



Perfect moments, always

JTB GROUP SUSTAINABILITY REPORT 2025



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Compilation Guidelines

The JTB Group Sustainability Report 2025 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 >

This Report contains descriptions of FY2024 (April 1, 2024 - March 31, 2025) and FY2025 initiatives, as well as 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 2025

<Scope>

This Report is applicable to the JTB Group (JTB Corp., its consolidated subsidiaries and other companies included in consolidation). In this Report, "JTB Group" refers to the JTB Group (JTB Corp., its consolidated subsidiaries and other companies included in consolidation), and "JTB" refers to JTB Corp. When necessary to specify a certain scope, the relevant company will be indicated individually by name.

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

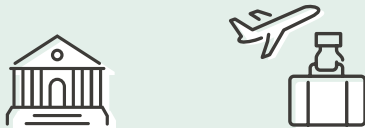
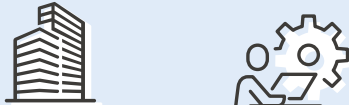
The JTB Way

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

Since its founding in 1912, the JTB Group has continuously evolved its business model. Since 2000, we have defined “Bringing People, Places and Possibilities Together” as our business domain, expanding into a broader array of offerings that address traveler satisfaction and corporate challenges. In FY2024, our revenue composition was 58% tourism, 9% area solutions, 11% business solutions, and 22% from global operations spanning these three businesses. Building on tourism as our foundation, we are expanding solution-oriented businesses for local communities and corporations, while pursuing synergies through the integration of our three business domains under the concept of “ONE JTB.”

	Tourism Business Strategy	Area Solutions Strategy	Business Solutions Strategy
Primary Customer Base	 Travelers (FIT/Corporate/Institutional)	 Communities (Government Agencies (DMOs), Tourism Operators)	 Businesses
Purpose	Traveler Satisfaction & Solutions	Sustainable Development for the Area and the Community	Stakeholder Engagement
Products and Services (1): Travel	• Unique and enticing tours • Corporate travel solutions	Enticing and accessible travel content	Business travel solutions
Products and Services (2): Non-Travel	• Ideas and content that make every day more extraordinary • New ways to connect, create and contribute (Workcation, virtual tours, Metaverse events, etc.)	Digital transformation, infrastructure development and management support for destinations	• MICE • HR Consulting, Surveys & Training • Business travel management, etc.
ONE JTB	Tourism Business HQ (All 47 prefectures of Japan)	Area Solutions Business Division (Strategic Areas)	Business Solutions HQ (Greater Tokyo Area and beyond)
	Global Business Unit HQ (North America/Hawaii/South America, Europe, Asia Pacific)		

The JTB Value Creation Process

We will continue to leverage our unique strengths to create connections, and to contribute to the realization of a sustainable, peaceful and enriching, society.

Group Mission: We strive to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction.

Vision Statement: Pioneering ways to bring people, places and possibilities together in a new era.

Capital (Inputs)

Financial Capital

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

Intellectual & Human Capital

- ▶ **Workforce Diversity**
 - 19,019 employees worldwide (FY24 year-end)
- ▶ **Experience**
 - Over 110 years of bringing people, places and possibilities together across the world
- ▶ **Field Expertise**
 - Hospitality and resourcefulness, international mega event experience
- ▶ **High Employee Engagement**

Social & Relationship Capital

- ▶ **Customer Relationships**
 - Corporate (business/gov't/academia): 36,000 organizations
 - Individual (travelers/consumers): 20 million
- ▶ **Business Partner Relationships**
 - Business Partners: 90,000
- ▶ **110+ Year History/Brand**

Infrastructure Capital

- ▶ **Global Network**
 - Japan: 518 locations (incl. sales affiliates)
 - Overseas: 152 locations in 36 countries/regions

Natural & Cultural Capital

- The sustainability of our business requires that we actively work to protect the global environment and preserve cultural diversity.

Business Activity (Leverage)

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



We are in the business of bringing people, places and possibilities together

Tourism Business Strategy

Tourism as a platform for expanding our lineup of consumer, corporate and community solutions.

Area Solutions Strategy

Driving new growth through innovative area revitalization solutions

Business Solutions Strategy

Driving new growth through an expanding array of solutions to challenges faced by today's businesses

Management Priorities that Support Our Business

Investment Management Cycle	Innovation Emergence
DX	Sustainability
Corporate Governance	DEIB
	Compliance

Results (Outputs)

Primary FY28 Financial KPIs

(Final Year of Medium-Term Management Plan)

- Sales (amount), Gross Profit (amount, margin), Operating Profit (amount, margin)
- Cash Flow Return on Investment: 19.9%
- Product/Service Portfolio Transformation (30% stock in gross profit, 167% compared to FY2019)

Primary Non-Financial KPIs (FY25)

▶ Intellectual/Human/Social & Relationship Capital

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

▶ Social & Relationship/Infrastructure Capital

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

▶ Natural & Cultural Capital

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

Social Value (Outcomes)

