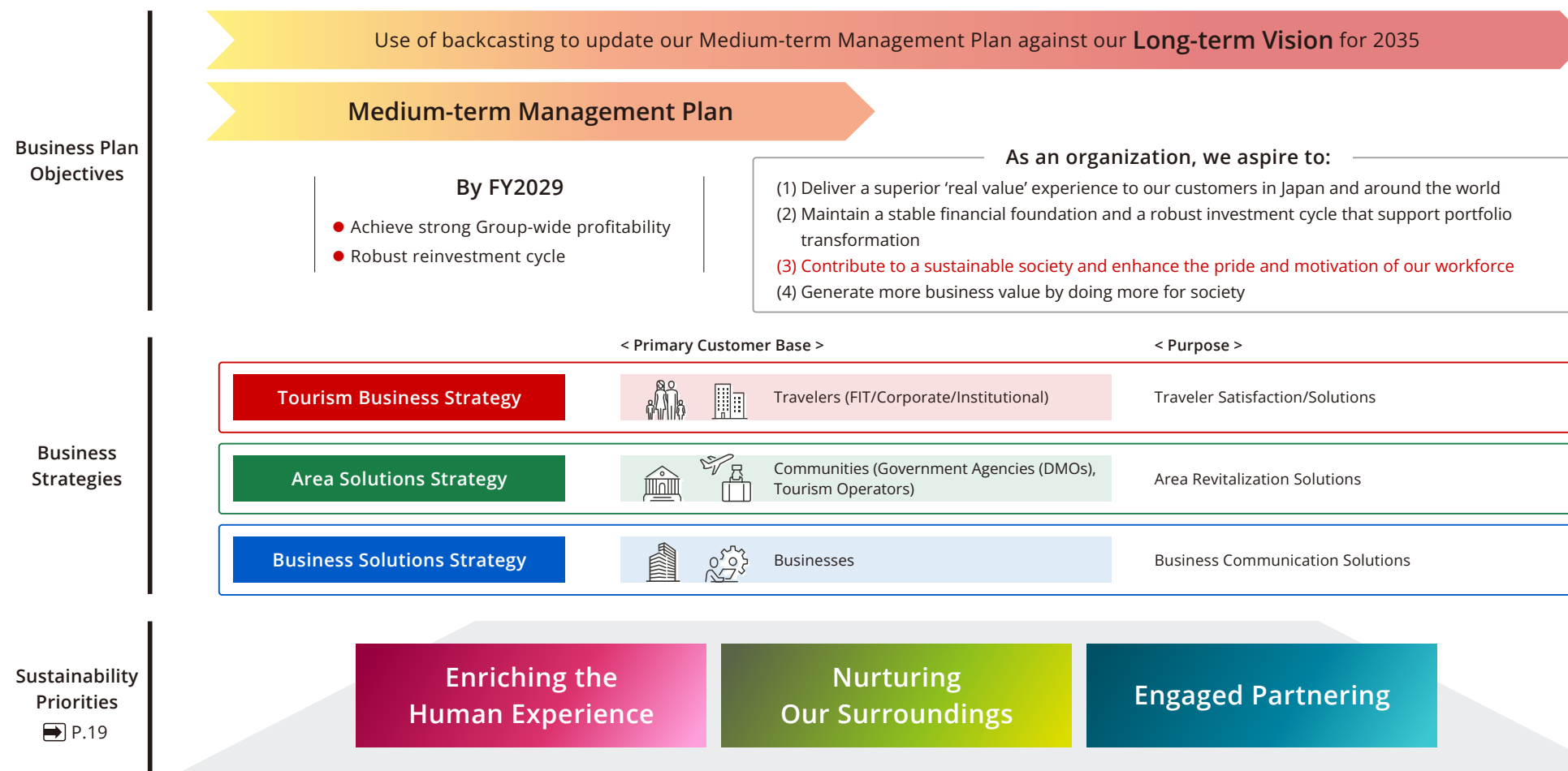


#### Environmental Security

- Harmony + Sustainability ➡
- Reduce Climate Change Risk
- Eliminate Water Shortages
- Reduce Pollution

# New Vision (Medium-Term Management Plan)

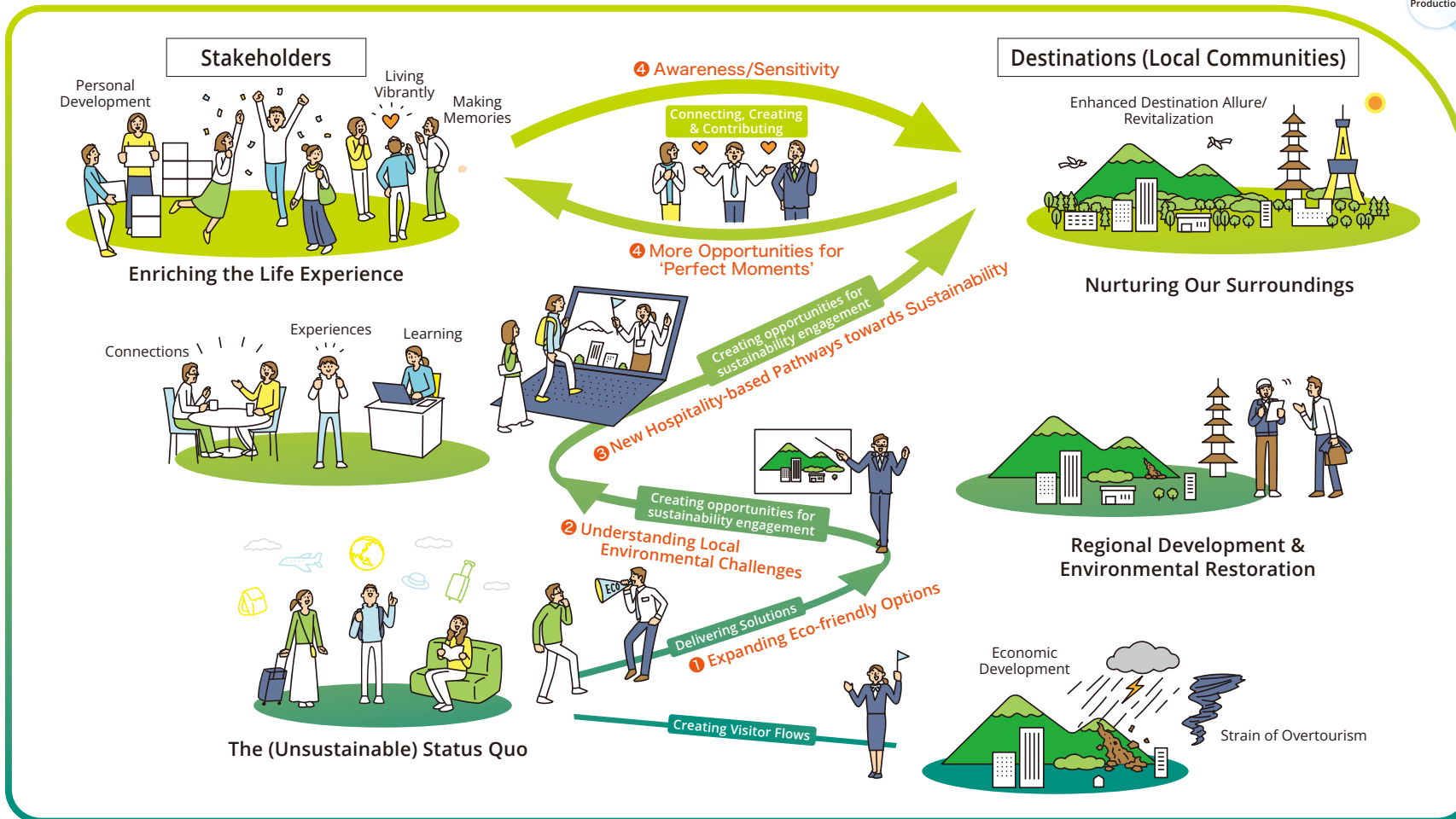
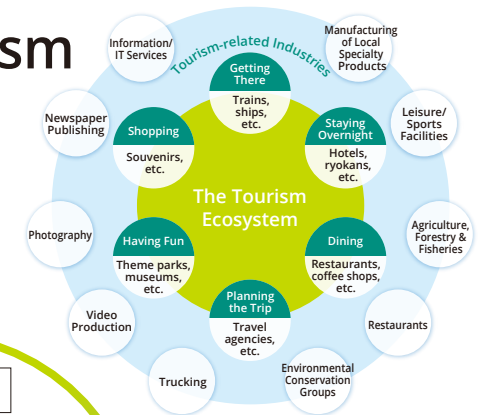
We use the process of backcasting to annually update our Medium-term Management Plan against our Long-term Vision for 2035. Setting ambitious long-range goals and continually refining our strategy allows us to impart greater dynamism to our business, respond with greater agility to changes in the market environment, and maximize our likelihood of success. Our Vision expresses aspirations across four key dimensions. One of these is to “Contribute to a sustainable society and enhance the pride and motivation of our workforce”. Sustainability is woven into the fabric of our business strategy.





# Using our Business as a Vehicle to Promote Sustainable Tourism

The JTB Group sees sustainable tourism development as a powerful vehicle for addressing human rights, solving environmental challenges and contributing to social development. We are committed to playing a leading role. This begins with recognizing the roles of the numerous players and stakeholders that make up the tourism 'ecosystem', including travel agencies, lodging providers, transportation providers, restaurants, communities, farmers, fishermen, conservation groups, the IT industry, etc. In collaboration with communities and business partners, the JTB Group is working to make the visitor experience more meaningful and sustainable by providing an expanding lineup of eco-friendly solutions, educating visitors about local cultures and ecosystems, and developing new hospitality-based pathways towards area sustainability.



# Sustainable Business Management at JTB

# President's Message

**We strive to use our business as a vehicle for promoting sustainable tourism and a more sustainable society.**

**We are working to make the world a better place for our children.**

The JTB Group is determined to play an active role in creating a better world by bringing people, places and possibilities together sustainably. If we are to be successful in our mission, we recognize that the global environment needs to be protected and that humanity's rich historic and cultural heritage needs to be preserved and perpetuated. Tourism can only flourish when there is peace on Earth and when people respect nature and one another. Ultimately, our purpose as an organization is to make the world a better place for the next generation.

In June 2024, JTB became a signatory to the United Nations Global Compact (UNGC), a voluntary global initiative which calls upon businesses to subscribe to 10 Principles concerning human rights, labor, environmental sustainability, and anti-corruption. If our organization is to fulfill its social obligations, we must work consciously and conscientiously to address human rights and find solutions to the various sustainability challenges facing our industry such as transportation-related CO<sub>2</sub> emissions, food waste, etc. These and numerous other issues have a direct impact on the future viability of our business model. We must be willing to lean in and roll up our sleeves.

Rather than merely seeking to mitigate adverse impacts, we must aim to maximize the positive contributions of our business and always put people first. We must seek to create more opportunities for people to come in contact with nature and with one another in meaningful and



**Eijiro Yamakita**

President & CEO  
JTB Corp.

**Profile:**

Eijiro Yamakita joined Japan Travel Bureau (now JTB) after graduating from college. He worked at the Tokyo Business Development Headquarters, 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. He has been President & CEO of JTB Corp. since June 2020.



## President's Message

“ Rather than merely seeking to mitigate adverse impacts, we must aim to maximize the positive contributions of our business and always put people first. ”

memorable ways. By doing so, we help nurture respect for the environment and raise awareness about the importance of cultural diversity. Our organization is particularly passionate about promoting diversity and playing a role in overcoming social challenges associated with human rights.

### Engaged Partnering as a vehicle for promoting sustainable tourism

The JTB Group cannot realize its sustainability vision on its own. We are eager to collaborate with like-minded partners to achieve solutions that have greater reach and impact.

In Japan's lodging industry, for example, we partner closely with the JTB-Affiliated Ryokans & Hotels Federation. Founded in 1956, the Federation has a membership of approximately 3,600 lodging industry stakeholders (as of May 31, 2024). In June 2024, our two organizations signed a Declaration of Cooperation in Partnerships for Sustainable Tourism, manifesting our intention to work together to address sustainability challenges across Japan's hospitality sector and ensure the future viability of the domestic tourism industry.

One topic of growing importance across the hotel industry is the need to convert to renewable energy sources. JTB will continue to play an active role in partnering with public and private stakeholders to develop clean energy strategies that support sustainable tourism and destination development. JTB's tourism specialists work closely with government agencies to promote sustainable tourism policies and enhance destination appeal. In the transportation sector, we are partnering with carriers to address aviation pollution through the use of sustainable aviation fuel, etc.

We also collaborate closely with the Global Sustainable Tourism Council (GSTC®), a non-governmental organization aimed at promoting sustainability and social responsibility in the global tourism sector. We work with GSTC to collect quantitative and qualitative data regarding global sustainable tourism and to disseminate information about sustainability progress and challenges in Japan's domestic tourism industry.

### Human resource development holds the key to 'weaving sustainability into our business'

When I speak of 'weaving sustainability into our business', I mean putting sustainability at the very core of our thinking and our business development efforts. To create a truly sustainable business, it is critical that JTB Group colleagues have a clear idea of my vision for corporate and social sustainability.

The JTB Group has approximately 300 locations around the world. During the first 30 months after becoming CEO, I visited about 120 of these locations. In my discussions with staff, I focused extensively on sustainability-related topics. In addition, we offer our people various opportunities to broaden their understanding of corporate, social and environmental sustainability during our annual Sustainability Month and JTB DEIB Week, including online talks by subject matter experts.

As the sustainability awareness of our workforce deepens, I am seeing this understanding reflected more and more in our business development efforts. For example, the *Loss-Tabican* initiative (see 📄 Page 30), conceived by a JTB employee with an agricultural background, is aimed at reducing food loss by partnering with growers, chefs and like-minded partners to find new

uses for less-than-cosmetically-perfect produce. Through our CO<sub>2</sub> Zero MICE solutions, we are not only helping businesses to reduce CO<sub>2</sub> emissions through carbon offsetting but also offering new event delivery options aimed at minimizing food loss and waste. Sustainability is truly about planting seeds of awareness and nurturing them to fruition.

We continue to incorporate sustainability collaboration into our business model in new and exciting ways. Under the GLOCAL Sustainability Project, up-and-coming leaders at JTB work side-by-side with partner organizations to explore biodiversity challenges across Japan. We also partner closely with GSTC to provide opportunities for CEO Randy Durband to speak directly to representatives from across Japan's tourism sector regarding global sustainability standards and practices.



Expressing Support for the Pride 1000 Ally Network

## President's Message

### Using digital transformation to deliver greater convenience and a better customer experience

As society grows increasingly digital, FIT travel is becoming more and more popular. The travel experience can be more fulfilling when people are free to choose for themselves where they go and how they spend their time. In that sense, the growing diversification of travel styles is a welcome development. However, unless the JTB Group is able to deliver the right digital tools and information, our customers might not end up getting the most out of their travel experience. More than ever, digital technology is an essential part of our business model. The JTB Group will continue to develop apps that make it easy to sign up for local tours and activities, purchase tickets, and obtain reliable travel information. Through the power of leading-edge digital, we will continue to facilitate a more rewarding, individualized and stress-free travel experience.

Overtourism is another significant challenge facing destinations around the world. Consider the case of Nabegataki Falls in the town of Oguni in Kumamoto Prefecture. With tourists flocking



to the Falls in their own vehicles, traffic congestion quickly became an issue for neighboring residents. In response, JTB's Kumamoto office used TicketHUB® (a GoodFellows JTB digital platform) to create a customized advance reservation system that makes use of time slots and quotas to control visitor traffic.

The JTB Group will continue to harness the power of digital to promote sustainable tourism and deliver a better and more convenient customer experience.

### Cultivating a corporate culture of strong ethics and open communication

In May 2024, a cease and desist order was issued against JTB by the Japan Fair Trade Commission for violations of Japan's anti-trust laws in connection with municipal government bids for COVID-19 patient transport services. This is a matter I take very seriously. Our organization has reflected hard on the factors that contributed to this compliance breakdown and are working to reinforce compliance measures Group-wide.

We are also working on a number of initiatives aimed at transforming our organizational

“ On our sustainability journey, the greatest driver of success is our passion for making the world a better place. ”

culture and strengthening workplace ethics. In the long history of our organization, there have been many defining moments. Allow me to share one of these. During World War II, Japan Tourist Bureau (the predecessor to today's JTB) played an instrumental role in helping Jewish refugees flee persecution in Europe. These refugees, bearing 'visas of life' issued by a Japanese diplomat in Lithuania, were granted the right to enter Japan via the Port of Tsuruga and depart from Kobe or Yokohama to safety in the U.S. and other countries. A Jewish organization in the U.S. contacted our New York office to inquire if Japan Tourist Bureau would be willing to assist in delivering funds to these visa bearers to facilitate their safe passage. As Japan had close ties with Germany at the time, there was considerable debate within our organization as to whether or not to accept this assignment. In the end, the decision was made to help on humanitarian grounds. Many lives were saved as a result of the courage and conviction demonstrated by our predecessors. It is said that Japan Tourist Bureau even returned the excess funds to the client in the U.S. I believe we must continue to cultivate a culture of strong ethics across the JTB Group and empower our people to navigate moral challenges, always putting human life first.

I also believe firmly in the importance of cultivating a workplace culture characterized by open communication. A corporate culture that encourages people to do as they're told is not conducive to the free flow of ideas or to innovation. We must nurture a culture that honors individuals, respects diversity, eliminates psychological barriers in the workplace, and encourages our people and our partners to continually aspire to new heights.

On our sustainability journey, the greatest driver of success is our passion for making the world a better place. I look forward to working hand-in-hand with our colleagues, partners and stakeholders to pass on a vibrant and beautiful planet to the next generation.

Thank you for being part of this incredible journey.

## Message from our Chief Sustainability Officer



**Chizuko Nishimatsu**

Executive Officer in Charge of  
Sustainability  
Chief Sustainability Officer

### Weaving Sustainability into our Business in order to Achieve our Organizational Mission

#### The Future of the JTB Group is Deeply Tied to Social and Environmental Sustainability

As Chief Sustainability Officer and Chair of the JTB Sustainability Committee, my goal is *to weave sustainability into our business*. We are working to cultivate an organizational culture that encourages JTB Group colleagues to take ownership of sustainability and integrate sustainability-mindedness into all of their decisions and actions. Our sustainability journey must ultimately lead us to a point where our efforts produce tangible results that are visible both inside and outside our organization.

The JTB Group's sustainability priorities (Enriching the Human Experience / Nurturing Our Surroundings / Engaged Partnering) are deeply intertwined with our Group Mission (*We strive to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction.*) Our sustainability priorities reflect our understanding that the sustained viability of our business depends on a healthy global environment. This requires that we work collaboratively with a wide range of partners. I am committed to helping our colleagues understand how the sustainability challenges faced

by individuals, communities and the planet are intimately related to the sustainability of the JTB Group.

#### Sustainability in Action: A Progressive Flowering

The first of our three sustainability priorities – *Enriching the Human Experience* – has to do with making people's lives more meaningful and rewarding. When I say 'people' in this context, I mean not only our customers but also our employees, who are our single greatest asset. Our organization has been passionate about making a positive difference in people's lives since it was founded more than a century ago. For example, the JTB Group has a long track record in educational travel. Our activities in this area continue to expand. Our proprietary J's GROW System provides schools with a powerful suite of tools for measuring and improving the effectiveness of their educational offerings. This support for learning is just one of the many ways that the JTB Group is enriching the experience of children. In the context of our second sustainability priority – *Nurturing our Surroundings* – the JTB Brighter Earth program has reflected our organization's commitment to environmental

#### Profile:

Chizuko Nishimatsu joined JTB upon completion of her university studies. After working in store development and corporate planning, she held several key positions in JTB's leisure travel business including General Manager of the Chiba Division and General Manager of the Cruise Division. She then served as Executive Officer/EVP of JCB Travel before being appointed to her current roles in April 2023.



## Message from our Chief Sustainability Officer

and social sustainability for more than 40 years. JTB Brighter Earth projects bring together customers, employees, and partners in environmental cleanup and preservation initiatives across Japan and around the world. These projects, although each aligned with our organization's sustainability priorities, tend to vary greatly in focus, scale and reach. Going forward, I believe we must do a better job of aligning our environmental activities with our sustainability KPIs. Specifically, we need to focus greater attention on those activities likely to have the most impact.