The Value of What We Do



Making Life More Fulfilling

- Excitement
- Learning
- Physical & Mental Wellbeing



Creating a Better Society

- Innovation
- Economy
- Peace & Culture

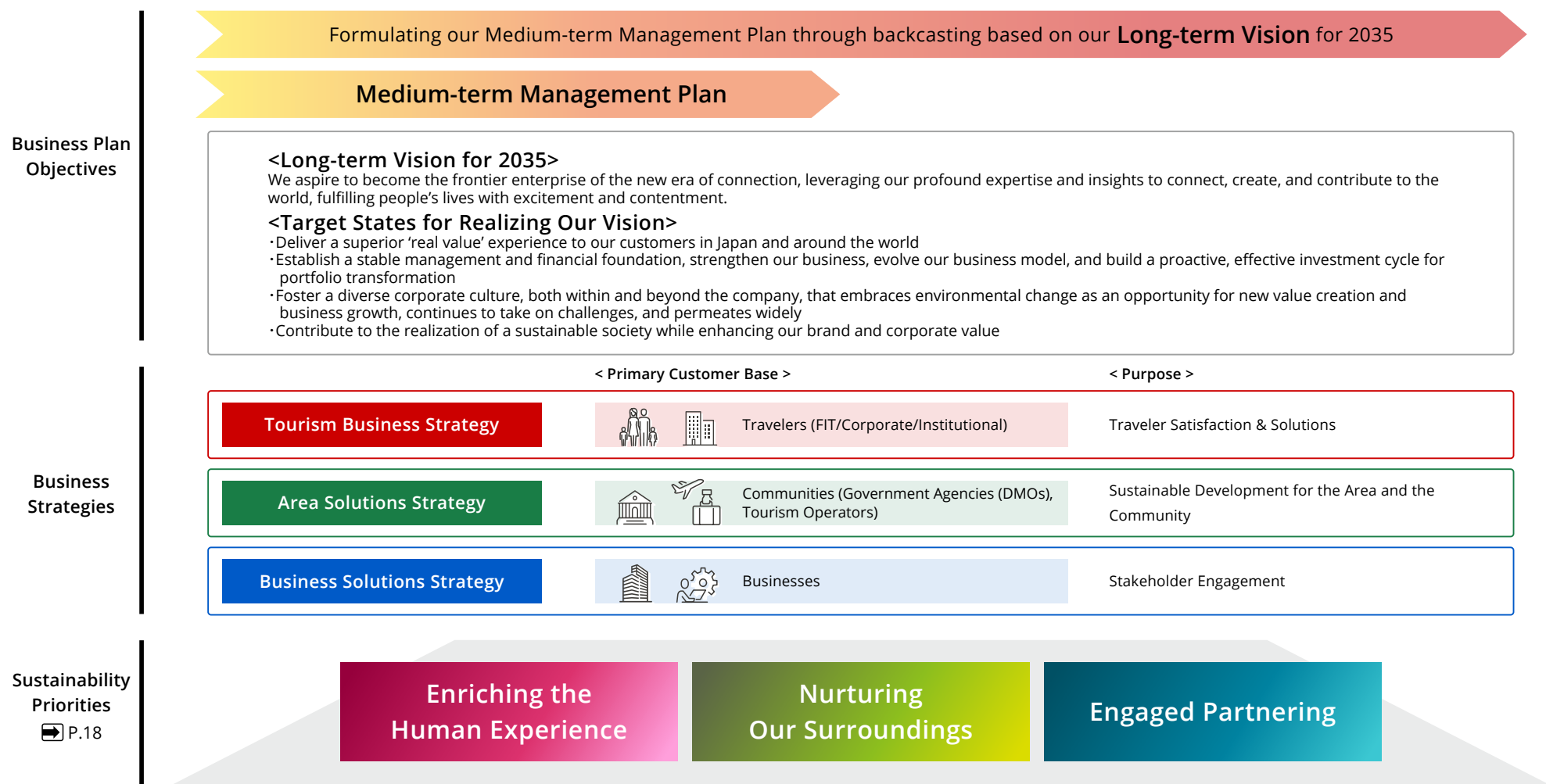


Protecting the Earth

- Symbiosis
- Environmental Sustainability
- Environmental Security

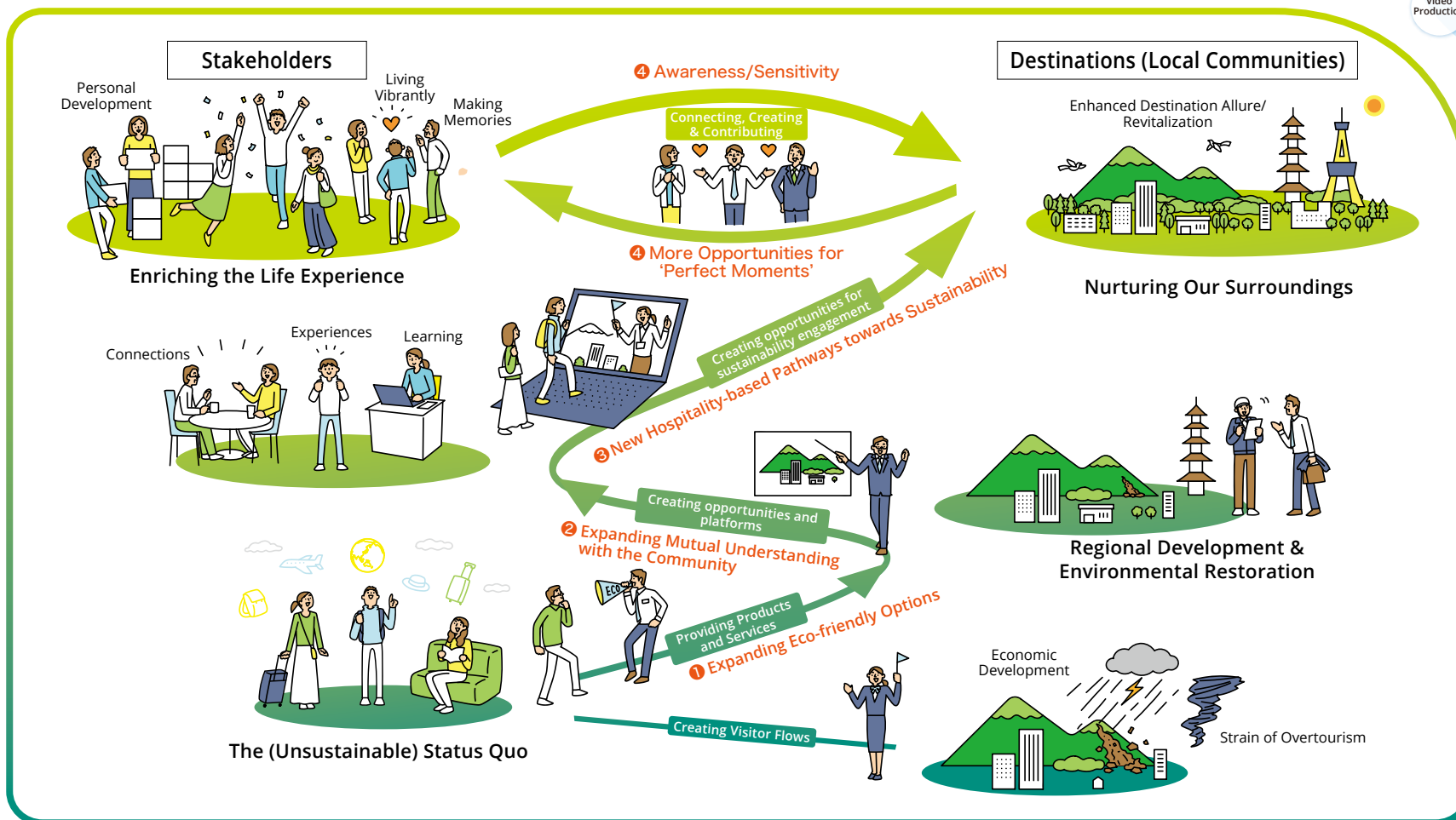
Medium-Term Management Plan

The JTB Group is formulating its Medium-Term Management Plan using a backcasting approach, based on our Long-term Vision for 2035. Among the four desired future states defined in this vision, one is to contribute to the realization of a sustainable society while enhancing our brand and corporate value. In line with this, we are integrating sustainability initiatives into 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

Maximizing the Potential of Our Diverse Employees and Contributing to the Sustainable Development of the Tourism Ecosystem Alongside Our Business Partners

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.