Our third sustainability priority is *Engaged Partnering*. We understand that our business would not exist without the cooperation and support of our numerous partners. We are excited about working with like-minded partners to communicate and achieve tangible sustainability objectives. In June 2024, JTB entered into the Declaration of Cooperation in Partnerships for Sustainable Tourism with the JTB-Affiliated Ryokans & Hotels Federation, an organization with a membership of 3,600 lodging industry stakeholders. Specific initiatives under this Declaration are currently being developed and we look forward to partnering closely with the Federation to communicate a shared vision for sustainable tourism and to implementing sustainable practices across the domestic lodging sector.

The JTB Group also partners closely with the Global Sustainable Tourism Council (GSTC®), a non-governmental organization that establishes global standards for sustainable tourism. Together with GSTC®, we are working to promote industry-wide awareness of global standards. We are also working to bridge the gap between global sustainable tourism standards and domestic policies and practices in Japan.

### Sustainability-Linked Loans: A Catalyst for Sustainability Integration

In FY2023, women accounted for 38.1% of the JTB Group's

management team. We will continue to actively promote the advancement of women in the workplace. We must continually seek to raise the bar for ourselves. Yet some aspects of our organizational thinking still reflect a Japan-centric, one-size-fits-all approach. In order to cultivate a truly global outlook and harness the full potential of workforce diversity, I believe our organizational decision-making processes need to better incorporate different perspectives beyond gender, race, age and other traditional dividing lines. I am convinced that by transforming our culture, we will also spark innovation. We are committed to vigorously promoting DEIB in order to pursue these objectives.

In May 2024, JTB entered into a committed line of credit with MUFG Bank for a sustainability-linked loan. During the initial year of this credit facility, we are working to achieve specific KPIs associated with Diversity and Engagement. Through consistent implementation of these and similar initiatives, we are weaving sustainability into the very fabric of our business.

### Collaborating with Colleagues and Partners to Promote Sustainability

In May 2024, a cease and desist order was issued against JTB by the Japan Fair Trade Commission for violations of Japan's anti-trust laws. We take this matter very seriously and are doubling up efforts to reinforce compliance across our entire

organization. We have added a 'Compliance Week' to our 'JTB Sustainability Month'. Through these awareness-raising initiatives, we are helping our colleagues better understand the fundamental role of compliance in achieving sustainability and fulfilling our corporate responsibilities.

During Sustainability Month, we invite outside experts to share their insights and suggestions regarding workplace harassment and human rights challenges in the global tourism industry. Events such as these are very helpful in stimulating ideas and action. At the JTB Group, sustainability is essentially synonymous with achieving our Mission. It is my hope that our colleagues will continue to reflect deeply on how their work impacts society and the environment and how we can better use our business as a vehicle for delivering joy and wellbeing in a sustainable way.

We are committed to working closely with our stakeholders to preserve the beauty of our planet and perpetuate humanity's historic and cultural heritage for generations to come. I hope you will continue to support our journey and provide us with the candid feedback we need to continually improve.

### KPIs Associated with Sustainability-Linked Loan

KPIs	FY2022 Actual	FY2023 Actual	FY2024 Target	FY2025 Target	FY2026 Target
1. Gender pay gap	59.7%	61.1%	62%	64%	66%
2. Percentage of male employees taking childcare leave	43.6%	76.4%	100%	100%	100%
3. Engagement Score (Employee Surveys): Percentage of employees optimistic about the company's future	48.5%	56.6%	65%	67%	70%

# Sustainability Policy

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

## (1) Sustainability Approach and Compliance

- In order to fulfill our responsibility as a global corporate citizen, we strive to adhere to high standards of integrity and transparency, abide by the laws in effect in every country/region in which we conduct business, and comply with internal policies and procedures.
- We strive to guide our action by the JTB Group Code of Conduct and to be respectful of local customs and ethical norms.
- In pursuit of our Group Mission (*'We strive to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction'*), we support global initiatives and honor the perspectives and values of our international stakeholder base.
- In alignment with The JTB Way and the JTB Group Sustainability Policy, we place sustainability at the core of our business and pursue sustainability initiatives through collaboration and dialogue with stakeholders.

## (2) Communicating Effectively to Promote Sustainability

- We strive to promote sustainability in every aspect of our customer communications and solutions delivery.
- We are committed to furnishing our customers with accurate information regarding the environmental impact of our products and services and to raising awareness about local sustainability challenges and initiatives.
- We strive to highlight the importance of sustainability to our customers and work collaboratively with local stakeholders to create sustainable Win-Win solutions.
- We seek to provide our customers with reliable safety and health information, avoid and prevent service delivery risks, and respond effectively in the event of contingencies.
- We regularly conduct customer satisfaction surveys, respond effectively to customer complaints, and use customer feedback to enhance service delivery.

## (3) Conserving Natural Resources and Biodiversity

- We work to ensure that the Earth's precious resources are available for future generations by reducing our consumption of natural resources, combating climate change, protecting the environment, and preserving biodiversity.

- We are reducing the amount of water and energy we consume in our business and transitioning to eco-friendly energy sources.
- In running our business, we do everything possible to mitigate climate change, reduce our reliance on paper, plastics and other disposable goods, and implement sustainable procurement practices.
- Through recycling and business process reengineering, we are reducing emissions/waste and eliminating toxic chemicals from the workplace.
- We dispose of emissions/waste in accordance with national and local requirements.
- As part of our efforts to preserve biodiversity, we are committed to animal welfare and refuse to engage in the illegal trade of fauna/flora or any activity that adversely impacts internationally, nationally or locally protected species.

## (4) Promoting Community Sustainability

- We support community sustainability in every way possible.
- We work together with customers and business partners to support community development initiatives that are respectful of local customs, values and livelihoods.
- We help to cultivate a more inclusive society by embracing DEIB, furnishing reasonable accommodations, and empowering all people to realize their fullest potential regardless of age, gender, sexual orientation, gender identity, nationality, creed, disability, etc.
- We embrace *'Buy Local'* and strive to honor and perpetuate the cultural heritage (tangible and intangible) of every country and region in which we conduct business.
- We contribute to the creation of vibrant, sustainable communities by delivering effective destination management and human resource development solutions.

## (5) Sustainable Service Delivery through Supply Chain Partnering

- We view our business partners as key allies in our sustainability journey and seek to cultivate robust sustainability partnerships.
- We seek to deliver convenience, comfort, enjoyment and value to our customers while remaining mindful of the impact of our business on local livelihoods, culture, biodiversity and the environment and working closely with our partners to promote sustainable business practices.

## Sustainability Policy

- As part of our efforts to promote sustainability awareness and a more sustainable supply chain, we actively share our Sustainability Policy with our business partners.
- We are eager to work with sustainability-minded business partners and actively recommend their products and services to our customers.

### (6) Cultivating a Welcoming and Sustainable Work Environment

- We respect the rights of our stakeholders, maintain a zero tolerance policy for forced labor and child labor, and strive to cultivate a welcoming, inclusive, safe and healthy environment for our employees as well as those of our business partners.
- We are committed to eliminating commercial, sexual and all other forms of exploitation and harassment from our supply chain and are particularly mindful of the rights of women, children and minorities.
- We value diversity, strive to treat all individuals fairly and equitably, and embrace the use of digital technology to promote the wellbeing and quality of life of every one of our colleagues.
- We are always prepared to listen to the concerns and expectations of our colleagues, respond fairly to complaints from inside and outside our organization, and use feedback to improve our work environment.
- We provide our business partners with opportunities to participate in sustainability training and encourage them to adopt a proactive approach to sustainability.

The JTB Group Code of Conduct

 [https://www.jtbcorp.jp/en/ourstory/group\\_code/](https://www.jtbcorp.jp/en/ourstory/group_code/)

JTB Group Policy

 [https://www.jtbcorp.jp/en/sustainability/governance/pdf/jtb\\_group\\_policy\\_en.pdf](https://www.jtbcorp.jp/en/sustainability/governance/pdf/jtb_group_policy_en.pdf)


Guiding Principles regarding Travel Safety

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

Human Resources Development Basic Policy

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

Human Rights Policy

 [1\\_差別・ハラスメントに関するポリシー\\_en.pdf \(jtbcorp.jp\)](#)

 [2\\_Anti-Slavery&Human\\_Trafficking\\_Policy\\_JTB\\_Group\\_Policy\\_en.pdf \(jtbcorp.jp\)](#)

 [3\\_JTB\\_Group\\_DEIB\\_Policy\\_241001\\_en.pdf \(jtbcorp.jp\)](#)

Basic Policy on Corporate Governance

 [https://www.jtbcorp.jp/jp/sustainability/governance/pdf/basicpolicyoncorporategovernance\\_jp.pdf](https://www.jtbcorp.jp/jp/sustainability/governance/pdf/basicpolicyoncorporategovernance_jp.pdf)

Risk Management: Guiding Principles

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

Information Security Policy

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

Privacy Policy

 [https://www.jtbcorp.jp/en/privacy/pi\\_policy/](https://www.jtbcorp.jp/en/privacy/pi_policy/)



# Sustainability Management

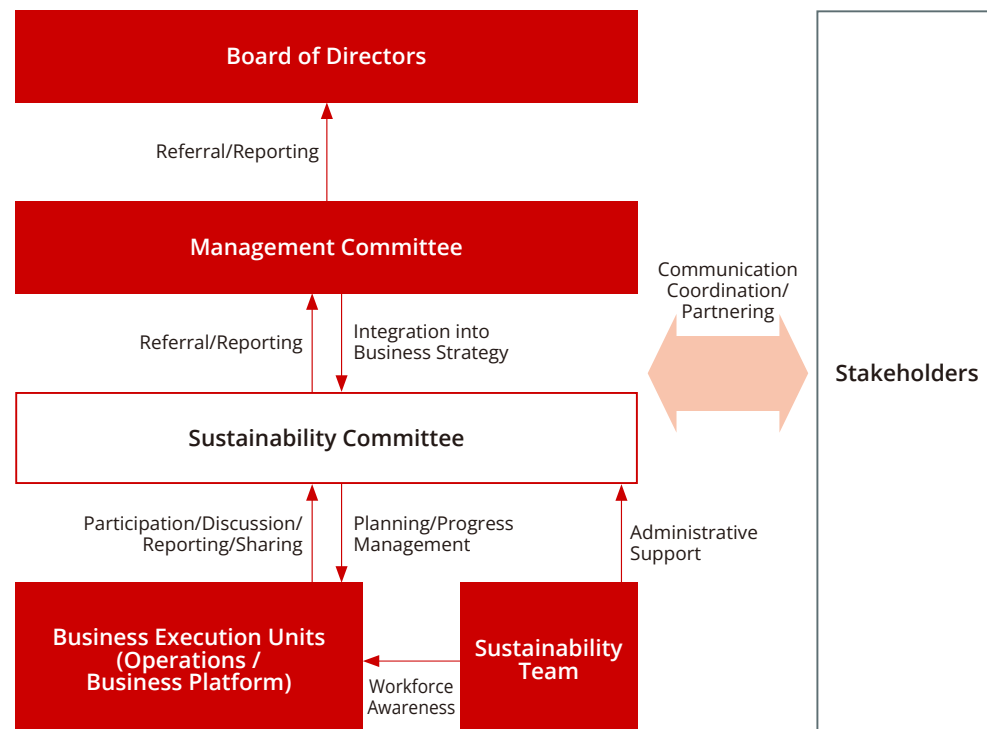
Our sustainability efforts, coordinated and overseen by our Sustainability Committee, are aimed at enhancing business value by promoting socioeconomic and environmental sustainability.

## Sustainability Committee

The JTB Group Sustainability Committee brings together champions from across our organization to develop sustainability strategies and targets and to monitor our sustainability performance. Under the leadership of our Chief Sustainability Officer, the Committee is also tasked with raising internal awareness and engagement through training and information-sharing.

Our Sustainability Committee meets quarterly and its decisions are communicated to executive leadership for integration into our business strategy.

## ► Sustainability Framework



## ■ In-House Sustainability Awareness

We are working to promote in-house awareness of the JTB Group Sustainability Policy and encourage our people to view our business as a vehicle for solving social challenges.

### ● Sustainability Prize

The All JTB Awards recognize in-house initiatives that make the greatest contribution towards enhancing the enterprise value of the JTB Group. Prizes include a Grand Prize, DEIB Prize and Sustainability Prize. The DEIB Prize is awarded to the initiative that does the most to promote DEIB in alignment with the Group's inner branding philosophy while helping to solve the specific challenges faced by a particular company, department or team. The Sustainability Prize recognizes the initiative that makes the greatest contribution to both sustainability and business growth. Thirty one entries were submitted for the FY2023 Sustainability Prize. Eleven entries advanced to the final round. The winning initiative was selected based on employee voting and deliberations by our executive team. (Feature Story: [📖 Page 30](#))

### ● Sustainability session included in training for new employees: 253 participants (April 2023)

### ● Sustainability seminar included in training for new executives: 16 participants (August 2023)

### ● Sustainability Awareness Survey

In our Sustainability Awareness Survey (conducted November 2023), 64.2% of respondents indicated they believe that the JTB Group is actively engaged in pursuing its sustainability targets. Our goal is to raise this percentage to 80%.

## ■ Sustainability-Linked Loan

In May 2024, JTB executed a committed line of credit with MUFG Bank in the form of a Sustainability-Linked Loan. In alignment with the sixth principle of the JTB Group Sustainability Policy (*Creating an Inclusive, Fair and Sustainability-oriented Work Environment*), we established the following three KPIs for the initial year of this loan. (For information regarding Targets and Performance, see [📖 Page 15](#))

KPI 1: Gender pay gap

KPI 2: Percentage of male employees taking childcare leave

KPI 3: Workforce Engagement Score (Percentage of employees optimistic about the company's future)

Note: We will explore additional KPIs in and beyond FY2025 based on other principles from our Sustainability Policy.



[https://www.jtbcorp.jp/jp/newsroom/2024/05/23\\_Sustainability\\_Linked\\_Loan.html](https://www.jtbcorp.jp/jp/newsroom/2024/05/23_Sustainability_Linked_Loan.html)

# Mission-Aligned Sustainability Priorities

We have identified the following three sustainability priorities as critical to the achievement of our organizational mission: *Enriching the Human Experience*, *Nurturing our Surroundings* and *Engaged Partnering*. These priorities together with eight corresponding sub-priorities provide us with an effective framework for minimizing the adverse impacts of our operations, maximizing the positive contributions of our business, and fulfilling our corporate social responsibilities.

Sustainability Priorities	The Value We Deliver	JTB Sustainability Policy Principle No.	Sub-Priorities		Corresponding Initiatives
 Enriching the Human Experience	The JTB Group is committed to the development of a healthy, sustainable and inclusive society that empowers all people to realize their fullest potential in every facet of their lives from the everyday to the extraordinary.	(1) P.16	 Mental and Physical Wellbeing	By weaving sustainability and safety into the very fabric of our business, we deliver venues and solutions that support vibrant healthy living.	Bringing More People, Places and Possibilities Together... Sustainably  P.33 Safety & Security  P.35
			 Personal Growth and Development	We provide a wide range of education solutions for schools and businesses and actively support their sustainability initiatives. Through these and related efforts, we are working to promote personal growth and development.	Making a Difference through Education  P.36
			 Helping Business Partners and Clients Shine	The services we offer our business partners and clients deliver value and support growth and success.	Supporting the Sustainability Efforts of Like-Minded Partners  P.37 Contributing to the Success of Corporate Clients  P.38
			 Empowering Our People to Shine	Through human resource development, work-life balance solutions and workforce wellbeing initiatives, we empower our people to achieve their fullest potential.	Human Resource Development  P.40 Work-Life Balance  P.43 Wellbeing Management  P.44
			 Human Rights & DEIB	Through human rights and DEIB engagement, we are helping to build a more inclusive and humane society.	Respecting Human Rights  P.45 DEIB  P.47
 Nurturing Our Surroundings	The JTB Group is committed to creating venues and opportunities that connect people, promote understanding, and contribute to environmental and cultural preservation.	(3) (4) P.16	 Caring for the Earth	Through efforts to combat climate change, preserve biodiversity, and manage resources, waste and water, we are honoring the Earth and helping to shape an environmentally sustainable future.	Fighting Climate Change  P.49 Preserving the Earth's Biodiversity  P.51 Resources, Water and Waste  P.52
			 Enhancing Regional Allure	Through our engagement in cultural and natural resource preservation, we are contributing to sustainable community development.	Enhancing Destination Attractiveness:  P.54 Conserving Cultural & Natural Resources:  P.56
 Engaged Partnering	We harness the power of an extensive global network as well as robust stakeholder collaboration to deliver solutions that make a difference.	(5) P.17	 Building Partnerships with Stakeholders	Through collaboration and dialogue with domestic and overseas stakeholders, we cultivate robust partnerships and deliver sustainable solutions.	Building Partnerships with Stakeholders  P.57

## Sustainability Priorities: KPIs, Targets and Performance

Sustainability Priorities	KPIs	Unit	FY2023 Target	FY2023 Actual	FY2024 Target	FY2028 Target	Businesses/Scope
Enriching the Human Experience	<b>Mental and Physical Wellbeing</b>						
	Percentage of visitors staying overnight in places other than Tokyo/Osaka/Kyoto	%	55	53.2	58	65	JTB Group
	<b>Personal Growth and Development</b>						
	Community sustainability initiatives featured in Rurubu publications	Publications	127	134	141	148	JTB Group
	<b>Helping our Business Partners and Corporate Clients Shine</b>						
	Kotozna In-room Deployments	Rooms	70,000	30,037	56,964	168,473	JTB Group
	Contracts to design eco-friendly shops/offices	Contracts	10	12	20	20	JTB Group
	<b>Empowering Our People to Shine</b>						
	<b>■ Staffing/Hiring/Retention</b>						
	Labor productivity (gross profit ÷ no. of workers)	¥1M	—	16.03	16.28	17.63	JTB Group
	New graduates hired	People	—	481	400	400	Domestic Group companies
	Mid-career hires	People	—	50	100	200	Domestic Group companies
	Retention rate (4th year from hire)	%	—	61.8	76	80	Domestic Group companies
	Years of employment by gender	Years	—	18.6/14.0	18/14	18/16	Domestic Group companies
	Turnover rate by gender	%	—	2.8/4.4	3.0/6.0	3.0/4.0	JTB Corp.
	<b>■ Human Resource Development</b>						
	JTB University: Enrollment & Training Hours	People/Hours	—	20,394/144,363	23,000/147,000	25,700/164,300	Domestic Group companies
	Sustainability Training (Basic Concepts) Sit Rate	%	50	31	65	100	JTB Group
	Sustainability Coverage Ratio (Leadership Training)	%	50	70	100	100	JTB Group
	Favorable Evaluation of Sustainability Training	%	—	—	70	80	JTB Group
	<b>■ Work Styles &amp; Wellbeing Management</b>						
	Average number of hours worked per year	Hours	1,790	1,899	1,800	1,700	JTB Corp.
	Telecommuting Ratio (Percentage of employees working from home at least once a month)	%	21	20.1	22	26	JTB Corp.
	Biological/Chronological Age Differential	Years	-0.7	-0.4	-0.8	-1.2	JTB Group



## Sustainability Priorities: KPIs, Targets and Performance

Sustainability Priorities	KPIs	Unit	FY2023 Target	FY2023 Actual	FY2024 Target	FY2028 Target	Businesses/Scope
Enriching the Human Experience	Human Rights & DEIB						
	■ Employee Survey Results						
	Diversity Score	%	80	78.1	78	86	JTB Group
	Engagement Score	%	63	56.6	65	80	JTB Group
	Job Satisfaction Score	%	83	76	85	90	JTB Group
	Vision Relevance Score	%	—	83.6	85	90	JTB Group
	Employee Survey Results: DEIB score	%	—	78.1	80	86	JTB Group
	Management Survey ( <i>Managing for Transformation</i> ): Supervisor-Subordinate Gap	%	—	0.24	0.22	0.12	JTB Group
	■ DEIB						
	Percentage of employees with disabilities	%	2.55	2.54	2.55	2.75	Applicable JTB Group companies
	Female representation in management	%	39	38.1	40	44	JTB Group
	Female representation in executive leadership	%	—	11	13	23	JTB Group
	Non-Japanese representation in executive leadership	%	—	18.7	20	21	JTB Group
	Percentage of employees taking childcare leave (male/female)	%	—	76.4/100	100/100	100/100	JTB Corp.
	Average days of childcare leave taken by male employees	Days	—	10.9	12	20	JTB Corp.
	Gender pay gap (all employees)	%	—	61.1	62	70	JTB Corp.
Nurturing Our Surroundings	Caring for the Earth						
	CO <sub>2</sub> emissions (Scopes 1, 2): Net zero by FY2030	t-CO <sub>2</sub>	—	18,569	17,700	6,128	JTB Group
	CO <sub>2</sub> emissions across entire supply chain (Scopes 1, 2, 3): Net zero by FY2050	t-CO <sub>2</sub>	—	2,388,108	2,867,700	3,490,088	JTB Group
	New Hotel Amenity Recycling Stations	Facilities	8	3	20	50	JTB Group
	Reduction in paper tickets through use of e-ticketing platform	Tickets	8,240,000	9,544,470	14,730,000	25,830,000	JTB Group
	Reduction in paper vouchers (rolls) through conversion to new payment system	Rolls	9,510	27,878	47,554	51,473	JTB Group
	Enhancing Destination Attractiveness						
	Participation in Yanbaru Zipline & Biodiversity Awareness Program	People	7,500	10,726	8,500	12,000	JTB Group
	<i>Fukugi</i> (Happiness Tree) saplings sold to support conservation efforts in Bise Village (Okinawa)	Contracts	70	112	90	200	JTB Group

# Using Materiality to Determine Sustainability Priorities

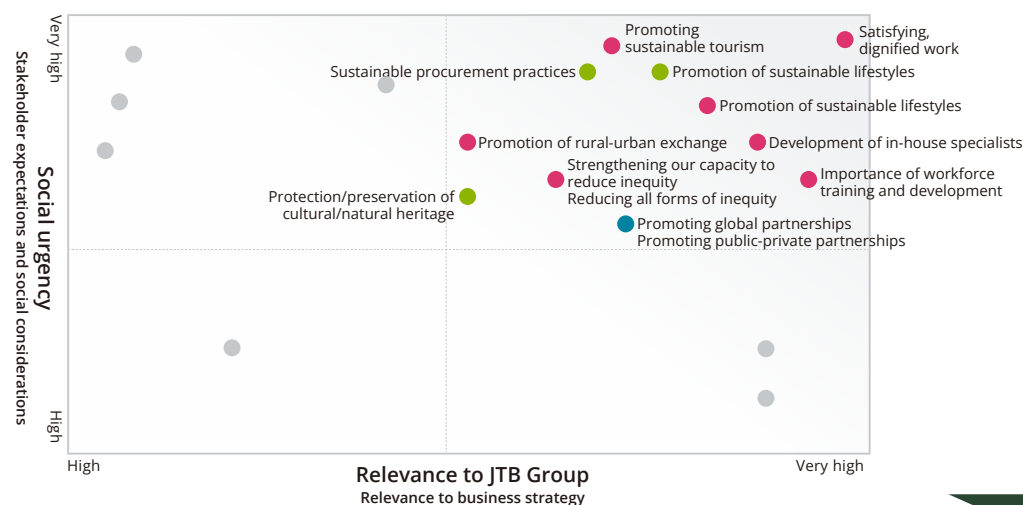
In determining our organization's sustainability priorities, we began by first preparing comprehensive matrices plotting the various sustainability challenges associated with our business. This entailed an extensive review of external environmental factors as well as relevant global initiatives such as the Sustainability Development Goals of the United Nations. These matrices are illustrated below. Next, we used the concept of 'materiality' to drill down to the three Sustainability Priorities and the eight Sub-priorities most relevant to our business strategy. Our Board of Directors and Sustainability Committee use these materiality-guided sustainability priorities as a framework for managing our sustainability performance.

## Identification of Sustainability Challenges

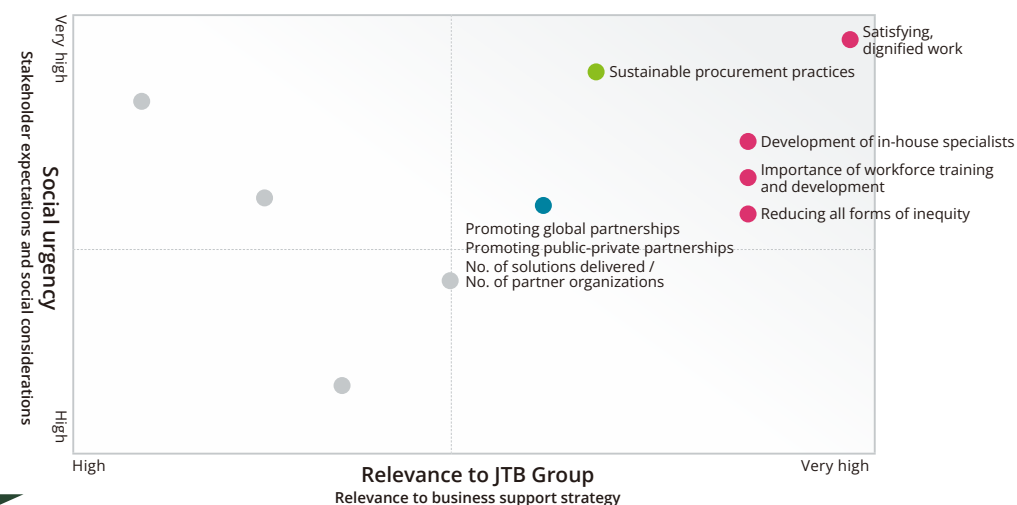
- Identification of relevance to our business
- Review of sustainability efforts of other companies
- Review of KPIs (GRI Standards)
- Review of third-party assessment frameworks

The matrices below helped us to determine our sustainability priorities based on social urgency and business strategy relevance.

### Selection of Key Themes based on Relevance to Business Strategy



### Selection of Key Themes based on Relevance to Business Support Strategy



Enriching the Human Experience

Nurturing Our Surroundings

Engaged Partnering

# Stakeholder Connections

## Guiding Philosophy

At the JTB Group, we view the following seven stakeholder groups as our partners in the pursuit of business value enhancement: Customers, Communities, the Environment, Business Partners, Government/International Agencies, Shareholders/Investors, and Employees. We believe that understanding stakeholder needs and expectations and working collaboratively to address social challenges is the surest pathway to sustainable business development. We are committed to promoting business and social sustainability through *Engaged Partnering*.

### Customers

**Consumers:** We seek to deliver safety, peace of mind, wonder and excitement through information, products, services and continuous improvement.

**Businesses:** We seek to exceed the expectations of our corporate clients through leading-edge solutions.

### Communities

We bring new dynamism to communities through hospitality-based solutions. We encourage travelers to understand and respect local cultures and ecosystems. We actively seek to reduce the environmental footprint of our business and support local events.

### Business Partners

We share information with our customers about the initiatives of our business partners and provide feedback from our customers to help our partners continually refine their sustainability efforts. We also offer our business partners opportunities to train and dialogue with us.

### The Environment

We are working to reduce the environmental footprint of our business.

### Government/International Agencies

We fulfill our corporate citizenship responsibilities by supporting government sustainability initiatives, honoring our legal obligations and paying our fair share of taxes.

### Employees

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

### Shareholders/Investors

We strive to maximize ROI through higher non-financial returns and a commitment to transparency and disclosure.

## Communicating with External Stakeholders

### Stakeholder Dialogue

#### Supporting Sustainable Destination Management




Our Stakeholder Dialogue Forum gives our executives and operations managers the opportunity to explore sustainability topics with outside experts.



[https://www.jtbcorp.jp/jp/sustainability/partner/article\\_02.html](https://www.jtbcorp.jp/jp/sustainability/partner/article_02.html)

## Feedback from External Stakeholders

The JTB Group welcomes input and suggestions from external stakeholders (customers, shareholders, business partners, community members, etc.) regarding our organization's sustainability initiatives. We strive to use this feedback to enhance our sustainability programs. Our annual Stakeholder Dialogue provides an important forum for direct stakeholder engagement.  P.23

### Hopes for Increasing Sustainability, Starting with Staff Training

**Randy Durband**  
CEO, Global Sustainable Tourism Council



Sustainability issues in travel and tourism range all the way from carbon measurement to plastic usage, waste management, and food waste. Within this context, the tourist industry needs commitment from the top if we wish to make our business sustainable, and we can see clear leadership in this area by JTB's CEO, which I think is fantastic.

It is commendable that JTB is starting by raising awareness of sustainability among its own staff through things like internal training. I think that this will position JTB, going forward, to have a positive influence on the supply chain and, more broadly, on society as a whole. If we take carbon emissions, for example, the fact that there is no one fixed measurement method or tool is an issue for tourism, and I'd like to see JTB looking into the landscape of what is already there in terms of tools and initiatives, and supporting the development of excellent tools.

JTB has the size, resources, and heart for these issues, and I hope that it will use them to extend the wellspring of sustainability it builds outside its own walls in the future.

### Pursuing Sustainable Tourism through Strategic Partnering

**Mitsuhiro Miyazaki**  
Chairman, JTB-Affiliated Ryokans & Hotels Federation



When we consider the future of the lodging industry, no single topic is more important than sustainability. Local chapters of the JTB-Affiliated Ryokans & Hotels Federation are actively engaged in SDGs training and sustainable product development across Japan.

JTB's vision for sustainable tourism is gaining greater and greater traction in the domestic tourism sector. In order to promote alignment and results, we have been strengthening our strategic sustainability partnership with JTB.

For today's traveler, sustainability has become an increasingly important factor not only when it comes to selecting a lodging provider but also when choosing a travel destination. If Japan is to remain attractive as a destination in the eyes of the global tourism market, it is critical that stakeholders across the domestic industry work together to promote sustainability and enhance value. The Declaration of Cooperation in Partnerships for Sustainable Tourism is a key step in the right direction.

If we are to achieve genuine environmental, social, cultural and economic sustainability, we must work collaboratively to promote sustainable tourism practices through Win-Win solutions that benefit the entire tourism 'ecosystem' and its many stakeholders.

### I hope that JTB will continue to exercise sustainable tourism leadership

**Seiji Watanabe**  
Mayor of the Town of Oguni (Kumamoto Prefecture)



Nestled in a sparsely populated hilly region of Kumamoto Prefecture, the town of Oguni has a population of roughly 6,400 people. As an Environmental Model City (EMC) and SDGs Future City, Oguni is serious about sustainable development. In recent years, overtourism has become a serious challenge for our town. Traffic congestion around the Shibasaburo Kitazato Memorial Museum (which showcases the achievements of microbiologist Shibasaburo Kitazato) and Nabegataki Falls was rapidly eroding the quality of life of local residents. A leading-edge advanced booking system developed by JTB helped Oguni to overcome this problem.

The lack of tourism expertise at the municipal government level has also hampered our town's development efforts for years. Through the Community Revitalization Corporate Partnering Program administered by Japan's Ministry of Internal Affairs and Communications, JTB has temporarily assigned tourism specialists to support Oguni. The presence of JTB experts has breathed new life into our tourism development efforts. JTB's willingness to assist even small townships like Oguni is truly admirable. They are showing by example what it means for a company to fulfill its social responsibility in alignment with the principles underlying the SDGs.

We must do everything possible to ensure that tourism growth doesn't adversely impact the lives of local residents or the environment. I hope that JTB will continue to provide the necessary leadership and know-how.



[JTB Sustainability Report 2023: Feature Story](#)

### Using External Stakeholder Feedback to Improve

The success of the JTB Group's business depends on the strength of its stakeholder relationships. To achieve sustainable growth, it is vitally important that we nurture close stakeholder ties and continue to find ways to communicate and partner effectively. If the tourism sector as a whole is to work together to promote sustainable practices, our first priority must be stronger sustainability training. We are eager to provide our people with the knowledge, resources and tools they need to deepen their understanding of the sustainability challenges faced by communities and businesses. We are also eager to continue working collaboratively with like-minded partners to develop concrete solutions to real-world issues. We are excited about the future and hope you are too.

**Chizuko Nishimatsu** Executive Officer & Chief Sustainability Officer



## Participation in Key Global Initiatives and Organizations

### United Nations Global Compact

WE SUPPORT



The UN Global Compact is an international framework that encourages businesses to align with 10 universal principles aimed at promoting sustainable development and corporate responsibility. The Global Compact encourages businesses to adopt sustainable practices in the areas of human rights, labor, environment and anti-corruption.

Through participation in the Compact, JTB seeks to enhance the sustainability, integrity and credibility of its business.



<https://www.ungcn.org/>

### The Global Code of Ethics for Tourism



The Global Code of Ethics for Tourism (GCET) is a set of principles aimed at promoting ethical conduct in the tourism sector. GCET urges industry stakeholders to prioritize social, cultural, economic, and environmental considerations in their tourism practices. In 2014, JTB became the first Japan-based company to endorse GCET. We are committed to fulfilling our social responsibilities as a sustainable organization and to honoring the perspectives of travelers, communities, residents and other stakeholders in the tourism ecosystem.



<https://www.unwto.org/global-code-of-ethics-for-tourism>

### UN Tourism (formerly UNWTO)



UN Tourism is an international agency dedicated to the promotion of sustainable tourism development. Through tourism policy formulation, technical assistance and data analysis, UN Tourism contributes to economic growth and social development around the world.

As an Affiliate Member of UN Tourism, JTB endorses the agency's philosophy of sustainable tourism and participates in initiatives aimed at promoting inclusivity and sustainability across the tourism sector.



<https://www.unwto.org/>

### The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism



Launched by ECPAT and endorsed by UNICEF and UN Tourism, the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code) is a multi-stakeholder initiative aimed at raising awareness and promoting concrete action to prevent the sexual exploitation of children in the tourism industry.

By endorsing The Code, the JTB Group is helping to safeguard the rights of children and promote ethical conduct and social responsibility across the global tourism sector.



<https://thecode.org/>

## Participation in Key Global Initiatives and Organizations

### World Travel & Tourism Council (WTTC)



The World Travel & Tourism Council (WTTC) is an international organization that acts as the voice of the private sector in the global travel and tourism industry. WTTC aims to promote the industry's development by highlighting its economic benefits, advocating for sustainable practices, and collaborating with governments to implement supportive policies. Through its affiliation with WTTC, JTB is exercising leadership in the promotion of sustainable tourism and economic growth.

<https://wttc.org>

### WTTC Safe Travels Stamp



Created in 2020 to promote traveler confidence in the face of the COVID-19 pandemic, the Safe Travels Stamp Program recognizes destinations and tourism industry operators that adhere to the health and hygiene protocols established by the World Travel and Tourism Council.

As a recipient of the Safe Travels Stamp, JTB has demonstrated compliance with strict health and hygiene protocols. We are committed to delivering safety and peace of mind to travelers and to promoting sustainable tourism practices and economic recovery.

<https://wttc.org/initiatives/crisis-preparedness-management-recovery/safetravels-stamp-application>

### Global Sustainable Tourism Council (GSTC®)



The Global Sustainable Tourism Council (GSTC) is an international organization that establishes global standards for sustainable tourism and accreditation for organizations that certify the sustainability of destinations and tourism industry operators.

<https://www.gstccouncil.org/>

### Action Declaration for Promoting Rural Revitalization through Telecommuting



The Action Declaration is a Cabinet Office initiative aimed at harnessing telework as a vehicle for imparting new dynamism to local economies and promoting a healthier work-life balance.

JTB endorses the Action Declaration as a means of revitalizing local communities and offering greater work-life balance options to its employees.

<https://www.chisou.go.jp/chitele/sengen/company/81.html>

### Declaration of Partnership Building



The Declaration of Partnership Building is aimed at promoting social sustainability through business collaboration. Under this Initiative, businesses seek to leverage their respective strengths as they partner together to address social challenges.

As a Declaration participant, JTB is working to contribute to social sustainability in collaboration with like-minded businesses.

<https://www.biz-partnership.jp/>

### Keidanren Initiative for Biodiversity Conservation



The Keidanren Initiative for Biodiversity Conservation is a declaration of corporate commitment to biodiversity conservation and sustainable use of bioresources. It is aimed at promoting a balance between environmental preservation and economic activity.

Through its participation in the Keidanren Initiative, JTB seeks to protect biodiversity and promote environmentally responsible tourism.

<https://www.keidanren-biodiversity.jp/>


## Participation in Key Global Initiatives and Organizations

### Japan Sustainable Tourism Initiative



Japan Sustainable Tourism Initiative (JSTi) is aimed at promoting social sustainability and sustainable tourism development through research and awareness-raising.

As a JSTi participant, JTB is advancing a variety of initiatives encouraging environmentally and socially sustainable tourism practices.

 <https://jsti.jp/>

### Japan CSV Business Development Organization



Japan CSV Business Development Organization was founded to promote sustainable business and social development through the creation of shared values (CSV). The Organization promotes corporate activity that strikes a balance between social value and economic value.

Through its participation in this organization, the JTB Group seeks to use CSV as a vehicle for creating new multi-party business opportunities and developing collaborative solutions to real-world challenges.

 <https://www.csv-jp.org/>

## External Awards and Recognition

### Outstanding Health and Productivity Management 2024



The Outstanding Health and Productivity Management program, sponsored by Japan's Ministry of Economy, Trade and Industry, recognizes companies that successfully integrate workforce wellbeing into their business strategy. Eighteen JTB Group companies in Japan have been certified under this program.

 [https://www.meti.go.jp/policy/mono\\_info\\_service/healthcare/kenkoukeiei\\_yurouhouzin.html](https://www.meti.go.jp/policy/mono_info_service/healthcare/kenkoukeiei_yurouhouzin.html)

### Diversity Management Selection 100 New Diversity Management Selection 100



Diversity Management Selection 100 is a program administered by Japan's Ministry of Economy, Trade and Industry that recognizes businesses that demonstrate an outstanding workforce diversity track record.

\*Only JTB Global Marketing & Travel was selected as a New Diversity Management Selection 100 company (FY2020)

 <https://www.meti.go.jp/policy/economy/jinzai/diversity/kigyos100sen/index.html>

### Kurumin Certification



Four JTB Group companies have been certified by the Ministry of Health, Labour and Welfare of Japan as 'Parent-Friendly Employers.'

 [https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kodomo/shokuba\\_kosodate/kurumin/index.html](https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kodomo/shokuba_kosodate/kurumin/index.html)

### Eruboshi Certification



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

 <https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/0000091025.html>

## External Awards and Recognition

### Good Career Company Awards 2020 Grand Prize



This Ministry of Health, Labour and Welfare program recognizes employers who provide their employees with outstanding career development support. In 2020, JTB was awarded the Good Career Company Grand Prize in recognition of its efforts to cultivate an innovative, independent-thinking workforce through 'culture transformation' and human resource development initiatives.

[Link](https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/koyou_roudou/jinzaikaihatsu/career_award.html) [https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/koyou\\_roudou/jinzaikaihatsu/career\\_award.html](https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/koyou_roudou/jinzaikaihatsu/career_award.html)

### ECO-FIRST Certification



The ECO-FIRST program established by Japan's Ministry of the Environment certifies businesses that demonstrate progressiveness, originality and leadership in the area of environmental conservation. Certification recipients pledge to undertake concrete environmental initiatives.

As an ECO-FIRST certified organization, the JTB Group is committed to supporting environmental preservation and promoting sustainable tourism.

[Link](https://www.env.go.jp/guide/info/eco-first/index.html) <https://www.env.go.jp/guide/info/eco-first/index.html>

### EcoVadis (FY2024)



JTB Corp. was awarded a 'Bronze Medal' by EcoVadis in September 2024.

[Link](https://ecovadis.com/ja/) <https://ecovadis.com/ja/>

### GSTC Tour Operator Certification for domestic tour operation (date of certification: Nov. 1, 2024)



The GSTC Tour Operator certification by the GSTC-Accredited Certification Body guarantees that the operator has a sustainable tourism management system and takes sustainable operations following the GSTC Criteria. JTB was certified against GSTC Industry Criteria for Tour Operators which are made up of the four pillars of sustainable management, socioeconomic sustainability, cultural sustainability, and environmental sustainability.

Scope of certification: Domestic tour operation by JTB Corp. (agent-organized tours)

[Link](https://www.gstcouncil.org/certification/become-certified-tour-operator/) <https://www.gstcouncil.org/certification/become-certified-tour-operator/>

### Gold Rating in the 2024 PRIDE Index (October 2024)



The PRIDE Index is an index established by the unincorporated voluntary association work with Pride in 2016 to help realize a better work environment for LGBTQ+ people and other members of gender minorities.

The assessment process assigns companies one of three ratings – Gold, Silver or Bronze – based on five indicators: Policy, Representation, Inspiration, Development, and Engagement/ Empowerment.