The Co-creation of Sustainable Communities by Bringing People, Places, and Possibilities Together is Our Purpose

The JTB Group has defined its mission as follows: “We strive to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction.” The Earth is the stage on which we conduct our business. Without a beautiful Earth, our business cannot exist. This makes ensuring the sustainability of the Earth and society foundational to our management. In our business, fulfilling our social obligations and advancing economic development are not mutually exclusive, but complementary. In order to better the environment and society, we aim to enhance the appeal of the regions where we do business. Although it has been pointed out that tourism development can lead to overtourism, a tourist destination will lose its appeal if there is such a concentration of tourists that it makes life difficult for locals. We see our purpose as creating sustainable

communities that are nice places to live, not just to visit. This thinking aligns with the Ten Principles of the United Nations Global Compact on the issues of human rights, labor, environment, and anti-corruption, and in June 2024, the JTB Group signed a statement expressing its support and endorsement of the Ten Principles.

In order to achieve our Mission, we have identified “Nurturing Our Surroundings,” “Enriching the Human Experience,” and “Strong Partnership” through our business domain of “Bringing People, Places and Possibilities Together” as our sustainability priorities. Building human connections has a variety of benefits, and is a source of countless learning and health. It also economically enriches communities and develops their cultures. At the same time, bringing people, places, and possibilities together takes the combined efforts of lodging facilities, restaurants, guides, local residents, and many other parties. For this reason, we aim to create ever-better communities alongside them through engaged partnering.

President's Message

“ Our medium to long-term focus is “Enhancing Destination Attractiveness.” We respond to requests from local governments and other entities by sharing the splendor of their regions with the world. ”

Developing Truly Enriched Communities with Our “Connecting, Creating & Contributing” Capabilities

JTB Group's business of “Bringing People, Places, and Possibilities Together” consists of the following three businesses. The first is our Tourism Business, which brings excitement and joy to travelers. The second is our Area Solutions Business, in which we work with the residents of a region to develop a community that meets their needs. The third is our Business Solutions Business, which produces meetings and events that contribute to the achievement of corporate and organizational goals such as boosting employee motivation and performance.

Our focus in the medium to long-term is “Enhancing Destination Attractiveness.” We will do this by responding to requests from local governments and other entities who need help sharing the splendor of their regions with the world, thereby enriching their communities.

To give one example, Shodoshima in Kagawa Prefecture is a popular tourist destination, but the island will likely face the challenge of rapid population decline even earlier than the rest of Japan. This is why JTB launched the Project to Create Shodoshima 20 Years into the Future, which has a mission of creating a sustainable industry based on the island's tourism. We are conducting a series of tourism DX pilot projects, including efforts to improve transportation convenience through bike-sharing and autonomous buses and ships, as well as launching a digital ticketing system using facial recognition technology. We cannot realize initiatives like these on our own. They each require a collaborative effort with many business partners, each bringing expertise in a different area, such as information technology. I believe that this is truly the domain where we can most fully demonstrate our strengths in “Connecting, Creating & Contributing,” which is the source of our ability to create value.

Similarly, we have long worked to establish systems to encourage people to visit northern Okinawa Prefecture, including operating zip lines and airport shuttle bus services. We are also developing and selling travel products with high experiential value under an official marketing partnership agreement with JUNGLIA OKINAWA, which opened in July 2025. By combining a reason to visit a destination with a way to get there, we boost its regional appeal, thereby contributing to the development of a truly enriched community. This will take time. Our wish is to bring happiness to both visitors and residents, and we hope to share this aspiration with not only our employees, but also with the business partners with whom we will work to make it a reality.



Appearance at the ALL JTB AWARDS

Innovative, Independent-thinking Employees Developing Their Own Expertise

When it comes to realizing such aspirations, people are our most important asset.

On this front, I personally visit each region where we have employees to hold DEIB Round Table Meetings with about 10 employees per two-hour session. They all say that customers' smiles are the most gratifying part of their jobs. “Connecting Smiles” is one of our *ONE JTB* Values, the set of values shared by all of our employees, so one thing I often discuss with employees at roundtable meetings is moments when seeing customers' smiles put a smile on

President's Message



their own faces. Our desire to treasure these moments, as well as the smiles they bring, is what led to the creation of our brand slogan, *"Perfect moments, always."* We hold similar roundtable meetings at each Group company, providing employees with opportunities to reflect on the role their work plays within the JTB Group, as well as how their efforts are contributing. Even domains that seem far removed from "Bringing People, Places and Possibilities Together" are capable of generating added value through connections. By fostering an understanding of this fact, we hope to create synergies across the entire JTB Group.

In order to achieve the JTB Mission, we tell our employees that we want them to be "independent-thinking employees" who don't just respond to customer requests, but have the ability to innovate on their own. Our Business Solutions Business currently has employees who have learned team-building techniques for enhancing employee engagement, and also possess production and consulting capabilities, enabling them to propose and implement team-building solutions for client companies. We also have JTB Tourism Development Producers, who are specialists with the ability to envision how regions across Japan can improve their tourism industries. To further increase their own expertise, they are able to learn from training sessions and e-learning courses selected based on self-development themes, identified through discussions with their supervisors. They can select from an annual offering of more than 500 programs to advance their learning.

Toward a Culture of Overcoming Challenges with Flexible Thinking —Safety and Security is Our Premise—

At the same time, we are aiming for a fast-paced and rational work style by "asking questions," with "casual" being the keyword. I believe that we have yet to fully establish a culture of questioning the fundamental "whys" behind issues, such as "Why are we still using the same old rules despite regulatory changes or changes in customer's environments?" I want to further transform our organizational culture into one that, while grounded in psychological safety, overcomes challenges with flexible thinking. Recognizing that providing safe and secure travel is our essential responsibility as the provider of "Bringing People, Places and Possibilities Together," we continually review and revise our safety standards to align with customers' environments and the times. In addition to reaffirming these standards with all our business partners, we have also developed new guidelines. We will continue to work with our business partners to regularly review our incident response manuals and conduct incident response training.

“Treasure the Difference, Bring the World Together.”
We will help solve regional, human rights, and environmental challenges by maximizing the potential of our diverse employees.”

JTB will continue to be a profitable company, enabling us to grow as a business and reinvest in new endeavors. Moreover, we aspire to remain a company respected by society, working alongside employees who uphold high ethical standards, with a clear vision for the future.

As expressed in the JTB Group DEIB Statement, "Treasure the Difference, Bring the World Together," we will maximize the potential of our diverse employees to help address regional, human rights, and environmental challenges. Together with our many business partners, we will contribute to the development of a sustainable tourism industry that drives social progress. We sincerely ask for your continued support.