The measures implemented by JTB in FY2024 met the index requirements for all five indicators, and so JTB received a Gold rating.

[Link](https://workwithpride.jp/pride-i/) <https://workwithpride.jp/pride-i/>



# Feature Story

## Feature Story

# Loss-Tabican: A Sustainable Voyage Project

The JTB Group is working together with like-minded partners to find solutions to the pressing global issues of food loss and food waste. Under the *Loss-Tabican* initiative, JTB and collaborating organizations purchase aesthetically imperfect but otherwise perfectly edible vegetables from growers and use recipes created by leading chefs to turn these veggies into tasty canned foods. *Loss-Tabican* is one of the many ways we are using our business as a vehicle for solving real-world challenges.



## The Issue

Food loss and food waste are major obstacles to the development of sustainable food systems around the world. In many instances, perfectly edible vegetables are discarded by growers solely because of their misshapen or deformed appearance. In Japan alone, approximately 1.77 million tons\* of so-called 'ugly produce' is thrown away by farmers each year... enough to fill an entire stadium.

When produce is thrown away without being consumed, it ends up either burned or buried as trash. The result? Unnecessary generation of CO<sub>2</sub>, methane and other harmful greenhouse gases.

\* Data compiled by Japan's Ministry of Agriculture, Forestry and Fisheries regarding harvests and shipments of 41 categories of vegetables in 2021.

### Food Loss and Climate Change



Food loss results when growers throw away produce that doesn't meet aesthetic standards

Produce buried or burned as trash exacerbates climate change



### Climate Change and the Shelf Life of Emergency Rations



Households are generally recommended to maintain a 3-7 day supply of emergency rations

Survival food is likely to be thrown out after its expiration date



Unsustainable food models

## Introducing Loss-Tabican

*Loss-Tabican* is an environmentally-inspired lineup of canned foods developed by JTB to help address the problems of food loss and food waste. Under the *Loss-Tabican* initiative, JTB purchases 'aesthetically imperfect' vegetables from participating producers and transforms these veggies into tasty canned foods using recipes created by leading hotel chefs.

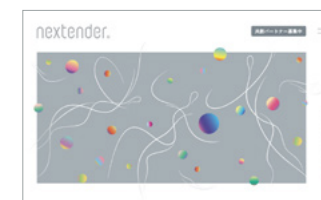


## KPIs & Performance

	FY2023 Target	FY2023 Actual	FY2024 Target
Reduction in Negative Impact	• Food loss reduction: 126 kg	211kg	650kg

### nextender

Solutions to the complex real-world challenges faced by today's society require a multi-stakeholder approach. For more than 110 years, the JTB Group has been partnering with communities, businesses, schools and government agencies to deliver products, services and solutions that enrich people's lives and nurture the environment. Our nextender® innovation platform leverages the JTB Group's core competencies (Connecting, Creating, Contributing) to drive collaborative sustainability solutions. *Loss-Tabican* is a promising initiative that has recently emerged from nextender's BS Start-up Accelerator Program.



<https://www.nextender.jtbcorp.jp/>

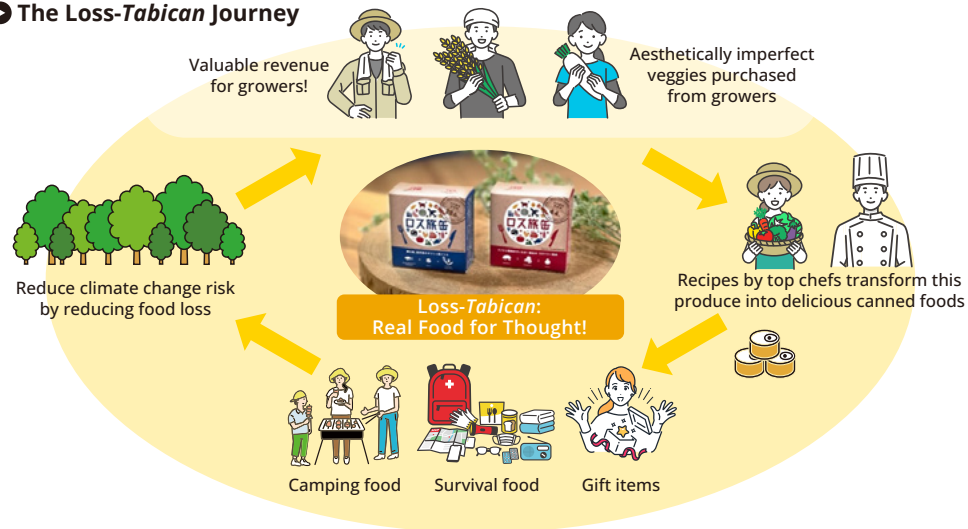
## Feature Story

## Loss-Tabican: A Sustainable Voyage Project

## What Makes Loss-Tabican special?

Loss-Tabican canned foods are ideal as emergency food rations and camping/backpacking eats. As gift items, they help to spread awareness of the importance of food sustainability. Through picture books and kid-friendly characters, the JTB Group is also working to raise awareness among children about the importance of sustainable food consumption.

## ▶ The Loss-Tabican Journey



## ▶ What makes Loss-Tabican special?



Purchasing misshapen vegetables from farmers reduces food loss



Recipes by renowned chefs bring out the qualities of the veggies



Picture books and kid-friendly characters promote food sustainability awareness

## Loss-Tabican Partners

Our Loss-Tabican partners share JTB's vision for food sustainability and a healthier planet. We have already issued two joint press releases with a reach of over 128,000.

In FY23, Loss-Tabican was showcased at six events attended by more than 25,000 people. JTB is eager to expand the circle of sustainability engagement and develop new solutions to today's sustainability challenges.

## Farmers Forest Group...

... is a community-based trading company focused on next-generation agriculture and eco-tourism. Farmers Forest Group provides full-service support for local brands through manufacturing, training and community development.

## CANNATUREL...

... brings together growers and industry partners across Japan to create delicious, additive-free canned foods with a long shelf life.

## Tokyo Dome Hotel...

... is a unique hotel located in Tokyo's city center. Tokyo Dome Hotel seeks to provide a welcoming and playful ambiance while fulfilling its social responsibilities.

## Refre Kayanosato...

... is a unique facility with strong community ties featuring a farm-to-table restaurant and lodging accommodations as well as agricultural processing and pancake manufacturing facilities.

## Hotel Nikko Tsukuba...

... is located in the heart of Tsukuba City. Hotel Nikko Tsukuba endorses the SDGs and is engaged in toothbrush recycling as well as numerous other eco-friendly initiatives.

## eat for...

... is a food truck inspired by the philosophy that 'eating can change the world'. The company supports growers by buying produce 'stranded' by supply chain disruptions and natural disasters.

## Saving veggies from the trash bin!

Growing up in a farming family in the Kiyose City, I was no stranger to agriculture. As an adult, I returned to the family farm during the pandemic when my work hours at JTB were reduced. I saw with my own eyes that misshapen but otherwise perfectly edible vegetables were being discarded as trash. This really bothered me. My unwillingness to stand idly by and let this happen became the inspiration for Loss-Tabican.

This project would never have seen the light of day without the engagement of numerous stakeholders, including the farmers who grow the produce, the hotel chefs who create the recipes, the staff who run the booths when we exhibit, and all of our corporate partners. I am truly grateful to everyone who has played a role and I hope that Loss-Tabican will inspire others to take action - no matter how small - to address the issue of food loss and create a more sustainable food system.



**Misuzu Koito**  
Third Business  
Division  
Business Solution  
Headquarters  
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

The JTB Group is constantly working to offer its customers a broader array of travel, meeting and event options, promote understanding and communication between destinations and visitors, and improve the accessibility of destinations across Japan and around the world.

### Taking the Next Step

#### ■ A Growing Lineup of Eco-Friendly Options

JTB offers a growing range of options to meet the needs of today's socially and environmentally conscious traveler.

##### Specific Initiatives:

##### < Respecting Local Cultures and Ecosystems >

The JTB Group strives to develop and deliver travel services that are respectful of the local culture and environment. From authentic cultural activities and eco-responsible adventure tours to *My Cup* Tours offering rewards and perks to participants who bring along their own reusable mugs, JTB is contributing to the advancement of sustainable tourism.

##### < Carbon Neutral Travel >

The JTB Group's **CO<sub>2</sub> ZERO Travel®** products help reduce CO<sub>2</sub> emissions by giving travelers the option of paying a voluntary surcharge to help cover the cost of generating clean power and converting to renewable energy sources. CO<sub>2</sub> Zero Travel® is now available on Tateyama Kurobe Alpine Route tours, Kyoto tours departing from Tokyo as well as Hakata tours departing from the Kansai area.

##### < Touring Canada Sustainably: Tsunagari Tabi >

Sustainable tourism requires a deepening of the traveler's understanding and respect for the people, culture and natural environment of the destinations they visit. The JTB Group uses visitor education as a tool for promoting responsible tourism. In 2022, under a partnership with Destination Canada, we

launched an innovative lineup of sustainable Tsunagari Tabi tours in Canada. Inspired by the indigenous wisdom teachings of Canada, these tours introduce visitors to Canada's culture, history, people and ecosystems and provide opportunities to participate in local conservation and preservation efforts. Experiential tours crafted around seven key sustainability dimensions feature restaurants serving seafood caught or farmed using sustainable practices as well as accommodations at eco-friendly hotels. In recognition of the contribution made by Tsunagari Tabi tours to the advancement of sustainable tourism, JTB was honored with the Minister of Tourism Award at the JATA-sponsored Tour Grand Prix in 2023. We are currently expanding the availability of sustainable tours to Switzerland and other destinations around the world.

#### ■ Educating Visitors

At the JTB Group, we are committed to helping visitors understand the do's and don'ts in the destinations they visit. We strive to provide our customers with reliable information about local culture, customs and laws.

##### Specific Initiatives:

In our Thailand, Myanmar and Laos tours that include visits to sacred sites, we provide tour participants with detailed information about appropriate conduct and dress code requirements. In Hawaii, we educate visitors about local laws requiring the public to maintain a safe distance when viewing marine life as well as the fines for violators.

#### ■ Improving Accessibility

As part of our efforts to promote social equity, we strive to make our organization and the services we provide as accessible as possible.

##### Specific Initiatives:

##### < Remote Travel Concierge >

In order to make our organization more accessible, JTB Remote Concierge offers online consultations with JTB travel specialists. This is a convenient option for customers who do not live near one of our physical locations or who find it difficult to pay us a visit in person due to family obligations or health concerns.

##### < Overcoming Communication Barriers >

**Remote Sign Language Support:** The JTB Remote Concierge also offers sign language support to enable hearing-impaired customers make travel arrangements with less stress.

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

##### < Information on Accessible Overseas Attractions >

In cooperation with the JTB Group's overseas operating entities, JTB Corp. compiles information on hundreds of accessible tourist attractions in dozens of countries around the world. This is just one of the ways help travelers with disabilities get the most out of their overseas travel experience.

##### < Dialysis Appointments in Hawaii >

Under a unique services agreement with Emergency Assistance Japan Co., Ltd., the JTB Group is preparing to launch an appointment support service for dialysis patients visiting Hawaii (Anticipated Rollout: November 2024).

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

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

Principles in  
Action

### Travel Accessibility

The JTB Group is committed to creating a world in which ALL people are free to define how they wish to live, work and play.

#### Specific Initiatives:

##### < Employment Support for Individuals with Disabilities >

In Japan, companies with 40 or more employees are currently required by law to ensure that at least 2.5% of their workforce consists of individuals with disabilities. In 2026, this requirement will increase to 2.7% for companies with 37.5 or more employees. Hiring and retaining individuals with disabilities is becoming a more pressing concern for employers across Japan. For many years, JTB Data Services has been actively supporting the job-hunting and career-building efforts of individuals with disabilities across the JTB Group. Leveraging its expertise in this area, the company is actively working to match employers with qualified talent. In September 2023, JTB Data Services organized a unique metaverse event (The Ver-Challe Job Fair for People with Disabilities) aimed at helping individuals with disabilities find work opportunities. The event featured interactive booths hosted by JTB Group companies, third-party companies, and more than a dozen job transition support agencies. Over two days, nearly 5,000 job-seekers 'walked' the venue through their avatars, gathering information and discussing opportunities with potential employers via voice and chat-based communication. After the Job Fair, 90% of participants with support from job transition agencies began applying for positions. The JTB Group will continue to support the job-hunting and career-building efforts of people with disabilities as we help to create a society that embraces *all* individuals as a natural and essential part of the workforce.

### Spreading out the Benefits of Inbound Tourism

The rapid growth of inbound tourism to Japan in recent years has sparked concerns about adverse impacts on local communities, culture and ecosystems. The JTB Group is committed to delivering products and services for the inbound tourism market that reduce environmental impact and curb overtourism. We are rolling out a

growing lineup of tours aimed at encouraging foreign visitors to venture out of Japan's most congested travel destinations (Tokyo, Osaka, Kyoto) and discover the many and varied charms of the country's other regions.

#### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Percentage of Japan inbound visitors making overnight stays outside of Tokyo/Osaka/Kyoto	53.2%	58%	65%

#### Specific Initiatives:

##### < Developing New Tour Circuits >

Since 2022, JTB Global Marketing & Travel (GMT) has been rolling out new 'Sunrise Tour' products aimed at alleviating overtourism and creating new international visitor streams across Japan. GMT has already developed and launched five new inbound tour circuits designed to draw foreign tourists out of Tokyo, Osaka and Kyoto and introduce them to the allure of Hokkaido, Kyushu and other less-visited areas of Japan.



\*Map of new tour circuits

### Hokkaido AdveNature Route, Tohoku Discovery Route, Rainbow Route (Tokyo/Kanazawa/Kyoto), Setouchi Scenic View Route, Kyushu Authentic Route:

In recognition of the JTB Group's efforts to promote sustainable tourism and create new inbound visitor flows, the Hokuriku 'Rainbow Route'® tour was awarded the Japan Tourism Agency Commissioner's Award in the Inbound Travel Category at Tour Grand Prix 2024.

#### < Promoting Culinary Tourism >

JTB recognizes that gastronomy is an effective vehicle for bringing people, places and possibilities together. Our local offices across Japan work closely with community stakeholders to deepen the international visitor's understanding of regional culinary traditions and to provide opportunities for foreign tourists to explore local culture and history through authentic dining experiences. Our Dine & Learn experiences blend stories that showcase Japanese regional culture with unforgettable culinary experiences. In Hiroshima, for example, international visitors can learn about local history through 'okonomiyaki'. In Fukuoka, travelers can enjoy authentic local 'Washoku' dishes, many of which are registered with UNESCO as an Intangible Cultural Heritage. Through exploration of traditional Japanese dance, the tea ceremony and other cultural and performing arts traditions, the JTB Group is creating more and more ways for inbound tourists to experience Japan and its people sustainably.



Gastronomy Experiences (Hiroshima)  
Hiroshima Peace Bicycle Tour & Okonomiyaki Dinner


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

# Safety and Security

Principles in  
Action

### Guiding Philosophy

At the JTB Group, travel safety is our top priority. In 2015, we codified our travel safety policies and guidelines into a series of ‘living documents’ that include Guiding Principles regarding Travel Safety, Travel Safety Management Policies, and Travel Safety Management Guidelines. We regularly re-examine these policies and guidelines. Our most recent updates were made in 2024.

 <https://www.jtbcorp.jp/en/sustainability/employee/#sec02>

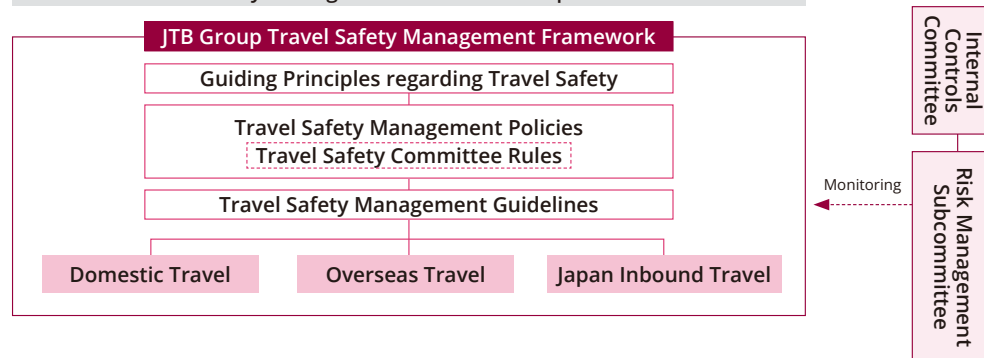
#### < Fundamental Principles >

1. Traveler safety is our number one priority.
2. All JTB personnel are required to comply with our safety policies and guidelines.
3. We are committed to continually reassessing and refining our safety programs and practices.

In order to ensure business continuity and maintain the trust placed in our organization by stakeholders, all JTB Group personnel are required to abide by our safety principles, policies and protocols.

### ► Safety Management Framework

#### Travel Safety Management: Schematic Representation



Our safety policies and guidelines are monitored by our Internal Controls Committee (chaired by the President & CEO of JTB Corp.) and our Risk Management Subcommittee. In addition, the JTB Group Travel Safety Committee (chaired by the President of JTB's Tourism Business Headquarters) is responsible for ensuring travel safety, developing and implementing travel safety goals and programs, and furnishing guidance to JTB Group companies.

### Taking the Next Step

#### Specific Initiatives:

##### < Tour Authorization >

At the JTB Group, safety is our utmost priority. Tour go/no-go decisions are made by our Travel Safety Committee based on a careful analysis of the best available information.

##### < Crisis Management >

Defined reporting lines and triage criteria enable us to respond effectively to contingencies during travel. When justified by the severity level of an incident, we appoint an in-house task force to coordinate the Group's response.

##### < Selection of Travel Partners >

We use proprietary standards when selecting and contracting with business partners to provide lodging, transportation and other travel-related services to our customers.

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

# Making a Difference through Education

Principles in  
Action

### Guiding Philosophy

In alignment with the second principle of the JTB Group Sustainability Policy (*Promoting Sustainability through Customer Communication*), we strive to provide our customers with adequate and accurate information about local sustainability challenges and initiatives.

### Taking the Next Step

#### Educational Initiatives

The JTB Group recognizes the importance of experiential learning in making connections between ideas and practice. We offer a broad lineup of classroom- and field-based programs for sustainability students of all ages.

#### Specific Initiatives:

##### < Experiential Learning Abroad >

The JTB Group offers a range of overseas learning opportunities that allow participants to discover firsthand how different cities around the world are tackling environmental and social challenges. These programs give participants the chance to interact with local residents and experts as they deepen their understanding of the sustainability challenges facing the planet. FY2023 Participation: 255 Participants / 8 Programs

City/Country	Program Description
Freiburg, Germany	Site visit tours of leading-edge environmental projects championed by the Innovation Academy
Los Angeles, USA	Tour of the Los Angeles Environmental Learning Center
Kota Kinabalu, Malaysia	Volunteer beach cleanup and city hall presentation on waste management
Honolulu, USA	Participants explore clean energy initiatives aboard a fully-electric tour bus.

#### < SDGs Solutions for Middle & High School >

The JTB Group partners with institutions of higher learning to develop SDGs workshops, instructional videos and other sustainability education programs. Through multimedia content and field outings, the JTB Group is actively helping to promote sustainability awareness and cultivate tomorrow's sustainability leaders. Programs conducted in FY2023: 64

Program Name
Global Link
CO <sub>2</sub> Zero School Excursions
Zero Carbon Urban Development College
Decade of Action: A New SDGs Workshop
International Sustainability Virtual Exchange Programs
The SDGs School: An Educational Video Journey
17 GOALS: A hands-on program giving middle and high school students the opportunity to solve real-world challenges
Our Future Design: An SDGs Learning Program
SDGs and the College Selection Process

#### Innovative Sustainability Education

##### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Book donations to promote SDGs learning	370	60	150
Local sustainability initiatives featured in Rurubu publications	134	141	148
Local and corporate sustainability initiatives featured by Rurubu Kids Web Media	27	32	45

#### Specific Initiatives:

##### < Media & More >

Product/Service	Name
Web Media	Rurubu Kids
Board Game	Rurubu SDGs Sugoroku Game

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 discovery. With input from subject matter experts, Rurubu editors have developed a fun and intuitive format that stimulates the curiosity of children while deepening their appreciation of environmental and social challenges. JTB Publishing's Rurubu SDGs Sugoroku board game exposes young minds to the 17 Sustainable Development Goals of the United Nations through examples of environmental engagement from across the globe while offering ideas for little things that children can do to help create a more sustainable world. Rurubu Kids Web Media provides information on local events for parents of small children as well as features on topics such as the weather and wildlife that are near and dear to children's hearts. By showcasing sustainability in the context of familiar places and products, Rurubu Kids helps tomorrow's leaders begin their sustainability journey early.



## Enriching the Human Experience — (3) Helping Business Partners and Client Companies Shine

# Supporting the Sustainability Efforts of Like-Minded Partners

Principles in Action

### Guiding Philosophy

In alignment with the second principle of the JTB Group's Sustainability Policy (*Promoting Sustainability through Customer Communication*), we not only strive to promote sustainability through our products and services, we also seek to expand our sustainability 'reach' by supporting the sustainability efforts of our business partners.

### Taking the Next Step

#### ■ Supporting the Sustainability Efforts of our Partners

The JTB Group is expanding its sustainability 'reach' by actively supporting the sustainability initiatives of its business partners.

##### Specific Initiatives:

##### < Putting Our Web Presence to Work >

We use 'Partner Sustainability Surveys' to better understand the sustainability efforts of our business partners. And we harness the reach of our extensive online presence to promote partner initiatives.

 <https://www.jtb.co.jp/kokunai-hotel/list/feature/sustainability/>

#### ■ Helping our Partners Improve Efficiency

By helping our business partners increase the efficiency of their operations, the JTB Group is expanding sustainability engagement across its value chain.

##### Specific Initiatives:

##### < Enhancing Efficiency and Reducing Costs >

JTB Data Connect HUB is a proprietary JTB system that integrates a lodging operator's property management system (PMS)\* with a powerful set of digital tools that include smart check-in/check-out, revenue management and payment automation. The Connect HUB system is helping JTB Group

partners in the lodging industry to reduce paper consumption, minimize waste, simplify operational processes, optimize workloads, and enhance workforce wellbeing.

\* A multipurpose front-office system used by lodging operators to manage operations, reservations, room rates, room inventory and revenue.

#### ■ Destination Digitalization

The JTB Group actively supports the digital transformation (DX) efforts of destinations through an array of leading-edge solutions that create and enhance value.

##### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Kotozna In-room Deployment	30,037 guestrooms	56,964 guestrooms	168,473 guestrooms

##### Specific Initiatives:

##### < DX Support for Lodging Partners >

**Kotozna In-room** is a powerful digital solution for lodging operators. With a simple QR code scan, Kotozna enables guests to use their smartphones to access hotel and guest service information. Kotozna's machine translation function makes it easier for international guests to communicate across the language barrier. Using Kotozna, guests can use their phones to research hotel services, check on the availability of rental items, order room service, view safety information in their own language, and much more.

The system enables lodging operators to reduce their consumption of paper by eliminating paper-based literature typically found in guest rooms.



##### < Solutions that Connect Businesses, Travelers and Communities >

**NearMe, Inc.'s** innovative rideshare services use proprietary AI technology to deliver optimized matching and routing. The company's Airport Smart Shuttles® are attracting attention as a promising solution for addressing transportation gaps.

By incorporating NearMe's proprietary algorithms into the transportation support functionality of Tourism Platform Gateway® -JTB's leading-edge destination DX platform- JTB is helping to improve local transportation infrastructure, reduce CO<sub>2</sub> emissions, and strengthen intermodal connectivity in underserved destinations.

#### ■ Supporting Destination Development and Operations

Through our multi-domain capabilities, we are capable of delivering organically coordinated destination development and management support as well as sustainable area revitalization solutions.

##### Specific Initiatives:

##### < Hometown Tax Donation Services >

The JTB Group provides a variety of services aimed at promoting local economic development through the administration of Hometown Tax Donation portals and rewards programs. Under partnering agreements with the municipalities of Osaki in Kagoshima Prefecture and Minami-Uonuma City in Niigata Prefecture, JTB delivers customized solutions that integrate the Hometown Tax Donation program with tailored tourism development solutions. These solutions include promoting local ingredients and cuisine through Rurubu Kitchen, assisting with tourism resource modernization, creating new distribution channels for local products, and developing innovative solutions that use Hometown Tax Donations to bring new dynamism to the local community. Through these collaborative efforts, the JTB Group is using its business as a vehicle to promote sustainable area revitalization efforts across Japan.

## Enriching the Human Experience — (3) Helping Business Partners and Client Companies Shine

# Contributing to the Success of Corporate Clients

Principles in  
Action

### Guiding Philosophy

In alignment with the second principle of the JTB Group Sustainability Policy (*Promoting Sustainability through Customer Communication*), we are continuously expanding our lineup of sustainable travel, meeting and event solutions for corporate clients. We now offer a number of customizable services to help businesses track, report and reduce their carbon footprint.

### Taking the Next Step

#### Sustainable MICE\*

The JTB Group's sustainable MICE solutions help organizations meet their CO<sub>2</sub> emission reduction goals.

#### Targets & Performance

KPIs	FY2023 Actual	
	No. of Events	Facilities Under Contract
CO <sub>2</sub> Zero MICE® Events	180	126

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Selection of MICE destinations based on host city sustainability commitment	1	2	10

#### Specific Initiatives:

##### < Promoting the Use of Renewable Energy >

**CO<sub>2</sub> Zero MICE®:** JTB Communication Design gives businesses and organizations the ability to host eco-friendly meetings and events by powering their venues with clean renewable energy sources. Packages include power consumption calculations, Green Power Certificates, and post-event review as well as CO<sub>2</sub> emissions calculations. (CO<sub>2</sub> Zero Mice® was honored at the 7th Japan Tourism Awards in 2023 and received the Excellence Award at the Inaugural JATA SDGs Awards in the Economy and Industry category.)



##### < Sustainability-Inspired Destination Selection >

**Incentive Travel for Franchise Owners:** The JTB Group believes that supporting the development of sustainable destinations begins with the destination selection process. As part of our efforts to contribute to sustainability in the travel and tourism sector, we are featuring Copenhagen\* as a destination in our incentive and MICE\*\* travel packages. FY2023 Incentive Travel Participants: 500

\* Copenhagen has declared its intention to become the world's first carbon neutral capital by 2025.

\*\* MICE = Meetings, Incentives, Conferences and Exhibitions

#### Sustainable Business Travel

In response to growing demand in the corporate sector, the JTB Group is expanding its lineup of sustainable business travel solutions.

#### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2025 Target
No. of business trips (domestic/overseas) with ESG-related metrics tracked and reported to client	70,830	100,000	150,000

#### Specific Initiatives:

##### < ESG-Minded Business Travel >

**ESG-BTM (Business Travel Management):** To help corporate clients travel more sustainably, JTB Business Travel Solutions, Inc. (JTB-CWT) offers a number of Business Travel Management services featuring ESG-friendly options.

E (= Environment): Satisfy client needs for CO<sub>2</sub> 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 promote workforce creativity and innovation.

G (=Governance): Help clients develop business travel procurement guidelines that specifically identify authorized travel products.

##### < Sustainable Business Travel >

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

- booking tools that compare the CO<sub>2</sub> footprint of different travel itineraries and highlight the most eco-friendly options
- tracking and reporting of travel-related CO<sub>2</sub> emissions (air/rail/car/hotels)
- progress tracking/monitoring of emissions reduction targets and acquisition of carbon offsets



## Enriching the Human Experience — (3) Helping Business Partners and Client Companies Shine

### Contributing to the Success of Corporate Clients

Principles in  
Action

#### ■ New Ideas & Solutions

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

#### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Contracts to design eco-friendly shops and offices	12	20	20

#### Specific Initiatives:

##### < Spatial Solutions >

**Eco-friendly Office Spaces:** JTB Asset Management provides corporate clients with SDGs-aligned office designs and operational support. Clients can choose from a variety of sustainability-inspired office plans such as the EcoNatural Office which uses environmentally friendly building materials, and the Activity Based Working (ABW) Office, which provides different work settings to accommodate different tasks.

##### < Bringing Businesses and Communities Together >

**GLOCAL Sustainability Project:** This hands-on initiative brings together businesses and communities to promote sustainability awareness and engagement. Field Sustainability Teams consisting of up-and-coming leaders from JTB and partner organizations work alongside local experts to explore socioeconomic and environmental challenges and solutions. FY2023 Participation: 2 projects / 33 entities / 35 participants

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

# Human Resource Development

In-House  
Initiatives

### Guiding Philosophy

#### Fundamental Principles

The JTB Group's Medium-term DEIB and Human Resources Development Strategy are rooted in the belief that the growth and dynamism of our people are the true sources of organizational growth, dynamism, transformation, and sustainable value creation. We foster an engaged and innovative corporate culture by honoring the individuality and diversity of our workforce and by providing our employees with ongoing opportunities for professional and career development. We seek to cultivate innovative, independent-thinking employees who genuinely embrace *ONE JTB* Values and embody the Group's business philosophy.

#### HR Vision

Innovative, independent-thinking employees embody the JTB Group's business philosophy by:

1. Viewing changes in the market and operating environment as opportunities, identifying challenges, acting swiftly, and continually going one step beyond.
2. Taking the initiative to enhance their knowledge and skills, embracing a sense of wonder and curiosity about the future, and pursuing lifelong personal and professional growth.
3. Embracing a global perspective, working collaboratively with people of different backgrounds inside and outside our organization, and continually creating new value.

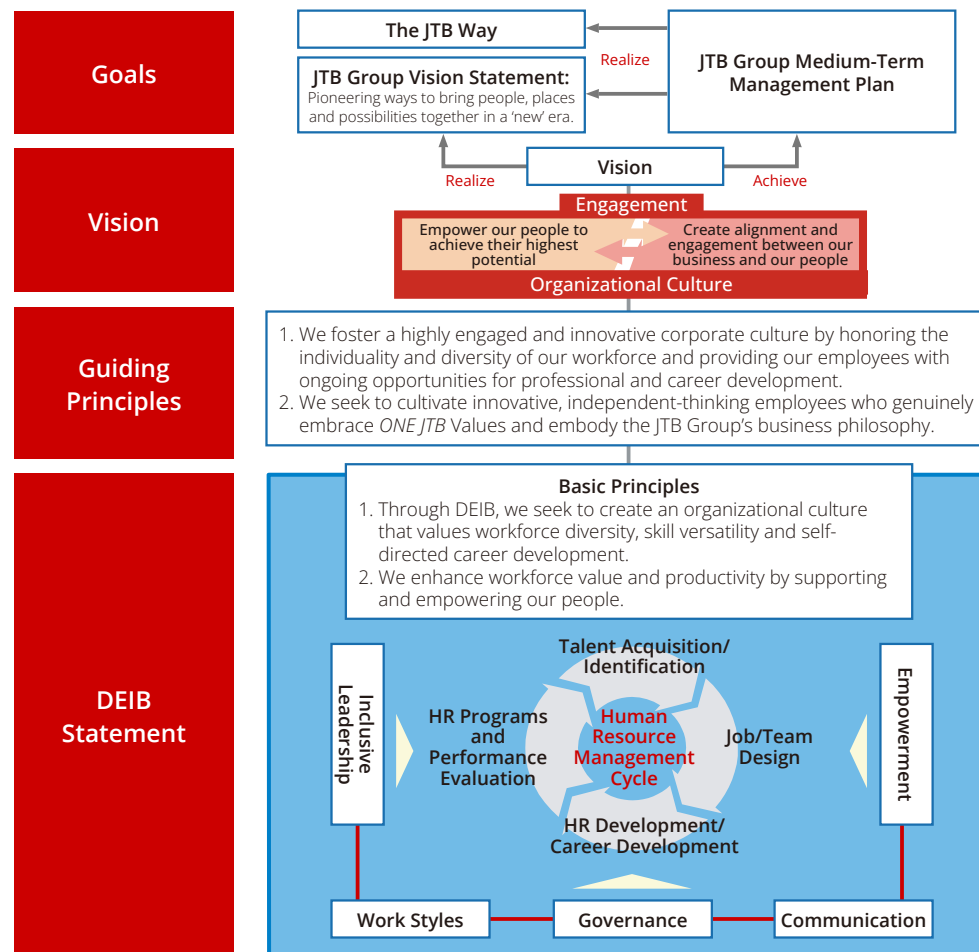
### Embracing *ONE JTB* Values and Embodying the JTB Group's Business Philosophy

#### Innovative, Independent-thinking Employees

Right Mindset	Right Skills	Right Action
Customer-focused	Ability to solve problems	Rise up to challenges
Curious/Farsighted	Ability to create value	Act swiftly
Internationally-oriented	Ability to get things done	Collaborate with colleagues and outside partners

### JTB Group's Medium-term DEIB & HRD Strategy

#### Schematic Overview



For information about our DEIB Performance, KPIs and Targets, [see Page 47.](#)



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

### Human Resource Development

In-House  
Initiatives

#### Human Resource Management Cycle

##### 1. Talent Acquisition/Identification

We recruit talent through a wide range of internal and external channels in order to maintain appropriate staffing levels and effective teams.

##### 2. Job/Team Design

We coordinate our staffing levels with our business strategy, track the skills of our employees, and provide a wide range of professional paths and opportunities to support career development.

##### 3. Training and HR Development

We seek to develop a creative and motivated workforce eager to pursue career-long professional development and contribute to the ongoing success of our organization. We actively support the career development efforts of our people and work hard to cultivate a culture of engagement and innovation.

##### 4. HR Programs & Compensation Packages

We offer flexible employment tracks and compensation packages (tailored compensation, merit-based pay, etc.) that promote employee wellbeing, job satisfaction and productivity. We respect the diverse values of our workforce and offer a variety of HR programs to support career mobility (Career Marketplace, etc.).

#### Taking the Next Step

#### JTB University: Our Learning Platform

JTB University, our integrated Group-wide learning platform, helps employees acquire the knowledge and skills they need when they need them. JTB University's unique Learning Management System\* facilitates seamless collaboration between training designers, administrators and instructors. Delivering more than 500 training and e-learning courses annually across a variety of online and in-person formats, JTB University supports individualized learning and promotes an organization-wide culture of collaborative, career-long learning.

\* Learning Management System: An integrated system for planning, implementing and evaluating organization-wide training and HRD activity.

#### JTB University: Guiding Principles

To help cultivate an independent-thinking, innovative workforce, JTB University delivers relevant learning content that nurtures professional development. JTB University supports our organizational development efforts by providing our people with the training they need when they need it and promoting a culture of collaborative, career-long learning.

#### Specific Initiatives:

##### (1) Supporting Skill Development

JTB University offers training opportunities to JTB Group employees all year long across a variety of different online and in-person formats with a primary focus on management training, business development, professional skills, career development, certification acquisition, sustainability training, and destination-specific training.

##### JTB University: Training Stats

KPIs	Employees Trained (FY2023)	Total Training Hours (FY2023)
JTB University Course Enrollment	10,006 participants	145,775 training hours

##### (2) Career Development Support

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

##### < Career Self-Assessment >

We provide systematic, tailored support for the career development efforts of our people, including career design counseling with certified in-house career consultants, career development training tailored to the needs of different career stages, training for managers to better support the self-directed career development efforts of their teams, and workshops aimed at improving employee work-life balance.

##### < JTB Group Talent Exchange Program >

In order to support the self-directed career development efforts of our highly motivated employees, the JTB Group Talent Exchange Program offers unique opportunities to gain professional experience within and outside the JTB organization.

##### JTB Group Talent Exchange Program

KPIs	FY2023 Target	FY2023 Actual
JTB Group Talent Exchange Program Applicants	250	308

##### < Employee Rehiring >

Subject to certain requirements, former JTB Group employees may apply for reinstatement following separation from employment due to childbirth, child/family care obligations, etc.

##### (3) Learning as a Tool for Organizational Transformation

##### < Summer Festival of Learning >

Since 2021, the JTB University Summer Festival of Learning has served as an important venue of collaborative learning across the JTB Group. The 2024 Summer Festival - organized around the theme 'Everyone is a Key Player: Connect, Contribute, Create a Brighter Future!' - featured more than 70 sessions led by JTB Group employees and executives as well as outside lecturers.

Participation in the Summer Festival continues to grow. More than 10,000 colleagues took part in our 2024 program in real-time.

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

### Human Resource Development

In-House  
Initiatives

#### ■ Sustainability Training in Multiple Languages

Sustainability is an integral part of the JTB Group's HRD training menu. Select materials are offered in multiple languages.

##### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Sustainability (Basic Concepts) Training Sit Rate	31%	65%	100%
Sustainability (Deeper Dive) Training Sit Rate	70%	100%	100%
Percentage of colleagues providing a favorable review of the company's sustainability training	—	70%	80%

##### Specific Initiatives:

###### < Business Sustainability Training >

In order to deepen our colleagues' understanding of sustainability and clarify the action needed to support the success of our business and growth strategies, we offer applied sustainability training across Japan for key Group personnel who play a leadership role in our organization's sustainability efforts.

#### ● FY2024 Business Sustainability Training: Participation Targets

Program Description	Participation Target
Sustainability Training (Group)	200 Participants
Sustainability Training (Webinar)	50 Participants

##### < Sustainability Training through JTB University >

In order to promote employee awareness and sustainability ownership, JTB University training programs consistently begin with an introduction to the Group's sustainability guidelines.

#### ■ Destination-Specific Training & Credentials

The JTB Group encourages employees to pursue destination-specific certifications in order to deepen their understanding of the cultural and environmental uniqueness of each destination we serve. We also offer a broad range of training programs aimed at supporting credential acquisition.

##### Specific Initiatives:

###### < Credential Acquisition >

Description	Certifications Acquired
Area Specialist	3,583
'World Heritage' Certification	1,428

###### < Remote Learning >

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

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

# Work-Life Balance

In-House  
Initiatives

### Guiding Philosophy

In alignment with the sixth principle of the JTB Group's Sustainability Policy (*Creating an Inclusive, Fair and Sustainability-Oriented Work Environment*), we provide our employees with the freedom to choose from a variety of flexible 'anytime, anywhere' employment modalities (JTB Group Work Style). Guided by the four key concepts described below, the JTB Group Work Style is aimed at providing an attractive and rewarding workplace environment as well as better compensation packages in order to promote employee engagement, innovation, and productivity and support our organization's efforts to attract and keep top talent.

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



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



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



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



\* DEIB: Diversity, Equity, Inclusion, Belonging

### Taking the Next Step

#### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Annual hours worked per capita	1,899 hours	1,800 hours	1,700 hours
Percentage of employees telecommuting at least once a month	20.10%	22%	26%
Employee Surveys (Job Satisfaction)	76%	85%	90%

#### Specific Initiatives:

**I-Work Remote:** Allows employees who register a 'preferred domicile' with their employer to work remotely from that location even if assigned a job transfer that would otherwise require physical relocation.

**Shorter Workweeks:** Aimed at accommodating a wider range of work styles, this program allows employees to tailor their schedules by choosing compressed workweeks.

**Outside Employment Guidelines:** To accommodate diverse and evolving values, the JTB Group provides employees with written guidelines on the do's and don'ts of outside employment.

**Telework:** Offers our employees greater flexibility as to where and when they work, allowing them to reduce the time they spend commuting, structure their workday to fit their lifestyle needs, improve efficiency and productivity, and achieve greater work-life balance.

**Support through Life Events:** We offer a variety of programs to help employees navigate major life events including shortened work hours for employees with family care obligations, voluntary relocation in the event of spouse transfers, workplace reinstatement programs, etc.

**Personal Development Leave:** Allows employees to take up to two years of leave to develop professional skills. By supporting employees who take the initiative to acquire experience outside our organization, we seek to accelerate their development as innovative, independent-thinking professionals.

**Flextime:** Gives employees the option of doing away with fixed work schedules while keeping their total annual work hours unchanged. Our flextime program gives colleagues the freedom to set their own work hours between 5:00AM and 10:00PM and create work schedules tailored around operational ebb and flow.

**Fair Compensation for All Hours Worked:** The JTB Group is committed to properly compensating tour guides for all hours worked before, during and after assignments in the field. We also compensate employee travel days as paid work time. By properly tracking and compensating the total number of hours worked by our employees, we are better able to manage workforce health and safety, improve productivity and morale, and reinforce our recruiting and retention efforts.

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

## Wellbeing Management

In-House  
Initiatives

## Guiding Philosophy

In alignment with the sixth principle of the JTB Group's Sustainability Policy (*Creating an Inclusive, Fair and Sustainability-Oriented Work Environment*), we pursue sustainable corporate growth by helping our employees live happier, more fulfilled lives.