Message from the Chief Sustainability Officer



Sharing the Significance of Sustainability Initiatives to Realize the Brand Promise with Employees, Business Partners, and All Stakeholders

Tomoko Tamagaki

Executive Officer in Charge of Sustainability (CSuO)

Profile:

After graduating from university, Tomoko Tamagaki joined JTB. She gained experience in office sales, at the Sales Section of the Western Japan Sales Headquarters, and in new business development. She subsequently served as Hanwa-Hanna Area Manager, Hanshin Area Manager, and Osaka Kita Area Manager before being appointed to her current position in April 2025.

My Purpose, and the Significance of Sustainability to the JTB Group

I assumed the role of Chief Sustainability Officer (CSuO) in April 2025. The Brand Promise of JTB is to “deliver excitement, wonder and results through the creation of opportunities to explore the Earth’s beauty, rich history, and cultural heritage” while “leading the way on our shared journey towards greater sustainability.” As an organization, we also aspire to solve regional, human rights, and environmental challenges by bringing people together, so that society can continue to develop further. This is our vision. There is no easy path to its fruition, but I believe that by focusing on our customers’ challenges, diving deep to understand their essence, and deriving solutions to them, we can root the JTB Group’s everyday activities in the principles of sustainability and move closer to our goal.

Additionally, achieving our vision will require not only minimizing our negative impacts on society and the environment, but also simultaneously creating positive impacts that benefit society and communities. Only by taking this series of actions can we assure our competitive advantage. It is essential that all JTB Group employees recognize the significance of our sustainability activities as we strive towards this goal. In the same way, I also believe that creating and reliably executing a concrete action plan will be essential.

At the same time, we must continuously communicate the significance of sustainability activities not only to JTB Group employees, but also to all stakeholders, including our business partners, ensuring their understanding and empathy as we expand our efforts. This is my purpose.

Advancing Activities to Deepen Groupwide Understanding of Sustainability

The first step toward our goal is to deepen every Group employee’s understanding of our vision. The first thing I want them to do is engage in activities that reduce negative impacts on the environment and society within the company. For example, I would like to encourage them to take actions to reduce waste and energy consumption, taking inspiration from the JTB Group Environmental Guidelines we set in FY2024. We will also continue our “Sustainability Month” activity held from August to September, as well as awareness-raising activities through various e-learning programs on sustainability. It will be a slow process, but I am sure the steady accumulation of such activities over time will raise the level of all employees, creating a foundation for the creation of new businesses like the initiatives that have won the Sustainability Prize at the ALL JTB AWARDS.

Message from the Chief Sustainability Officer

Designating FY2025 as the “First Year of Action” and Implementing Sustainability into Our Business

Until FY2024, the JTB Group focused on building various foundations for sustainability. Focusing on the Sustainability Committee, we have developed a sustainability strategy, set goals, and managed progress. We also formulated an action plan to achieve carbon neutrality by FY2050, along with the JTB Group Environmental Policy and the JTB Group Environmental Guidelines. Additionally, we enacted numerous policies, each with corresponding goals and metrics. These included signing the Declaration of Cooperation in Partnerships for Sustainable Tourism, establishing the JTB Group Sustainable Procurement Policy, and entering into a commitment line agreement through a Sustainability-Linked Loan. In FY2024, we also acquired several new external certifications, including recognition under the Ministry of the Environment's Eco-First Program and GSTC Sustainable Tour Operator certification for domestic travel.

Our company has three businesses—Tourism, Area Solutions, and Business Solutions—as well as global operations that span all three, in addition to a diverse range of Group

companies. Each is already leveraging its strengths and expertise to promote sustainability and integrate it into its business. These activities have produced many positive outcomes, such as seven awards at the 3rd JATA SDGs Awards, recognizing contributions to sustainability in the categories of Management, Society and Economy, Culture, and Environment. They have also driven year-on-year improvements in our results in the



As one of the initiatives of Sustainability Month



JTB Group's Commitment to Sustainability <JTB Official Website>
https://youtu.be/MclC0pTdZy8?si=0SG36hnqyH_FEao8

Nikkei SDGs Management Survey, which evaluates companies on SDGs Strategy and Economic Value, Social Value, Environmental Value, and Governance.

From FY2025 onward, we will strengthen the implementation of sustainability into our businesses. To capitalize on the increased customer interest in sustainability, we will assure it is properly implemented into our business in our Long-term Vision and our next Medium-term Management Plan by discussing concrete measures at committee meetings and other occasions, and by incorporating our sustainability strategy into the Group's management.

Maximizing the potential of employees will be essential for these activities to succeed. As part of our Sustainability-Linked Loan commitment line, we have set a KPI to increase to 70% by FY2026 the proportion of employees who respond positively to the engagement survey question, “I have hope for the company's future.” To this end, we will further improve the workplace environment so that employees can work with positivity and confidence. This includes not only eradicating harassment, which constitutes a violation of human rights, but also establishing systems to nurture highly specialized talent and to foster female managers.

We want our business activities to contribute to the development of a sustainable society, but this is not something we can achieve on our own. We therefore sincerely ask for the continued support of all our stakeholders.



📌 KPIs Associated with Sustainability-Linked Loan

KPIs	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Target	FY2026 Target
1. Gender pay gap	59.7%	61.1%	59.9%	64.0%	66.0%
2. Percentage of male employees taking childcare leave	43.6%	76.4%	71.1%	100%	100%
3. Engagement Score (Employee Surveys): Percentage of employees optimistic about the company's future	48.5%	56.6%	62.2%	67.0%	70.0%
4. CO ₂ Emissions (Scope 1, 2)	18,872 t-CO ₂	18,569 t-CO ₂	11,132 t-CO ₂	13,503 t-CO ₂	10,813 t-CO ₂

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 Way

 For details

The JTB Group Code of Conduct

 For details

JTB Group Policy

 For details (PDF)

JTB Group Environmental Policy

 For details (PDF)

Guiding Principles regarding Travel Safety

 For details

Human Resources Development Basic Policy

 For details

Human rights policies

Anti-Discrimination and Anti-Harassment Policy

Anti-Slavery and Human Trafficking Policy

Diversity & Inclusion Policy

 For details

Basic Policy on Customer-to-Employee Harassment

 For details (PDF)

Basic Policy on Corporate Governance

 For details (PDF)

Risk Management: Guiding Principles

 For details

Information Security Policy

 For details

Privacy Policy

 For details (PDF)

Sustainable Procurement Policy

 For details (PDF)