## Priority Initiatives

- (1) **Encourage colleagues to play an active role in their own health**
  - Digital tools help employees monitor and improve their own health (Launched FY2020)
  - Wellbeing events
  - Analytical health management tools to help managers identify and address concerns within their teams
  - Professional healthcare guidance to help employees prevent obesity and other lifestyle diseases
- (2) **Cultivate a workplace environment conducive to mental and emotional wellbeing**
  - Timely HR intervention through appropriate monitoring of overtime, absences, etc.
  - Use of stress questionnaires to identify and mitigate high-stress working conditions
  - Training to support early identification of warning signs and proper stress management
- (3) **Programs and supports to accommodate unique needs and circumstances**

## Taking the Next Step

## Wellbeing Management Initiatives

## Targets &amp; Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Average Biological/ Chronological Age Differential	-0.4 years	-0.8 years	-1.2 years

## Specific Initiatives:

## &lt; Wellness Events &gt;

**'Pep Up' Step Challenge 2023:** The JTB Employee Step Challenge encourages employees to take greater ownership of their own health by competing in teams for the most steps taken. Nearly 3,000 JTB colleagues are using the 'Pep Up' digital application to take an important step towards greater fitness.

## Occupational Safety and Health

Through numerous initiatives, the JTB Group is working to promoting workplace health and safety.

## Specific Initiatives:

## &lt; Employee Safety &amp; Health Handbook &gt;

As part of our efforts to maintain the health and safety of our workforce, the JTB Group provides employees with a handbook of useful information about checkups, fitness, mental and emotional health, overwork, health risks associated with overseas assignments, family/medical leave, and reinstatement.



## Enriching the Human Experience — (5) Human Rights &amp; DEIB

## Respecting Human Rights

In-House  
Initiatives

## Guiding Philosophy

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

<JTB Group Policy / Human Rights Policy>

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 our employees to respect and defend the rights of all people. We maintain a zero-tolerance policy for human rights violations, seek to prevent violations in our supply chain, and take prompt corrective action in the event that any potential violation is brought to our attention.

The JTB Group maintains the following human rights policies:

- (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 the following commitments.

### Commitment to a Work Environment Free of Discrimination and Harassment

The JTB Group does not tolerate any form of discrimination or harassment in the workplace. Every employee is responsible for maintaining a positive work environment free of discrimination and harassment.

Employees who are found (after appropriate investigation) to have violated this policy will be subject to disciplinary action up to and including immediate termination.

### Commitment to a Work Environment Free of Slavery and Human Trafficking

The JTB Group maintains a zero-tolerance policy for modern slavery. We are committed to acting ethically in all of our business dealings and relationships. We implement and enforce effective systems and controls to prevent modern slavery from occurring anywhere in our organization or supply chain. We expect similar high standards from all of our business partners, vendors and suppliers.

### Commitment to DEIB

JTB is committed to fostering and maintaining a culture of diversity, equity, inclusion, and belonging (DEIB). We believe that our employees should reflect the diversity of the communities in which they work and live.

## Taking the Next Step

### Human Rights Due Diligence

JTB's human rights due diligence is aimed at identifying, mitigating and preventing human rights risks in our organization and supply chain. We are committed to safeguarding human rights and to transparent reporting about the methodology and effectiveness of our efforts.

#### Purpose of Due Diligence

- (1) Identify, analyze and assess human rights risks and implement appropriate mitigation measures.
- (2) Ensure the ongoing creation of corporate value through business integrity predicated on a fundamental respect for human rights.
- (3) Contribute to the broader wellbeing of society by promoting respect for human rights within the JTB Group and across our supply chain.

#### Survey Participants

All JTB employees

Respondents: 8,564 Response Rate: 72%

### Due Diligence Period

December 11–29, 2023

### Identification of Human Rights Risks based on Analysis of Survey Results

With input from outside experts as well as our in-house human resource planning, legal and DEIB teams, we analyzed the results of our due diligence survey and identified the following three priority areas of human rights risk:

#### < 3 Priority Areas of Human Rights Risk >

- (1) Harassment and Abuse
- (2) Occupational Safety and Health
- (3) Work Hours

### Taking the Next Step

We are committed to adopting mitigation measures to address the above-identified priority areas of human rights risks. We will conduct annual progress monitoring in order to track and assess the effectiveness of our efforts.

Looking ahead, we plan to expand out the scope of our efforts to include all JTB Group companies as well as domestic and overseas suppliers.

### Key initiatives aimed at addressing our 3 priority areas of human rights risk

In alignment with the guiding principles described below, we are committed to adopting mitigation measures to address the three priority areas of human rights risk identified through our due diligence survey.

#### (1) Harassment and Abuse

##### (1) Guiding Principles

In order to ensure that harassment has no place in our business, we strive to deepen our people's understanding of its many forms. We take comprehensive preventive action and are working to strengthen remedies available for aggrieved employees.

##### (2) Key Initiatives

- Human rights training
- DEIB training (LGBTQ+ issues, unconscious bias, etc.)

#### (2) Occupational Safety and Health

##### (1) Guiding Principles

JTB is committed to promoting workforce wellbeing by

## Enriching the Human Experience — (5) Human Rights & DEIB

### Respecting Human Rights

In-House  
Initiatives

encouraging our employees to take ownership of their own health and adopt healthier lifestyles. To this end, we offer our people information, training, digital tools and a variety of wellbeing programs and events. We seek to be recognized as an FY2025 "White 500" Health & Productivity Management Outstanding Organization.

#### (2) Key Initiatives

- Mandatory registration on the Pep Up Health Management Web Portal
- Programs to promote sleep hygiene and regular exercise as well as healthcare guidance to support employee efforts to achieve greater health
- Wellbeing checks to prevent adverse health impacts from overwork
- Training and mentoring programs to promote mental and emotional health
- FemTech services to address women's health issues
- Analysis of stress survey results and guidance for teams reporting high levels of stress

#### (3) Work Hours

##### (1) Guiding Principles

JTB Corp. is pursuing a number of initiatives aimed at reducing the number of annual hours worked\* by its employees to 1,650.

\* 1,800 total annual working hours (7.5 hours x 240 days) - 150 hours of annual paid leave (7.5 hours x 20 days)

##### (2) Key Initiatives

- Better training for managers and supervisors
- Use of labor management comprehension checks to deepen manager understanding of best practices
- Increased use of flextime, variable work hours, telework, and continuous leave
- Implementation of 'Work-Interval System' to ensure sufficient off-duty time (11 hours) between shifts

#### Future Considerations

In addition to taking corrective action to address the priority risks described above, we also intend to undertake a broader exploration of human rights issues and implement any necessary responsive action.

#### (1) Ongoing re-examination and disclosure of human rights policies

#### (2) Identification and assessment of human rights risks

- ① Identification of risks specific to JTB Group companies
- ② Identification of supply chain risks

#### (3) Mitigation measures

- ① Analysis of survey results and identification of issues
- ② Establishment of targets and KPIs
- ③ Development of HR programs and mechanisms
- ④ Development of in-house systems and clarification of responsibility
- ⑤ Education, training, awareness raising activity, senior management communications

#### (4) Monitoring of human rights risks

- ① Review progress of mitigation measures: Reporting to Management Committee and Board of Directors
- ② External Assessment: Human rights audits and independent evaluations (UN Global Compact)
- ③ Supply chain management
- ④ Design, implementation and ongoing re-examination of complaint response and remedy mechanisms

#### (5) Disclosure regarding human rights risks

- ① Use of Sustainability Reports to disclose information on human rights issues
- ② Transparency with stakeholders
- ③ Stakeholder dialogue

#### JTB Group Code Hotline

The JTB Group Code Hotline is our whistleblowing mechanism that allows employees to report genuine concerns about illegal or inappropriate conduct without fear of retaliation. Concerns reported to the Hotline are subject to objective investigation and appropriate follow-up. The Hotline may also be used to report suspected human rights violations.

(See Governance  on Page 61)

#### Human Rights Training

In order to promote awareness and understanding of the Group's human rights policies, we periodically conduct training and administer workforce comprehension checks.

#### Specific Initiatives:

##### < Training & Testing >

**Compliance Quizzes:** Administered on a Group-wide basis in January and June each year (the January quiz is administered together with the JTB Group Code of Conduct Comprehension Check) with the goal of raising compliance awareness in the workplace.

**Compliance Workshops:** Conducted on an ongoing basis in order to deepen our colleagues' understanding of the JTB Group Policy.

#### Compliance Quizzes Administered in June 2023 and January 2024

No. of test-takers	June 2023: 14,851 January 2024: 13,895
Registered employees	June 2023: 19,641 January 2024: 19,375
Sit rate	June 2023: 63.7% January 2024: 71.7%
Quiz languages:	Japanese, English, Chinese (simplified), Chinese (traditional), Korean

#### Compliance Workshops (March 2024)

Workshop participants	7,224
Registered personnel	18,663
Coverage rate	38.7%
Workshop languages:	Japanese, English

## Enriching the Human Experience — (5) Human Rights &amp; DEIB

## DEIB

In-House  
Initiatives

## Guiding Philosophy

**The JTB Group DEIB Statement**  
***Treasure the Difference, Bring the World Together.***

\*DEIB - Diversity, Equity, Inclusion, Belonging -

JTB Group honors a diverse range of talents, creating an organization where each individual can thrive authentically. By embracing the differences in regions, cultures, people, and identities across the world, we transform these differences into values such as insights, new experiences, and innovation, bringing the world together.



## Our Approach to DEIB

**Diversity is a source of value creation. DEIB is an integral part of a sustainable future.**

In alignment with the sixth principle of the JTB Group Sustainability Policy (*Creating an Inclusive, Fair and Sustainability-Oriented Work Environment*), we view DEIB as an essential part of a sustainable business strategy. By welcoming diverse values and offering our colleagues a range of different work styles, we are better able to respond to diversification and change in our markets and generate ongoing corporate value.

In order to harness the potential of *Diversity* as a source of dynamism and value creation, the JTB Group strives to create a work environment in which all of our colleagues have the opportunity to achieve their fullest potential. By ensuring

workplace fairness and providing our employees with ongoing opportunities to develop their careers and contribute to the success of the organization, we create fertile soil for diversity to bear fruit. This is the essence of *Equity*.

We believe that an organizational culture that allows people to be themselves and feel a genuine sense of *Belonging* (Psychological Safety) is a powerful driver of workforce engagement and performance.

We look forward to doubling up our efforts to recruit and retain employees with diverse backgrounds as we continue our DEIB journey.

## Taking the Next Step

## Targets &amp; Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Employee Survey (Diversity Score)	78.1%	78%	86%
Employee Survey (Engagement Score)	56.6%	65%	80%
Employee Survey (Job Satisfaction Score)	76%	85%	90%

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Percentage of Employees with Disabilities	2.54%	2.55%	2.75%
Percentage of Female Managers	38.1%	40%	44%

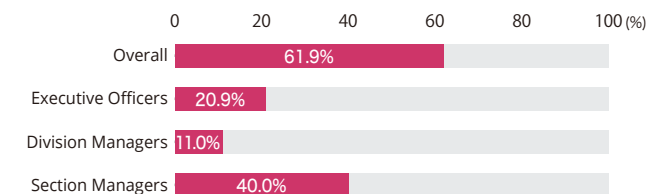
KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Gender pay gap (all employees)	61.1%	62%	70%

Note: JTB uses gender-neutral pay standards. Our gender pay gap arises from the following 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 (38.1%) is lower than our overall percentage of female employees (60.0%).

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Percentage of employees taking childcare leave (Male/Female)	76.4% /100%	100% /100%	100% /100%

**Percentage of Female Managers at Different Organizational Tiers**

As part of our efforts to create a workplace environment in which all of our employees - regardless of gender - are empowered to achieve their highest potential, we support the Japan Business Federation's target of having women occupy at least 30% of executive positions by the year 2030. In alignment with this goal, we are actively strengthening in-house training and supports aimed at promoting the advancement of female managers in the workplace.



Regular employees at domestic JTB Group companies as of April 2024

## Enriching the Human Experience — (5) Human Rights & DEIB

### DEIB

In-House  
Initiatives

#### Specific Initiatives:

#### DEIB: 5 Areas of Focus

##### (1) Cultivate an Organizational Culture that Harnesses the Power of Diversity

- Use of Employee Surveys to drive organizational development efforts
- Use of Smiles-in-Action program to promote workplace-driven organizational development
- Initiatives aimed at promoting workforce engagement

##### (2) Use of the JTB Group Work Style to Promote Work-Life Balance

- Create a workplace environment conducive to employee satisfaction and wellbeing
- Flexible HR programs designed to accommodate diverse work styles
- Use of training and in-house communication tools to raise awareness of work-life balance solutions

##### (3) Support for Self-Directed Career Development

- Career development 'self-assessment' (career counseling & training)
- Career development support through the JTB Career Site, training workshops, etc.
- Support for autonomous career development through the JTB Group Talent Exchange, etc.

##### (4) Career Development Support for Employees with Disabilities

- Events (Disabilities Summit, etc.) and training aimed at promoting disability awareness in the workplace
- Use of digital tools to ensure equitable access to information
- Consulting support from specialized JTB Group subsidiaries to improve retention of employees with disabilities
- Participation in third-party initiatives aimed at promoting social inclusion

##### (5) Gender Equality

- Plus Forum workshops aimed at eliminating unconscious gender bias from the workplace
- DEIB Management Training aimed at raising awareness of unconscious gender bias

- Programs and workshops to help employees navigate major life events
- Workshops to promote understanding and awareness of LGBTQ+ Issues
- Rainbow Pride sponsorship (Tokyo, Nagoya, Osaka, Fukuoka) and showcasing of JTB initiatives at Pride exhibitions
- Participation in Pride Action 30 to promote understanding and support for the LGBTQ+ community during Pride Month

#### Career Design Training

The JTB Group periodically offers its employees career design workshops (virtual and in-person).

##### < Career Development Training Hours >

Category	Description	Training Hours	Participants	Total
Career Design	Career Design Training (28 years old)	2	317	634
	Career Design seminar 30's	2	97	194
	Career Design seminar 40's	2	96	192
	Career Design seminar 50's	2	96	192
	Career Design Interviews 20-50's	1	194	194
	Career Design Interviews 29 years old	1	293	293
Total		10	1,093	1,699

#### Smiles-in-Action: Colleague-driven DEIB

Smiles-in-Action is a workplace-driven JTB Corp. program aimed at boosting the engagement of our employees and transforming the culture of our organization. Smiles-in-Action Committees in more than 150 JTB workplaces across Japan champion a wide range of employee-initiated programs and events aimed at reinforcing *ONE JTB Values* (Create trust / Rise to the challenge / Keep smiling), improving work flexibility, and increasing colleague satisfaction.





## Nurturing Our Surroundings — (1) Caring for the Earth

# Fighting Climate Change

In-House  
Initiatives

### Guiding Philosophy

In alignment with the third principle of JTB Group's Sustainability Policy (*Conserving the Earth's Resources and Biodiversity*), we are actively working to combat climate change, protect the environment and preserve biodiversity. To help conserve the Earth's precious resources for generations to come, we are steadily reducing the amount of water and energy we consume in our business and migrating to cleaner and greener sources of energy.

### The JTB Group Environmental Statement

Guided by a deep respect for the delicate balance of the global ecosystem and an earnest desire to protect and nurture the planet, we seek to use our business as a vehicle for promoting socio-environmental sustainability.

We recognize and seek to conscientiously mitigate the following risks:

### Risks Associated with Climate Change

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

#### < Deterioration of Tourism Resources >

Shoreline 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 our physical facilities from natural disasters, lower labor productivity caused by extreme heat, etc.

#### < Additional Risks >

Food supply risks, limited availability of local specialty items due to poor harvests

### < Rising to the Call >

- Promotion of new destinations to mitigate overtourism
- Development of climate-adapted tourism facilities (year-round uses for ski resorts, etc.)
- Closer-to-home travel, vacation staggering, etc.
- Enhanced itinerary safety, expanded insurance options, etc.
- Development of hands-on climate change awareness programs

### Risks Associated with Social Change

- Traveler reluctance to fly due to concern over CO<sub>2</sub> emissions, 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 work closely with our business partners to reduce energy consumption (fuel efficiency, equipment upgrades) and promote the use of alternative fuels

### KPIs & Targets

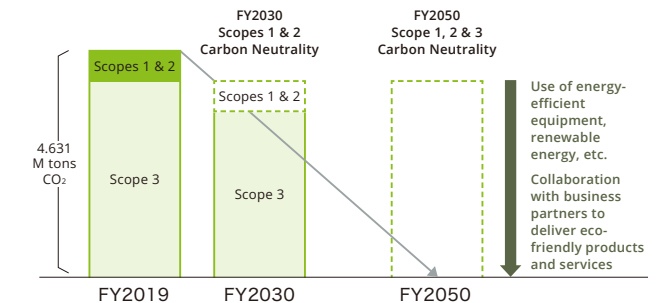
The JTB Group has adopted a phased approach to reducing its environmental footprint. We aim to achieve carbon neutrality (net zero greenhouse gas emissions) in our business and supply chain by FY2050.

### JTB Group Carbon Neutrality Targets

**Medium-term Target** Net zero CO<sub>2</sub> emissions by FY2030 (Scopes 1 & 2)

	Unit	FY2023 Actual	FY2024 Target	FY2028 Target
CO <sub>2</sub> Emissions (Scope 1, 2)	t-CO <sub>2</sub>	18,569	17,700	6,128
CO <sub>2</sub> Emissions (Scope 1, 2, 3)	t-CO <sub>2</sub>	2,388,108	2,867,700	3,490,088

**Long-term Target** Net zero supply chain by FY2050 (Scopes 1, 2 & 3)



\* 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

In-House  
Initiatives

#### FY2023 CO<sub>2</sub> Emissions

Scope / Category		FY2023 Actual	
		Emissions (tons CO <sub>2</sub> )	vs. FY2019
Total for Scopes 1-3		2,388,108	52.4%
Scopes 1 & 2		18,569	50.1%
Scope 3	1 Purchased goods/ services	2,369,539	52.4%
	2 Capital goods		
	3 Fuel- and energy-related activities		
	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

Power consumption accounts for the bulk of our organization's CO<sub>2</sub> emissions. Therefore, we are focusing our Scope 1 & 2 efforts on reducing electricity usage and switching to eco-friendly energy sources.

##### Specific Initiatives:

##### < Reducing Power Consumption >

In pursuit of our FY2030 targets, we are working to reduce our power consumption by 10% by switching to LED office lighting and equipping our air conditioners with energy-saving ceramic sheets.

##### Conserving Energy in the Office:

Our lenient summer and winter dress codes (Cool Biz/Warm Biz) help cut CO<sub>2</sub> emissions from air conditioning and heating. We also configure our computer equipment to make optimal use of power-saving sleep mode features.

Raising In-House Awareness



JTB received S-class designation from Japan's Agency for Natural Resources and Energy for its FY2022 energy performance based on reporting under Japan's Energy Conservation Act.

##### < Converting to Renewables >

By FY2030, the JTB Group seeks to fully switch from fossil fuels to renewable energy sources to power its offices.

##### Scope 3 Initiatives

To help reduce Scope 3 CO<sub>2</sub> emissions, we offer our customers an expanding lineup of eco-friendly products and services.

##### Targets & Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Percentage of electric vehicles in forklift fleet	100%	100%	100%

##### Specific Initiatives:

##### < CO<sub>2</sub>-Responsible Solutions >

**CO<sub>2</sub> Zero Series:** The JTB Group's growing lineup of CO<sub>2</sub> offset services includes CO<sub>2</sub> Zero Travel® and CO<sub>2</sub> Zero MICE®.

See Page 33 for more information on CO<sub>2</sub> Zero Travel®

See Page 38 for more information on CO<sub>2</sub> Zero MICE®

**CO<sub>2</sub> Tracking:** We also offer an expanding array of business travel services supported by CO<sub>2</sub> tracking and reporting.

For more information on ESG-BTM, see Page 38.

##### < Forklift Success Story >

PULS, a JTB Group company involved in distribution management for the publishing industry, maintains an entirely battery-powered forklift fleet.

## Nurturing Our Surroundings — (1) Caring for the Earth

## Preserving the Earth's Biodiversity

In-House  
Initiatives

## Guiding Philosophy

In alignment with the third principle of JTB Group's Sustainability Policy (*Conserving the Earth's Resources and Biodiversity*), we are actively working to combat climate change, protect the environment, and preserve biodiversity. We are deeply concerned about animal welfare and firmly opposed to all forms of illegal trade involving fauna and flora. We refuse to be involved in activity that adversely impacts any internationally, nationally or locally protected species.