Sustainability Management

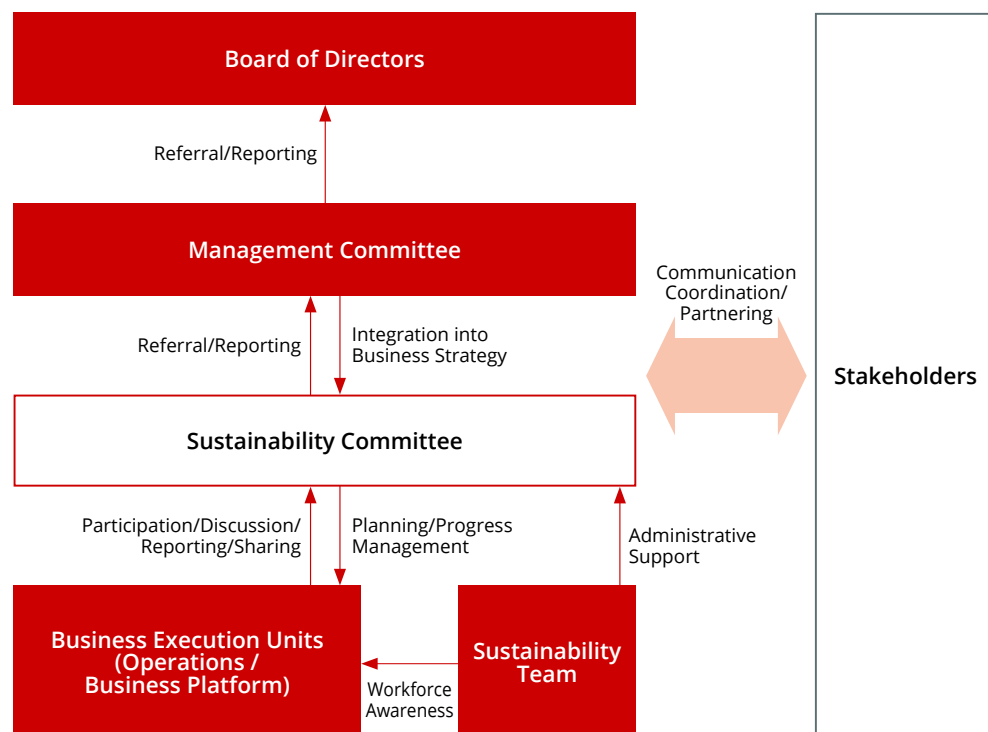
Our sustainability efforts, coordinated and overseen by our Sustainability Committee, are aimed at enhancing business value by promoting socioeconomic and environmental sustainability.

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 AWARD 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. Forty entries were submitted for the FY2024 Sustainability Prize. Nine entries advanced to the final round. The winning initiative was selected based on employee voting and deliberations by our executive team. (Feature Story: [📖 P. 29](#))

● Sustainability session included in training for new employees: 469 participants (April 2024)

● Sustainability seminar included in training for new executives: 24 participants (August 2024)

● Sustainability Awareness Survey

In our Sustainability Awareness Survey conducted in November 2024, 77.9% of respondents agreed that the JTB Group is actively working toward achieving its sustainability targets, against our goal of 80%. This marks a significant improvement from 64.2% in the previous year, reflecting a growing awareness of sustainability across the entire Group.

■ Sustainability-Linked Loan

In May 2024, JTB formed a committed line of credit agreement with MUFG Bank in the form of a Sustainability-Linked Loan. In alignment with JTB Group's Sustainability Policy, we intend to realize the policy of "Creating an Inclusive, Fair and Sustainability-oriented Work Environment," and in fiscal 2025, add a fourth KPI, thereby establishing the following four KPIs for the initial year of this loan. (For information regarding Targets and Performance: [📖 P. 14](#))

KPI 1: Gender pay gap

KPI 2: Percentage of male employees taking childcare leave

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

KPI 4: CO₂ Emissions (Scope 1, 2)



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.15	(2) (6)  P.15  P.16	Bringing More People, Places and Possibilities Together... Sustainably	Building on the foundation of a safe and secure environment, we will create sustainable exchange, enrich human connections, and improve mental and physical vitality. Bringing More People, Places and Possibilities Together... Sustainably  P.32 Safety and Security  P.35
				Personal Growth and Development	We provide educational opportunities and support for sustainability initiatives for children and future generations. Through these efforts, we contribute to individual growth and human development. Making a Difference through Education  P.36
				Helping our Business Partners and Corporate 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.38 Contributing to the Success of Corporate Clients  P.39
				Empowering Our People to Shine	Through human resource development, DEIB engagement, work-life balance solutions and workforce wellbeing initiatives, we empower our people to achieve their fullest potential. Human Resource Development  P.41 DEIB  P.45 Work-Life Balance  P.47 Health and Productivity Management  P.49
				Respecting Human Rights	Through human rights, we are helping to build a more inclusive and humane society. Respecting Human Rights  P.51
 Nurturing Our Surroundings	The JTB Group is committed to creating venues and opportunities of exchange that connect people and communities through mutual understanding, and to preserving the appeal of our irreplaceable environment and culture.		(3) (4)  P.15	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.54 Preserving the Earth's Biodiversity and Managing Resources, Water, and Waste  P.57
				Enhancing Destination Attractiveness	Through our engagement in cultural and natural resource preservation, we are contributing to sustainable community development Enhancing Destination Attractiveness  P.59 Conserving Cultural & Natural Resources  P.61
 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.15	Engagement with External Stakeholders	Through collaboration and dialogue with domestic and overseas stakeholders, we cultivate robust engagement and deliver sustainable solutions. Engagement with External Stakeholders  P.63

Sustainability Priorities: KPIs, Targets and Performance

Sustainability Priorities	KPIs	Unit	FY2024 Target	FY2024 Actual	FY2025 Target	FY2028 Target	Businesses/Scope
Enriching the Human Experience	Bringing More People, Places and Possibilities Together... Sustainably						
	Percentage of visitors staying overnight in places other than Tokyo/Osaka/Kyoto	%	58	53.1	60	65	JTB Group
	Personal Growth and Development						
	Community sustainability initiatives featured in Rurubu publications	Publications	141	141	148	148	JTB Group
	Helping our Business Partners and Corporate Clients Shine						
	No. of business trips (domestic/overseas) with ESG-related metrics tracked and reported to client	Contracts	—	554,568	700,000	850,000	JTB Group
	Contracts to design eco-friendly shops/offices	%	10	11	15	34	JTB Group
	Empowering Our People to Shine						
	■ Staffing/Hiring/Retention						
	Labor productivity (gross profit ÷ no. of workers)	¥1M	16.28	15.34	16.21	17.63	JTB Group
	New graduates hired	People	400	436	400	400	Domestic Group companies
	Mid-career hires	People	100	135	150	200	Domestic Group companies
	Retention rate (4th year from hire)	%	76	64	77	80	Domestic Group companies
	Years of employment by gender	Years	18/14	18.5/14.3	18/14.5	18/16	Domestic Group companies
	Turnover rate by gender	%	3.0/6.0	1.9/2.0	3.0/5.5	3.0/4.0	JTB
	■ Human Resource Development						
	JTB University: Enrollment & training hours	People/Hours	23,000/147,000	30,194/288,656	24,000/154,000	25,700/164,300	Domestic Group companies
	Sustainability e-learning sit rate	%	65	38	100	100	JTB Group
	Sustainability coverage ratio (leadership training)	%	100	100	100	100	JTB Group
	Favorable evaluation (4-levels) regarding a change in behavior following sustainability training (business focus)	%	70	3.09	3.40	No plans to continue training through FY2028	JTB Group
	DEIB						
	■ Employee Survey Results						
	Diversity score	%	78	79.9	80	86	JTB Group
	Engagement score	%	65	62.2	67	80	JTB Group
	Job satisfaction score	%	85	79.4	86	90	JTB Group
	Vision relevance score	%	85	85.9	86	90	JTB Group
	Employee survey results: DEIB score	%	80	82.1	81	86	JTB Group
	Management survey (<i>Managing for Transformation</i>): supervisor-subordinate gap	%	0.22	0.24	0.2	0.12	Domestic Group companies
	Sustainability Awareness Survey: Perceptions of Activities toward Achieving Sustainability Goals	%	80	77.9	80	80	Domestic Group companies