Through a 'Nature Positive' approach that involves tracking risks and environmental impact associated with our business activity, we aim to go one step beyond combating climate change by using our business itself as a vehicle for restoring biodiversity.

## Natural Capital: Risks and Impacts

## ■ Impact on Wildlife

Decline in native wildlife due to invasive species

Habitat loss due to construction of hotels, airports, etc.

Declining fish populations due to overfishing and climate change

## ■ Impact on Habitats

Air pollution and atmospheric warming due to fossil fuel combustion

Land devastation from illegal dumping

Deforestation due to unsustainable paper consumption

Marine pollution caused by microplastics and untreated sewage discharge

Ecosystem destruction caused by aquatic hitchhikers

## KPIs &amp; Targets (Disclosure Initiatives)

## ■ TNFD Adopter

In order to be successful in growing our business while simultaneously reducing our ecological footprint, we understand the need for a scientifically-based approach to conservation and biodiversity restoration. We are committed to assessing and reporting under the Taskforce on Nature-Related Financial Disclosures (TNFD) framework by the end of FY2025.

## • Protecting Wild Fauna and Flora

We comply with international, national and local laws prohibiting the collection and removal of protected species.

## • Preventing the Spread of Invasive Species

We comply with quarantine laws as well as rules governing entry to nature preserves and other eco-protected areas.

## • Promoting Animal Welfare

Our wildlife viewing experiences are conducted in compliance with local laws.

## Nurturing Our Surroundings — (1) Caring for the Earth

## Resources, Water and Waste

In-House  
Initiatives

## Guiding Philosophy

In alignment with the third principle of JTB Group's Sustainability Policy (*Conserving the Earth's Resources and Biodiversity*), we are actively working to combat climate change, protect the environment and preserve biodiversity. We are gradually reducing our reliance on disposable paper and plastic products and implementing sustainability-based procurement practices.

Through process re-engineering and recycling, we are also working to reduce waste and emissions associated with our business and remove toxic substances from the workplace environment. We adopt compliant waste disposal practices and strive to reduce consumption of paper, electricity, water and other resources. We also promote the 3Rs through workforce training and awareness programs.

## Taking the Next Step

## Waste Reduction Initiatives

## Targets &amp; Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
New Hotel Amenity Recycling Stations	3	20	50

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Reduction in Paper Tickets through Use of Digital Ticketing Platforms	9,544,470 tickets	14,730,000 tickets	25,830,000 tickets
Reduction in Printed Vouchers through Conversion to Digital Payment Systems	27,878	47,554	51,473

## Specific Initiatives:

## &lt; Lodging Industry Amenities: The 3Rs\* &gt;

Today's travelers are more environmentally conscious than ever before. Many prefer to patronize hotels that demonstrate a genuine commitment to recycling and other sustainable practices. However, no single operator in the lodging industry has the capability to create the infrastructure needed to support the recycling of toothbrushes, hairbrushes and similar such amenities. To overcome this challenge, hotel operators from across Japan's hospitality industry joined forces with amenity manufacturers and distributors in 2022 to create the Amenity Recycling Association (ARA). JTB Trading is actively involved. In 2023, ARA signed a partnership agreement with the Tokyo Metropolitan Government to promote the 3Rs. ARA has since rolled out a broad set of initiatives aimed at promoting horizontal amenity recycling\*\*, including the development of uniform standards

for materials used in the manufacture of hotel amenities, compliant resource recovery methods, creation of safe-to-use recyclable amenities, and efficient recovery mechanisms that reduce the burden on hotel operators. A full-scale launch of these initiatives commenced at participating hotels in October 2023.

Through the development and marketing of its *Wave Series* lineup of original recyclable amenities, JTB Trading is helping to reduce waste and resource consumption in the lodging industry.

\* 3Rs: Reduce, reuse and recycle

\*\* The use of recycled products to re-create items of the same type.



## &lt; Digital Solutions Help Partners Use Less Paper &gt;

Digitization Solutions: Integrated digital ticketing systems like Good Fellows JTB's e-ticketing platform TicketHUB® as well as centralized travel content and reservations management platforms like JTB BÔKUN's use QR codes and other digital technologies to help consumers and businesses reduce reliance on paper.

Payment Solutions: Through digitization, JTB Business Innovators is helping businesses reduce consumption of paper resources by switching to e-vouchers and digital tour enrollment.

## &lt; Raising Employee Awareness &gt;

We issue periodic e-mail reminders to our people encouraging them to reduce, reuse and recycle.



## Nurturing Our Surroundings — (1) Caring for the Earth

### Resources, Water and Waste

In-House  
Initiatives

#### ■ Protecting Water Resources

The JTB Group is contributing to the solution of community water resource challenges.

##### Specific Initiatives:

##### < Potable Water in the Philippines >

Our business depends on a vibrant global environment and the ongoing availability of a wide range of regional resources. As part of our efforts to promote sustainability at the local level, JTB is supporting efforts to provide safe drinking water to residents of Tagum on the island of Mindanao in the southern Philippines through a project that uses a containerized water filtration system to produce potable water. This initiative supplied 34,296 liters of drinking water in 2023.

## Nurturing Our Surroundings — (2) Enhancing Destination Attractiveness

## Enhancing Destination Attractiveness

Principles in  
Action

## Guiding Philosophy

In alignment with the fourth principle of the JTB Group's Sustainability Policy (*Promoting Sustainable Communities*), we actively support the development of sustainable communities. Working together with like-minded customers and business partners, we support community development efforts that are respectful of local customs, values, lifestyles and ecosystems. We provide area management and human resource development solutions that contribute to the creation of thriving, sustainable communities.

## Supporting the Local Economy

- We create local jobs and actively support 'Buy Local' initiatives.

## Supporting Local Communities

- The JTB Group's approach to destination development aims at striking a healthy 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

## Area Development

The JTB Group is deeply involved in the development and implementation of sustainable area solutions. By organically integrating existing tourism resources with new investment and development activity, the JTB Group creates 'thematic visitor ecosystems' that generate sustainable destination value.

## Targets &amp; Performance

KPIs	FY2023 Actual	FY2024 Target	FY2028 Target
Yanbaru 'Biodiversity' Zipline Participants	10,726	8,500	12,000
Fukugi Saplings Sold	112	90	200

## Specific Initiatives:

## &lt; Sustainability-Oriented Tours &gt;

**Yanbaru 'Biodiversity' Zipline:** Nestled amidst the lush, subtropical Yanbaru forests of northern Okinawa, the JTB-operated zipline offers riders an unforgettable 'aerial stroll' accompanied by informative commentary by forest guides on rare vegetation and biodiversity preservation. (FY2023 Zipline Riders: 10,726)

## &lt; Area Conservation Efforts &gt;

**Fukukitaru:** Through proceeds from the sale of *fukugi* (Happiness Tree) saplings, JTB is helping to preserve the picturesque beauty of the Bise area in Motobu, Okinawa.

## Overtourism Solutions

The JTB Group is working to curb the adverse impacts of overtourism on local communities and ecosystems.

## Specific Initiatives:

## &lt; Visitor Mobility Solutions &gt;

**Yamanashi Tourism MaaS\*:** Yamanashi Prefecture, located just a few hours by car from Tokyo, is well-known for its abundant tourism resources. The prefecture's scenic areas and wineries are particularly popular with visitors. Unfortunately, many of these attractions are situated far apart from one another and not readily accessible through Yamanashi's existing transportation grid. With some 70% of visitors arriving in their own vehicles, traffic congestion has also 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 partnered with the municipalities of Kofu, Yamanashi, Fuefuki, and Koshu to

conduct proof-of-concept testing of an innovative new system called the Yamanashi Sightseeing MaaS. Designed to facilitate mobility by connecting visitors, tourist attraction operators and transportation providers, the Sightseeing MaaS platform provides a one-stop source for finding optimal travel routes, making reservations, and processing payment.

\* 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 and make reservations and payments through a convenient 'one stop' portal.

## &lt; MaaS Software &gt;

**Tourism Platform Gateway™ (TPG):** JTB develops proprietary software to power Mobility as a Service (MaaS) platforms for the tourism industry. These platforms are playing an important role in facilitating visitor mobility and boosting visitor spending.

## &lt; Digital Ticketing Solutions &gt;

**PaaSket:** An Android-based app that validates electronic tickets issued through the Ticket HUB® platform. Through integrated QR code verification and contactless ticket stamping, PaaSket helps to significantly reduce the manual processes involved in paper ticketing operations and alleviate congestion at venue entry points.

## Nurturing Our Surroundings — (2) Enhancing Destination Attractiveness

### Enhancing Destination Attractiveness

Principles in  
Action

#### Collaborative & Sustainable Area Development

The JTB Group partners with a diverse range of local stakeholders to develop tailored tourism solutions that help overcome local challenges and create sustainable communities.

##### Specific Initiatives:

##### < Kai-Fujiyama Road Project >

JTB's Kai-Fujiyama Road Project is a sustainable destination development initiative aimed at curbing overtourism around the Kawaguchiko Train Station and distributing visitor flows to other destinations in Yamanashi Prefecture.



In partnership with local stakeholders, JTB has created Tourist Base Kawaguchiko (completed November 2023) in front of Kawaguchiko Station and Lily Bell Hütte (completed April 2024) in Fuefuki City. The latter facility is located close to Fujiyama Twin Terrace, an observation deck with spectacular views of Mt. Fuji. Both of these new facilities are designed to serve as gathering



places for international visitors. Through new tours that transport visitors between these two locations, JTB is helping to create new visitor streams and spread out the benefits of tourism more equitably and sustainably across Yamanashi.

##### < SICS Sustainable Lounge >

JTB has entered into a comprehensive partnering agreement with the City of Takamatsu (Kagawa Prefecture) aimed at revitalizing the city's Central Wholesale Market. Under this collaboration, JTB created the SICS Sustainable Lounge (opened in May 2024) to serve as a place where visitors and residents can gather, dine and explore common interests.

The ground floor of the 2-story SICS Lounge is occupied by Kusemonoz, a restaurant serving aesthetically imperfect but otherwise completely edible local seafood and produce. The second floor provides space for hosting events aimed at promoting visitor-resident interaction. The SICS Sustainable Lounge is operated through a tie-up with local community partners. In addition to contributing to food sustainability, the Lounge serves as an important venue for promoting the Takamatsu City Central Wholesale Market and the attractions available across the Setouchi region.



#### Collaborative, Sustainable Area Development

The JTB Group works closely with community partners to identify and develop tourism resources and sustainable area development solutions. From the Oki Islands of Shimane Prefecture to the Yanbaru region of northern Okinawa, JTB professionals are providing needed on-site expertise and support.

Working hand in hand with local stakeholders, we create value-added services, one-stop welcome centers and promotional campaigns aimed at reaching targeted demographics in order to increase visitor traffic, length of stay, and spending.

#### JTB Brighter Earth Project

The JTB Group is excited about bringing people, places and possibilities together in culturally and environmentally meaningful ways. Through the JTB Brighter Earth Project, we bring customers and employees together with local residents to participate in cleanup drives, conservation efforts and other hands-on projects aimed at cultivating a deeper appreciation of local culture, history and ecology... and creating a Brighter Earth. Between 2012 and 2023, 20,347\* participants (including 7,205 JTB Group employees) have taken part in 436 Brighter Earth projects around the world.

\* More than 130,000 people have participated in Brighter Earth worldwide since the program's inception in 1982.



##### Specific Initiatives:

##### < FY2023 Highlights >

- JTB Hawaii Brighter Earth Project: Maunalua Bay Cleanup  
On June 17, 2023, 21 JTB employees and 73 customers rolled up their sleeves to remove harmful algae from Maunalua Bay on the island of O'ahu in an effort to preserve the beauty and vibrancy of Hawaii's local ecosystem for decades to come.
- Yanbaru Forest Conservation Project  
On November 19, 2023, 21 JTB employees joined forces with 31 customers to protect Yanbaru Forest, a UNESCO Natural World Heritage Site. Participants learned about the dangers of invasive plants and helped remove these undesirable species from the local ecosystem.
- Kyotamba Matsutake Mushroom Restoration  
In the Kyotamba area of Kyoto Prefecture, Matsutake mushrooms are a local specialty. On October 14, 2023, 11 JTB employees teamed up with 14 customers to support biodiversity conservation and forest management efforts aimed at restoring conditions that allow these mushrooms to thrive.

## Nurturing Our Surroundings — (2) Enhancing Destination Attractiveness

## Conserving Cultural &amp; Natural Resources

Principles in Action

## Guiding Philosophy

In alignment with the fourth principle of the JTB Group's Sustainability Policy (*Promoting Sustainable Communities*), we actively support the development of sustainable communities. Working alongside like-minded customers and business partners, we support community development initiatives that are respectful of local customs, values, lifestyles and ecosystems. We support Buy Local initiatives, honor the tangible and intangible cultural legacy of the local community, and respect indigenous wisdom and practices.

## ■ Preservation of Cultural and Natural Resources

- We abide by local conservation rules and respect the sanctity of environmentally and culturally sensitive sites.

## ■ Collaboration with Stakeholders

- We are committed to educating travelers about local do's and don'ts, selecting qualified tour operators/guides, and providing our people with the training they need to do their jobs responsibly.

## ■ Cultural &amp; Environmental Dialogue

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

## Specific Initiatives:

## &lt; Helping Visitors Better Understand Indigenous Culture &gt;

**Ainu Cultural Experiences:** JTB Hokkaido tours give participants the opportunity to engage 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 strolling these sacred Aboriginal grounds.

## ■ Mori no Nigiwai (Buzz in the Woods)

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

Through partnerships with local governments and tourism stakeholders, Mori no Nigiwai events have evolved into full-scale stage productions that feature and perpetuate traditional culture, provide support for young artists, and bring fresh new dynamism to local communities across Japan.

## Specific Initiatives:

In January 2024, the 137th Mori no Nigiwai event was held at the Okinawa Convention Center to celebrate the rich cultural tapestry and performing arts heritage of Okinawa.

Over 700 performers graced the stage in this unforgettable cultural gala featuring time-honored Okinawa folk traditions as well as contemporary local artists.

This *Buzz in the Woods* gave more than 5,000 spectators a rare opportunity to experience Okinawa's history and colorful artistic traditions as well as the variety and dynamism of the Islands' emerging performance genres.



## ■ 'Let's Talk Travel'

Launched in 1983 on the occasion of JTB's 70th anniversary, the JTB Travel & Culture Lecture Series has been captivating audiences for decades. An important part of our ongoing efforts to support culture and the arts, this original Lecture Series has given hundreds of prominent national and international figures the chance to share their unique perspectives on travel and the human condition with audiences across Japan and around the world.

## Specific Initiatives:

In FY2023, Japanese veteran newscaster Hitoshi Kusano delivered a riveting virtual talk entitled '*Always Embrace New Challenges*'.

Candidly sharing behind-the-scenes anecdotes from his 50-year career, Mr. Kusano highlighted the importance of continually rising up to face new challenges.





## Engaged Partnering

# Building Partnerships with Stakeholders

Principles in  
Action

### Guiding Philosophy

In alignment with the first principle of the JTB Group Sustainability Policy, (*Sustainability Framework and Compliance*), our sustainability approach is based on collaboration and dialog with our stakeholders.

Consistent with the second principle of the Policy (*Promoting Sustainability through Customer Communication*), we regularly conduct customer satisfaction surveys, respond appropriately to customer complaints, and use customer feedback to improve service delivery and customer satisfaction. In line with the fifth principle (*Sustainable Service Delivery through Value Chain Partnering*), we actively share our Sustainability Policy with our business partners and encourage them to work collaboratively with us to create a more sustainable supply chain.

In accordance with the sixth principle (*Creating an Inclusive, Fair and Sustainability-oriented Work Environment*), we are always ready to listen to the concerns and expectations of our people, deal fairly with complaints and concerns received from inside and outside our organization, and use stakeholder feedback to continually enhance our workplace environment.

See 'Stakeholder Connections' on Page 23

### Taking the Next Step

#### Specific Initiatives:

##### < Integrity in Customer Communications >

In accordance with the JTB Group Code of Conduct, our personnel must ensure that all advertising and promotional material issued by our organization is free of false or exaggerated claims. Our Code of Conduct particularly requires that we furnish accurate and reliable information in the context of wildlife and cultural events. We administer periodic in-house Comprehension Checks in order to develop workforce awareness about Code of Conduct requirements.

JTB is keen on using feedback to continuously improve the customer experience. Our new survey feedback system allows us to review, analyze and share results from Sales Team Surveys and Post-travel Questionnaires across our organization more rapidly. Post-Travel Questionnaires completed by customers following tour completion serve as a particularly valuable source of insight. Information is promptly shared with relevant team(s) whenever any feedback received from a customer requires an immediate response. This survey feedback mechanism enables us to use customer input to improve service delivery more quickly and effectively. Our customer experience (CXM) team leaders also meet monthly to discuss and implement solutions across departmental lines.

##### < Sustainability Partnering >

The JTB Group works closely with its business partners to promote sustainability. We invite our partners to participate in sustainability surveys in order to better understand their sustainability challenges and initiatives and identify opportunities for sustainability collaboration.

The JTB Group New Year Partnership Meeting is an annual networking event that brings together leaders from across the JTB Group with hundreds of public and private sector partners, including hotel operators, transportation operators and tourism authorities.

As part of our efforts to enhance the quality of the services we provide and to promote sustainability across our supply chain, the JTB Group makes a wide array of training opportunities available to its suppliers and vendors. The training menu offered by our Hotel & Ryokan Management Training Academy includes the following courses:

Course Name
Coaching Skills
Energizing Your Organization
Cultivating Destination Management Specialists
Hospitality Management
Adventure Tourism
Finance Basics for Hotels & Ryokans
Business Succession for Ryokan Owners
COVID Best Practices for Ryokans
SDGs Engagement for Ryokans & Hotels
Health Tourism
Quality Improvement for Ryokan Owners and Customer Service Managers
Digital & Web Marketing
Branding
Sustainable Tourism – Getting Started

##### < Listening to Community Concerns >

The JTB Group provides local residents with a direct channel for voicing concerns to our organization. Our Customer Service Office is available not only to customers but also to members of the community.

## Engaged Partnering

# Building Partnerships with Stakeholders

Principles in  
Action

### < Declaration of Cooperation in Partnerships for Sustainable Tourism >

In June 2024, the JTB Group and the JTB-Affiliated Ryokans & Hotels Federation\* entered into a Declaration of Cooperation in Partnerships for Sustainable Tourism. This Declaration is a clear manifestation of our organization's desire to grow our business while contributing to sustainability in alignment with the SDGs.

Through this Declaration, JTB and the Federation aspire to work together to foster sustainability awareness across the domestic tourism sector and to promote compliance, corporate social responsibility, economic sustainability, cultural preservation, and environmental protection in alignment with global sustainable tourism standards.

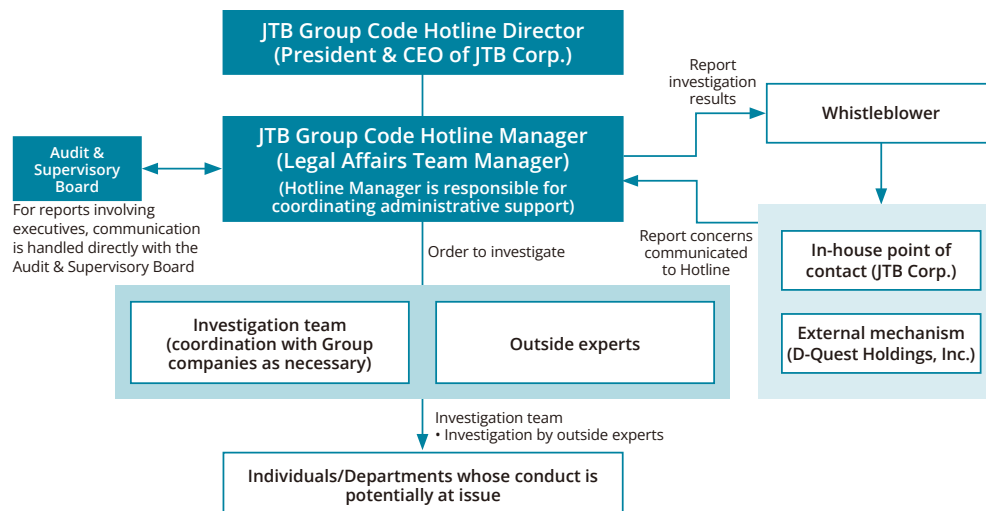
\*With a membership of approximately 3,600 hotels and ryokans, the Federation is actively involved in a wide range of human resource development, training and R&D activities aimed at promoting the development of Japan's domestic lodging industry.