Sustainability Priorities: KPIs, Targets and Performance

Sustainability Priorities	KPIs	Unit	FY2024 Target	FY2024 Actual	FY2025 Target	FY2028 Target	Businesses/Scope
Enriching the Human Experience	■ DEIB						
	Percentage of employees with disabilities	%	2.55	2.67	2.65	2.75	Applicable JTB Group companies
	Female representation in management	%	40	38.2	41	44	Domestic Group companies
	Female representation in executive leadership	%	13	14.3	15	23	Domestic Group companies
	Non-Japanese representation in executive leadership	%	20	22.1	20	21	JTB Group
	Percentage of employees taking childcare leave (male/female)	%	100/100	71.1/100	100/100	100/100	JTB
	Average days of childcare leave taken by male employees	Days	12	9.9	14	20	JTB
	Gender pay gap (all employees)	%	62	59.9	64	70	JTB
	■ Work Styles & Wellbeing Management						
	Average number of hours worked per year	Hours	1,800	1,899	1,800	1,700	JTB
	Telecommuting ratio (Percentage of employees telecommuting at least once a month)	%	22	23.4	23	26	JTB
	Biological/chronological age differential	Years	-0.8	-0.1	-0.5	-1.2	Applicable JTB Group companies
	Mental Health Training Participation Rate	%	—	77.2	100	100	Applicable JTB Group companies
Nurturing Our Surroundings	Caring for the Earth						
	CO ₂ emissions (Scopes 1, 2): Net zero by FY2030	t-CO ₂	17,700	11,132	13,503	5,434	JTB Group
	CO ₂ emissions across entire supply chain (Scopes 1, 2, 3): Net zero by FY2050	t-CO ₂	2,867,700	2,702,113	3,697,915	3,489,393	JTB Group
	New Hotel Amenity Recycling Stations	Facilities	20	20	30	50	JTB Group
	Reduction in paper tickets through use of e-ticketing platform	Tickets	14,730,000	10,006,680	11,348,724	25,830,000	JTB Group
	Reduction in paper vouchers (rolls) through conversion to new payment system	Rolls	47,554	91,854	48,505	51,473	JTB Group
	Enhancing Destination Attractiveness						
	Participation in Yanbaru Zipline & Biodiversity Awareness Program	People	8,500	11,073	9,000	12,000	JTB Group
	<i>Fukugi</i> (Happiness Tree) saplings sold to support conservation efforts in Bise Village (Okinawa)	Contracts	90	68	—	—	JTB Group

Using Materiality to Determine Sustainability Priorities

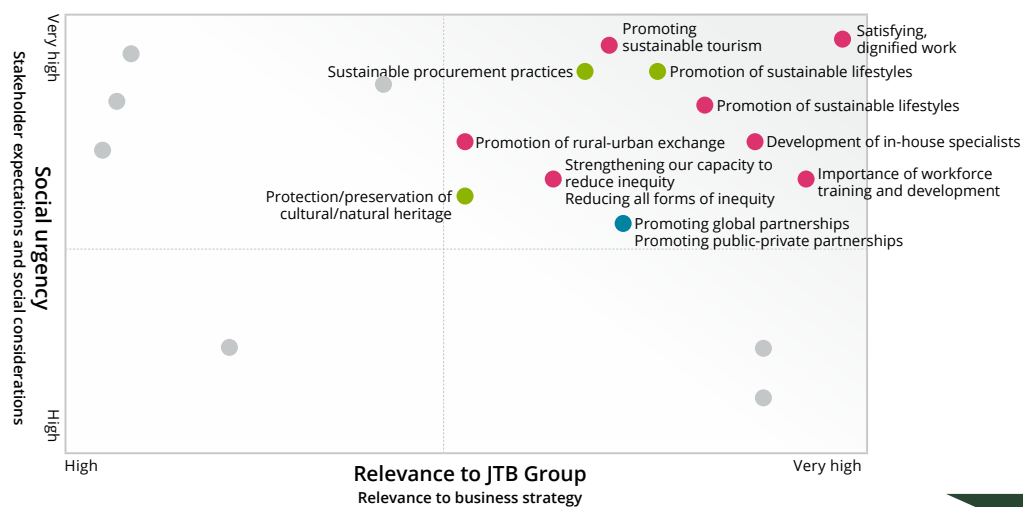
In determining our organization's sustainability priorities, we began by first preparing comprehensive matrices plotting the various sustainability challenges associated with our business. This entailed an extensive review of external environmental factors as well as relevant global initiatives such 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. Furthermore, we plan to continually revise the content of these sustainability priorities based on requests from stakeholders or changes in social or economic conditions.

Identification of Sustainability Challenges

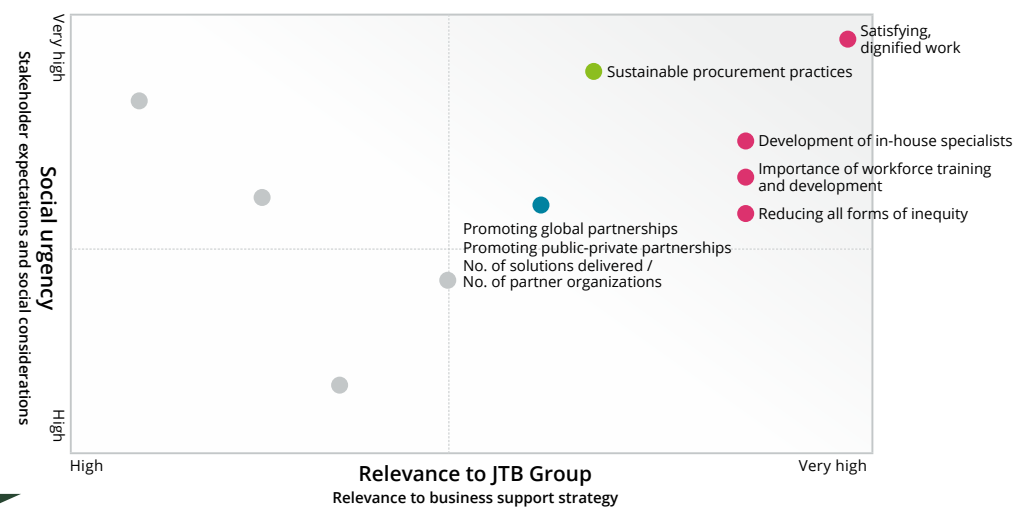
- Identification of relevance to our business
- Review of sustainability efforts of other companies
- Review of KPIs (GRI Standards)
- Review of third-party assessment frameworks

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

Our Business and Human Rights

Towards Respect for the Human Rights of Diverse Stakeholders in the Tourism Ecosystem



Experts and the JTB Group employees (including Executive Officers and the Head of Business Strategy and Promotion Division) took part in a panel discussion on respecting the human rights of diverse stakeholders in the tourism ecosystem.

*As of August 23, 2024



https://www.jtbcorp.jp/en/sustainability/partner/article_03.html

Feedback from External Stakeholders

The JTB Group welcomes candid input and forward-looking suggestions from external stakeholders (customers, business partners, community members, etc.) regarding our organization's sustainability initiatives. We use this feedback to enhance our sustainability programs. Additionally, our annual Stakeholder Dialogue provides an important forum for direct stakeholder engagement. Stakeholder Dialogue  P.22, 53

Expecting the JTB Group to play a leading role in the industry as a global company

Randy Durband
CEO, Global Sustainable Tourism Council



I highly commend JTB Group for obtaining GSTC certification as a first step. Looking ahead, I believe JTB can make an even greater impact by clearly communicating its sustainability expectations and goals to its extensive supply chain. Measurement and reporting of sustainability-related indicators remain a significant challenge, but I view the formation of an internal team and the start of concrete efforts as a very positive development. Tracking greenhouse gas emissions and providing continuous staff training are also essential. Especially in tourism, where customer interaction is key, empowering every staff member to understand and embody the principles of sustainability is critical to driving real change. Frontline employees often have the best insights into practical improvements, and their engagement is invaluable. I also hope to see JTB expand its collaboration into emerging areas such as attractions and food services, where issues like food waste and plastic reduction are becoming increasingly important. By addressing these comprehensively, JTB can further strengthen its leadership. With its scale and reputation, I am confident that JTB Group can play a leading role in advancing sustainable tourism globally.

Expecting for advancing nature-positive tourism

Tomoko Oda
Wildlife Conservation Group
World Wide Fund for Nature Japan (WWF Japan)



I expect the JTB Group, as a tourism operator with broad influence both in Japan and overseas, to play a significant role in promoting biodiversity conservation and sustainable tourism.

WWF encourages the industry to evaluate the impact of tours and accommodations on natural environments and endangered species habitats, and to disclose the results clearly to travelers, thereby empowering them to make sustainable choices. We also call for stronger efforts to support "conservation-oriented tourism" that balances with preservation and regeneration, rather than consuming local natural and cultural resources.

Experiential tours conducted in collaboration with local guides and conservation activities help deepen connections with communities, enhance the quality of tourism, and contribute to ecosystem preservation. Raising awareness and providing information to participants is also essential in preventing the removal of wildlife and poaching.

I urge the JTB Group to leverage its credibility and brand power to demonstrate leadership in realizing nature-positive tourism. In particular, for destinations that rely heavily on natural resources, it will become increasingly important to avoid negative impacts on biodiversity and to operate in alignment with local rules and conservation initiatives. The publication of the TNFD report in March 2025 is an important first step, and I look forward to seeing its recommendations effectively implemented in practice.

Expectations for Corporate Initiatives that Promote "Okinawan SDGs"

Denny Tamaki
Governor of Okinawa Prefecture



Tourism is the leading industry in Okinawa Prefecture, supported by its rich natural environment and deeply rooted cultural heritage.

To further advance the SDGs, Okinawa Prefecture has formulated the "Okinawan SDGs Action Plan," which sets forth our goal of building a globally recognized sustainable tourism destination. This plan emphasizes striking a balance between developing an attractive tourism industry and conserving biodiversity.

As part of its sustainability initiatives, Okinawa JTB is taking proactive steps to support local tourism businesses through digitalization, protect the environment and preserve biodiversity, and preserve Okinawa's traditional culture and performing arts. Recognizing the value of these efforts, we have certified Okinawa JTB as an "Okinawan SDGs Platinum Partner."

These initiatives exemplify how corporate activities can promote the "Okinawan SDGs" in partnerships with diverse stakeholders, helping to resolve regional challenges in Okinawa.

I sincerely hope that all members of the JTB Group will continue to contribute to the realization of a sustainable society by living up to the Group's mission of "Connecting, Creating and Contributing."

Majun chibaty ichabiranaa yasai—Let's move forward together with unity.

Responding to External Stakeholder Expectations and Recommendations

We recognize the expectations our stakeholders have for JTB's credibility, scale, leadership, and ability to foster exchange. In addition, stakeholders have recommended that we further raise employee awareness, take concrete nature-positive actions, and expand the scope of our initiatives. To meet these expectations and demonstrate results in response to these recommendations, we will continue to strengthen our engagement with diverse stakeholders. We kindly ask for your ongoing support and collaboration as we move forward together.

Tomoko Tamagaki Executive Officer, in Charge of Sustainability (CSUO)

Participation in Key Global Initiatives and Organizations

■ United Nations Global Compact



The UN Global Compact is an international framework that encourages businesses to align with 10 universal principles aimed at promoting sustainable development and social responsibility. The Global Compact encourages businesses to adopt sustainable practices in the four areas of human rights, labor, the 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/>

• GCNJ Collective Action 2030



The Japanese local network of the UN Global Compact, Global Compact Network Japan (GCNJ), has set forth "GCNJ Collective Action 2030." By endorsing this initiative, we promote efforts to create a society where each individual's strengths and uniqueness can be fully realized, and where everyone can experience a true sense of well-being.

■ 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.

 <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



The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code) is aimed at raising awareness and promoting concrete action to protect the rights of children.

By endorsing The Code, the JTB Group is strengthening safeguards for children, providing safe and secure travel environments, and fulfilling its social responsibility.

 <https://thecode.org/>

■ 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>

Participation in Key Global Initiatives and Organizations

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

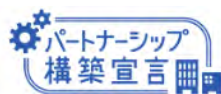


The Action Declaration is a Cabinet Office initiative aimed at harnessing telework as a vehicle for imparting new dynamism to local economies and promoting a healthier work-life balance.