### < Supporting Our Colleagues >

#### • JTB Group Code Hotline

As part of our efforts to create a safe and equitable workplace environment, the JTB Group Code Hotline provides an in-house whistleblowing mechanism that enables JTB Group personnel to anonymously report genuine concerns about improper conduct and compliance violations without fear of retaliation. Concerns reported to the Hotline are subject to objective investigation and appropriate follow-up by specialized personnel.

### 🔍 Schematic Representation



#### • Labor Union

The JTB Group's labor union has an enrollment of 70.4% (FY2024).

Monthly shop meetings by management and labor representatives are focused on improving the workplace environment and enhancing workforce wellbeing.

# Governance

## Governance

# Corporate Governance

### Guiding Philosophy

In accordance with the JTB Group Mission, we strive to meet the expectations of our stakeholders by achieving sustainable growth, consistently creating new corporate value, and making a positive difference in people's lives. To this end, we recognize the importance of strong and reliable corporate governance. In 2022, the Board of Directors of JTB Corp. formally adopted the JTB Corp. Basic Policy on Corporate Governance. Under this Policy, we are working to ensure accountability in our stakeholder relationships and greater soundness, transparency and efficiency in the management of our business.

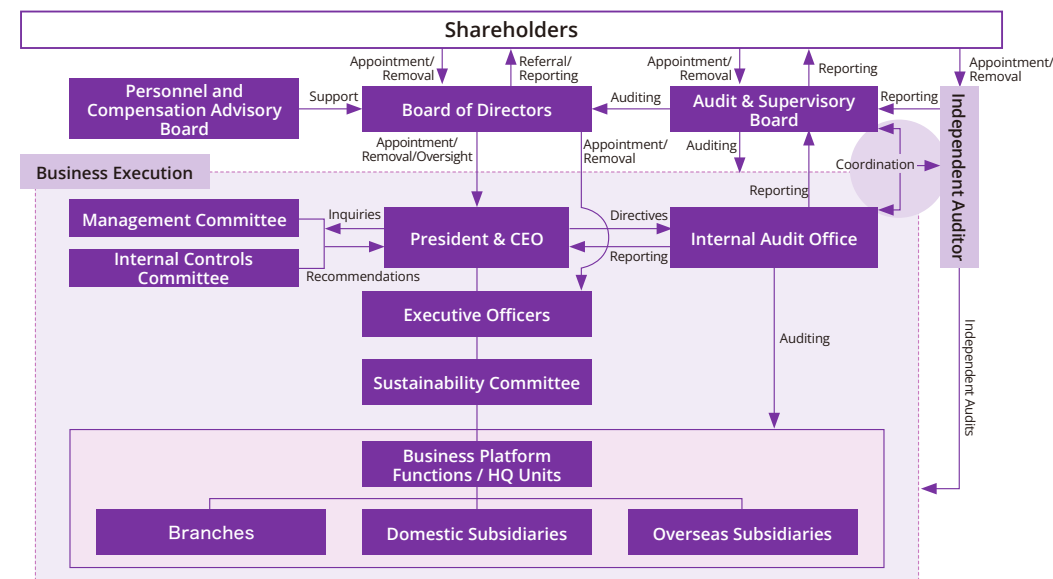
### JTB Corp. Basic Policy on Corporate Governance

[https://www.jtbcorp.jp/jp/sustainability/governance/pdf/jtb\\_cg.pdf](https://www.jtbcorp.jp/jp/sustainability/governance/pdf/jtb_cg.pdf)

### Corporate Governance Framework

JTB's corporate governance framework is centered around an Audit & Supervisory Board, which is responsible for furnishing independent and objective monitoring and oversight. Our Board of Directors is responsible for making major business and policy decisions. The presence of outside members on the Board of Directors helps to ensure quality decision-making. In addition, our Personnel and Compensation Advisory Board, chaired by the President & CEO of JTB Corp., ensures impartiality and objectivity in the appointment, removal and compensation of members of the Board of Directors and our senior leadership team.

### Corporate Governance Framework: Schematic Representation





## Governance

# Corporate Governance

### (1) Board of Directors

The Board of Directors is responsible for establishing our Group Mission and making major decisions involving business plans, strategies and policies. The Board recognizes its collective duty to oversee the performance of its individual members and to establish appropriate internal control mechanisms. To ensure efficacy, JTB strives to maintain a balanced, appropriately-sized Board that includes members with diverse backgrounds and expertise.

As of March 31, 2024, the Board of Directors consisted of 13 members, including 6 outside directors. To facilitate active participation in Board deliberations by independent outside members, we encourage regular and ongoing information sharing and consensus building between outside Board members and our senior executive team.

In order to ensure proper functioning of the Board, its members are periodically requested to share their perspectives on Board efficacy. The results from our most recent Board member interviews (conducted in 2023) are being used to develop additional measures for enhancing Board effectiveness.

### (2) Audit & Supervisory Board

Guided by a fiduciary duty to the company's shareholders, our Audit & Supervisory Board and its individual members are required to exercise their duties objectively and independently. These duties include monitoring the performance of individual members of the Board of Directors as well as making decisions regarding the appointment, removal and compensation of independent external auditors. To ensure audit quality, members of the Audit & Supervisory Board are required to comply with the auditing standards, policies and plans established by said Board. As a general rule, a majority of the members of the Audit & Supervisory Board are appointed from outside the organization.

As of March 31, 2024, our Audit & Supervisory Board consisted of three members, two of whom were appointed from outside the JTB organization.

### (3) Appointment Criteria

Members of the Board of Directors must possess a solid understanding of our organization's business model, an appropriate balance of expertise, experience and skills to effectively carry out their duties, and the judgment required to make major business decisions. Members of the Audit & Supervisory Board must possess appropriate experience and skills as well as the financial, accounting and legal expertise required to establish effective corporate governance mechanisms that support sustainable business growth and help us live up to the trust and expectations placed in our organization by stakeholders.

### (4) Internal Controls Committee

The JTB Group's Internal Controls Committee, chaired by the President & CEO of JTB Corp., continuously re-examines our Basic Policy on Corporate Governance in order to ensure that our organization properly keeps pace with changes in the business environment. Disciplined oversight by the Internal Controls Committee ensures the effectiveness of internal control systems, the appropriateness, effectiveness

and efficiency of operations, and the ongoing creation of corporate value.

### (5) Internal Audit Office

Under the direction of the President & CEO of JTB Corp., the Internal Audit Office is tasked with conducting internal audits covering our entire organization. The purpose of these audits is to ensure achievement of business objectives through rational and effective execution of operations, effective risk management and internal controls, and compliance with applicable laws, regulations and by-laws. The Internal Audit Office reports audit results to the President & CEO, the Audit and Supervisory Board and the Board of Directors and also furnishes specific advice and recommendations to relevant departments in order to improve operational performance.

	Meetings Held	Constituency	Female Members
Board of Directors	12	Board of Directors: 13 / Audit & Supervisory Board: 3	2
Audit & Supervisory Board	12	Audit & Supervisory Board: 3	0

## Governance

# Compliance & Internal Controls

### Guiding Philosophy

In alignment with the first principle of the JTB Group Sustainability Policy (*Sustainability Framework and Compliance*), we fulfill our responsibility as a global corporate citizen by maintaining high standards of integrity and transparency, abiding by the laws of every country and region in which we operate, abiding by internal by-laws, respecting local customs and values, and otherwise conducting ourselves with integrity as required by the JTB Group Code of Conduct.

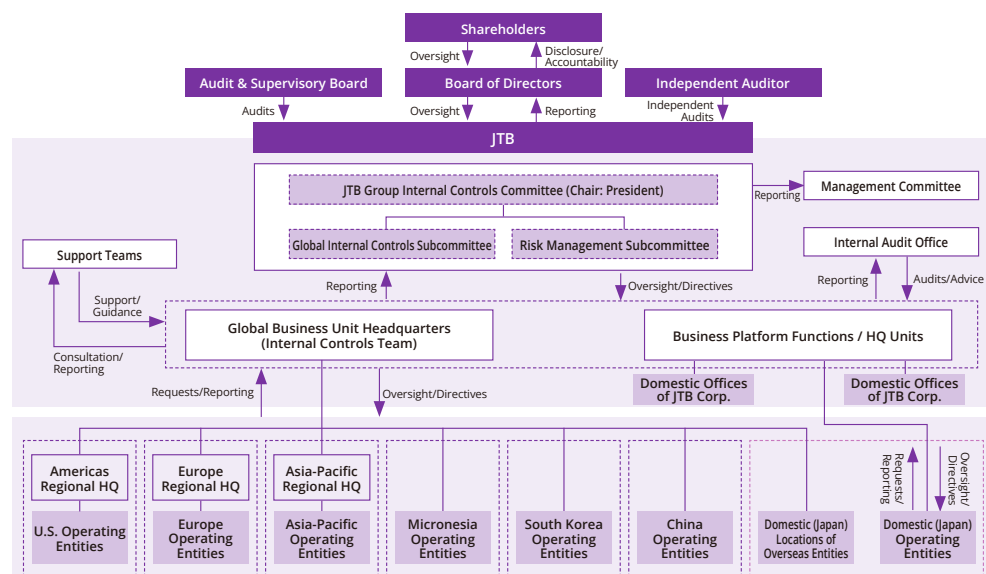
#### JTB Group Code of Conduct

[https://www.jtbcorp.jp/en/ourstory/group\\_code/](https://www.jtbcorp.jp/en/ourstory/group_code/)

### Internal Controls System

The President & CEO of JTB Corp. has ultimate responsibility for the implementation of effective internal controls. Our internal control system is regularly reviewed and assessed via independent monitoring conducted by the Internal Audit Office, which reports directly to the President & CEO. With support from our Internal Controls Team, leadership teams at each of our business headquarters have primary responsibility for providing guidance and instructions aimed at improving internal controls.

#### Internal Controls: Schematic Representation



### Compliance Training & Testing

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

### The JTB Group Code Hotline

The JTB Group Code Hotline, our in-house whistleblowing mechanism, enables all JTB Group colleagues (including officers, temporary hires, etc.) to report genuine concerns about illegal or improper conduct without fear of retaliation. Concerns reported to the Hotline are subject to objective investigation and appropriate follow-up.

**JTB Group Code Hotline Reporting Channel: See P.58**

### Doing Business Ethically

#### Policy Regarding Business Dealings and Procurement

In order to deliver a superior customer experience, live up to the expectations of stakeholders and contribute to the creation of a sustainable society, JTB and its employees strive to consistently conduct business ethically. We work closely with suppliers to promote integrity across our supply chain. Our Transaction Policy consists of the following key components:

## Governance

# Compliance & Internal Controls

### ■ Anti-Bribery Policy

#### • Anti-Corruption and Anti-Bribery

The JTB Group is committed to the highest ethical standards. We maintain a zero tolerance policy for bribery and corruption as well as all conduct that creates the appearance of bribery or corruption. JTB Group personnel are expected to strictly comply with all applicable laws and are prohibited from offering (or receiving) any improper payment, gift or other inducement to (from) any person, including private sector workers, public officials, customers, business partners and suppliers.

### ■ Anti-Competitive Behavior Policy

#### • Commitment to Fair and Ethical Competition

The JTB Group's Anti-Competitive Behavior Policy aims to ensure compliance with the principles of fair and ethical competition. We do not engage in unfair trade practices or cartel conduct with any customers, suppliers, business partners or competitors.

## Governance

# Risk Management & Incident Response

### Guiding Philosophy

At the JTB Group, we continually strive to identify, analyze and prioritize risks and to formulate appropriate preventive measures. Through ongoing monitoring and feedback loops, we work to continuously improve our risk management systems.

#### Risk Management: Guiding Principles

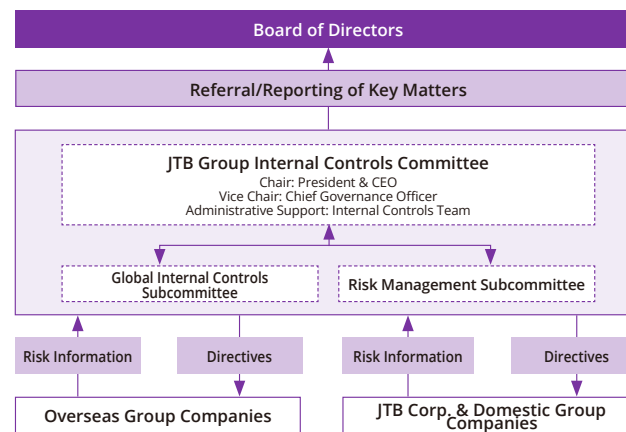
1. Protect the safety and health of our people and business assets.
2. Achieve prompt recovery in the event of damage to business assets.
3. Avoid activity that compromises the safety, wellbeing or interests of stakeholders.
4. Take responsible and appropriate action when confronted with imminent risk.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

### Risk Management Framework

Our risk management efforts, led up primarily by our Internal Controls Committee, represent an ongoing and comprehensive process involving the identification, monitoring and management of risks across the Group.

We classify risks into 4 categories: strategic risks, compliance risks, operational risks and hazard risks. We apply different processes to manage and control each risk type. We assess risk based on frequency and impact severity and formulate specific measures to address those risks determined to be significant to our business. We also designate 'risk owners' in order to clarify operational responsibility and more effectively prevent risk and mitigate impact.

### Risk Management Framework: Schematic Representation



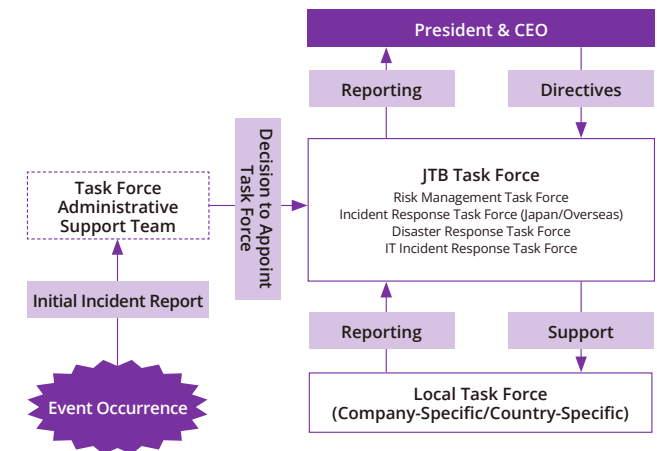
### Risk Management Systems

In the event an incident requires immediate action, we appoint an internal Incident Response Task Force to coordinate our organization's response and take prompt and effective measures to minimize impact on our business and stakeholders.

Certain risks such as natural disasters can neither be prevented nor fully controlled. For this reason, we maintain risk management systems and business continuity plans aimed at minimizing damage/loss and restoring operations as quickly as possible.

Maximizing the effectiveness of our risk management systems and business continuity plans requires close communication and coordination between JTB Corp. and the member companies of the JTB Group. This ongoing dialogue enhances the overall preparedness of our organization, makes us better able to ensure the safety of our employees and customers and take prompt, appropriate action to restore operations in the event of an emergency. We also conduct drills once a year to enhance organizational readiness in the event of natural disasters, cyberattacks, etc.

### Crisis Management Framework: Schematic Representation





## Governance

## Information Security and Privacy

## Guiding Philosophy

The JTB Group strives to maintain the confidentiality, integrity and availability of the information assets in its possession and to safeguard information assets through appropriate security measures. In accordance with our Information Security Policy, we continually strive to improve information security across the Group with a particular focus on the following dimensions.

## Key Dimensions of IT Security

- Confidentiality requirements
- Information security management systems
- Handling and protection of personal information
- Incident response
- IT security training
- IT security audits

## Information Security Framework &amp; External Audits

Our Chief Information Security Officer (CISO) has overall responsibility for the JTB Group's information security systems. We regularly re-examine our Information Security Policy in order to keep pace with changes in the business environment. We also retain the services of outside specialists to monitor and enhance our IT management systems.

In order to optimize information security and privacy management, we have developed targeted measures to address relevant identified IT security risks.

Our IT security team, which includes four nationally certified Registered Information Security Specialists (as of April 2024), is responsible for developing and implementing state-of-the-art cybersecurity measures.



## IT Security Training

Through employee training, testing and IT drills, we continually strive to raise workforce awareness about the importance of IT security and the protection of personal information. We also provide our employees with an IT Security Handbook as well as a variety of video-based learning tools. In addition, we administer comprehension checks designed to gauge our people's understanding of best practices and develop further measures to enhance IT security. In FY2023, these comprehension checks were administered to a total of 19,037 employees. Our Code of Conduct Comprehension Quiz also tests our colleagues' knowledge of IT security and personal information safeguards.

## Promoting IT Security across our Supply Chain

In order to mitigate IT security risk when outsourcing system development work, the JTB Group requires new IT service providers to submit an IT Security Checklist. This Checklist helps us verify the security sophistication level of our outside partners and enhance overall Group-wide IT security. In FY2023, completed Checklists were submitted by a total of 200 IT service providers.

## ISMS (ISO/IEC 27001) Certification

As of October 2023, a total of 13 of our business locations were ISO 27001 certified, having implemented data security systems that meet international standards. This represents over 70% of our principal business locations. We are eager to continue to increase this percentage further. In FY2024, our specific goal is to acquire certification at an additional 9 locations.

## Privacy Policy

In compliance with applicable privacy laws and the JTB Group's information security policies and guidelines, we do our utmost to protect and safeguard the personal information of our customers.

## JTB Group Privacy Policy



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

# Corporate Information



# 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	18,993 (Group-wide as of March 31, 2024)

## Board Members (As of June 30, 2024)



**Hiroyuki Takahashi**

Chairperson of the Board



**Jun Takeda**

Managing Executive Officer/  
Member of the Board of  
Directors



**Atsushi Sakakibara**

Member of the Board  
(Non-Executive)



**Kunimasa Suzuki**

Member of the Board  
(Non-Executive)



**Eijiro Yamakita**

President & CEO



**Hiroki Moriguchi**

Managing Executive Officer/  
Member of the Board of  
Directors



**Hiroaki Iwaki**

Member of the Board  
(Non-Executive)



**Takahiro Kobayashi**

Audit & Supervisory  
Board Member



**Takayuki Hanasaka**

Senior Managing Executive  
Officer/Representative  
Member of the Board of  
Directors



**Daisuke Fujii**

Managing Executive Officer/  
Member of the Board of  
Directors



**Katsumi Kato**

Member of the Board  
(Non-Executive)



**Michio Suzuki**

Outside Audit & Supervisory  
Board Member



**Masaki Otsuka**

Senior Managing Executive  
Officer/Member of the  
Board of Directors



**Hiroko Kosaki**

Member of the Board  
(Non-Executive)



**Masae Yamanaka**

Member of the Board  
(Non-Executive)



**Nobuhide Hayashi**

Outside Audit & Supervisory  
Board Member

# Group Companies

The operating companies of the JTB Group are classified as follows based on business line and geographical focus:



## Domestic Entities

### Tourism

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

### Area Solutions

JTB BUSINESS INNOVATORS Corp.  
JTB Trading, Inc.  
OKINAWA JTB Corp.  
JTB Publishing, Inc.  
PULS Inc.  
CHUGOKU TERMINAL SERVICE CO., LTD.  
GoodFellows JTB Corp.  
JTB ASSET MANAGEMENT Corp.

### Business Solutions

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

### Global Business

JTB Global Marketing & Travel Inc.

### Business Support Functions

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

### Affiliated Companies

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

### Affiliated Organizations

Japan Health & Research Institute  
JTB International Cultural Academy

## Overseas Entities

### North America/Hawaii/South America

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

### Europe

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

### Asia Pacific

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

### China

JTB TOURS SHANGHAI CO.,LTD  
KGTS (Hong Kong) Ltd.  
Gullivers (Beijing) Commercial Consulting Services Ltd.  
JTB (Hong Kong) Ltd.  
JTB (Macau) Travel Ltd.

### Micronesia

T.P. Micronesia, Inc.  
Tasi Tours & Transportation, Inc.

### South Korea

LOTTE JTB Co., Ltd.  
Kuoni Korea Ltd.

### Overseas Entities with a Presence in Japan

KUONI TUMLARE JAPAN, INC.