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/logo_en.php

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 2025



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/press/2024/03/20250310005/20250310005.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

■ 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>

■ 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.

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.

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

https://www.env.go.jp/guide/info/eco-first/assets/pdf/eco-first_en.pdf

External Awards and Recognition

CDP



Since 2023, the JTB Group has been responding to the climate change questionnaire of CDP, an international NGO. In 2024, our disclosure received a CDP Climate Change Score of "C."



<https://www.cdp.net/en>

EcoVadis (FY2024)



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



<https://ecovadis.com/en/>

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 Standards. JTB was certified against the GSTC Industry Standard 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)



<https://www.gstc.org/certification/>

Tour East Singapore, JTB Global Marketing & Travel, and JTB PTE LTD also received certification.

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.



<https://workwithpride.jp/pride-i/>

D&I AWARD 2024 Best Workplace



Launched in 2021, this is Japan's largest award recognizing companies that promote diversity and inclusion.

In recognition of its proactive efforts in DEIB, JTB received the top-level "Best Workplace" certification in 2024.



<https://diaward.jobrainbow.jp/about>

Feature Story



Feature Story

Kusemonoz: A Co-Creation Hub in Takamatsu

— Where Community, Tourism, and Sustainability Meet

In Takamatsu, a city that has long helped sustain the appeal of the Setouchi region, declining fish catches and shifts in species have made the effective use of new food resources a pressing issue.

The JTB Group responded by opening a restaurant inside the Takamatsu Sea & Sun Market called Kusemonoz, an initiative that redefines local “unconventional” ingredients as sources of new value. This is a new initiative originating in Takamatsu that aims to balance sustainable community development with tourism promotion.



Background

Takamatsu City, Kagawa Prefecture, is redeveloping its Takamatsu Sea & Sun Market, transforming it into a hub for tourism and cultural exchange.

In line with this redevelopment, JTB has signed a comprehensive partnership agreement with the city to tackle local challenges and build a sustainable community together.

Social Challenges

A range of local issues are becoming entangled, giving rise to new and complex challenges.

Rising prices are discouraging personal spending, delivering a direct blow to the regional economy and tourism industry.

Meanwhile, in the Seto Inland Sea, climate change, such as rising water temperatures, has caused fish catches to decline and species to shift. As a result, fishermen end up catching mostly unwanted fish, while the species they rely on are becoming harder to find. This has reduced incomes for those in the fishing industry and worsened food loss, as unused fish are discarded. Both the sustainability of local industries and the natural resources they depend on are being undermined.

To make matters worse, the very people and organizations expected to address these issues are shrinking in number due to aging and labor shortages. The balance of “people, work, and the natural environment,” the foundation of the local economy, is now severely destabilized.



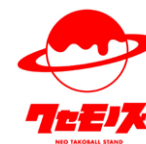
What is Kusemonoz?

In response to the challenges of declining fish catches and shifts in species caused by climate change, JTB launched the regional co-creation project Kusemonoz. Based in the Takamatsu Sea & Sun Market, the project actively utilizes underused fish and lesser-known local produce—so-called “unconventional” ingredients—to reduce food loss and enhance the value of regional resources.

Kusemonoz isn't just about serving meals, it's about polishing overlooked ingredients into “new treasures of the region,” and using them to solve problems while shaping a sustainable future.

The project also connects with the SICS Sustainable Lounge, jointly launched by Takamatsu City and JTB. This lounge serves as a collaborative hub where residents, tourists, businesses, and schools come together to address local and social issues. Through the lounge, Kusemonoz's activities spread even further, fostering hands-on community building through partnerships across government, industry, and academia.

Working with a wide range of local partners, Kusemonoz drives food-loss reduction through dining experiences and educational programs. With the motto “Unconventional Ingredients are Treasures,” it continues to take on new challenges to preserve the enduring charm of Setouchi.



Kusemonoz

A restaurant that brings under-distributed ingredients to the table



SICS
SUSTAINABLE
LOUNGE

SICS Sustainable Lounge

A co-creation lounge connecting locals and travelers

Through collaboration with the community, 63 events are held each year, offering tourism-focused initiatives year-round.

Feature Story Kusemonoz: A Co-Creation Hub in Takamatsu Where Community, Tourism, and Sustainability Meet

Case Study: The Pouch-packed Curry Project

In Takamatsu, a unique effort linked problem-solving with next-generation education: the Pouch-packed Curry Project, a collaboration between government, industry, and academia.

It began when 5th grade students from Kagawa University Attached Takamatsu Elementary School visited Kusemonoz on a social studies field trip. There, the children learned firsthand about the people who protect Setouchi's sea and support local fisheries, discovering the realities of declining catches, food loss, underutilized fish, and non-standard vegetables.

This visit sparked a partnership among Takamatsu City, JTB, and the school, uniting government, academia, and industry. For six months, they studied local agriculture and fisheries, discussed food-loss reduction and sustainability, and collaborated to develop a retort curry using the region's quirky ingredients.

The finished curry turned unused fish and hard-to-market vegetables into a brand-new local specialty, created jointly by children and the community. Now sold at 12 locations, including Takamatsu Airport, Takamatsu Mitsukoshi, and the Setouchi Triennale official shop, the curry sold more than 3,000 servings in just its first month, drawing attention from inside and outside the region.

"Raising children together, solving community challenges together." This philosophy underpins a new model emerging from Takamatsu, one that fuses education with community-building and points the way toward a more sustainable future.



Achievements of Kusemonoz

Kusemonoz has steadily expanded its impact around three pillars, tourism, sustainability, and community-building, achieving the following results:

Tourism

- Held 63 events in a year at Kusemonoz, drawing a total of around 6,000 participants
- Featured 49 times in media, including SDGs-related programs and local outlets
- Publicity impact through media exposure

Sustainability

- Used 670 kg of locally sourced ingredients in a year at Kusemonoz, including underutilized fish and non-standard vegetables
- The Retort Curry Project alone used 356 kg of local ingredients, also including underutilized fish and imperfect produce
- Contribution to the local economy through sustainable use of regional ingredients

Community Development

- Received both the Excellence Award and Special Award at Kagawa Prefecture's Food Loss Awards
- Conducted six collaborative school lessons per year with government, academia, and industry
- Awarded the Grand Prize in Kagawa Prefecture's 2024 Teachers' Research Papers

Turning Local "Unconventional" Ingredients into Treasures for the Next Generation

I work in tourism development in Takamatsu, where I have been engaged in promoting local attractions and developing the area. But in conversations with local people, I realized that before we could develop tourism, we had to address the deeper issues rooted in the community itself.

Facing this reality, I didn't want to leave problems as they were, I wanted to transform these "unconventional" ingredients into treasures of the community. That determination led us to launch Kusemonoz together with local residents, government, and educational institutions.

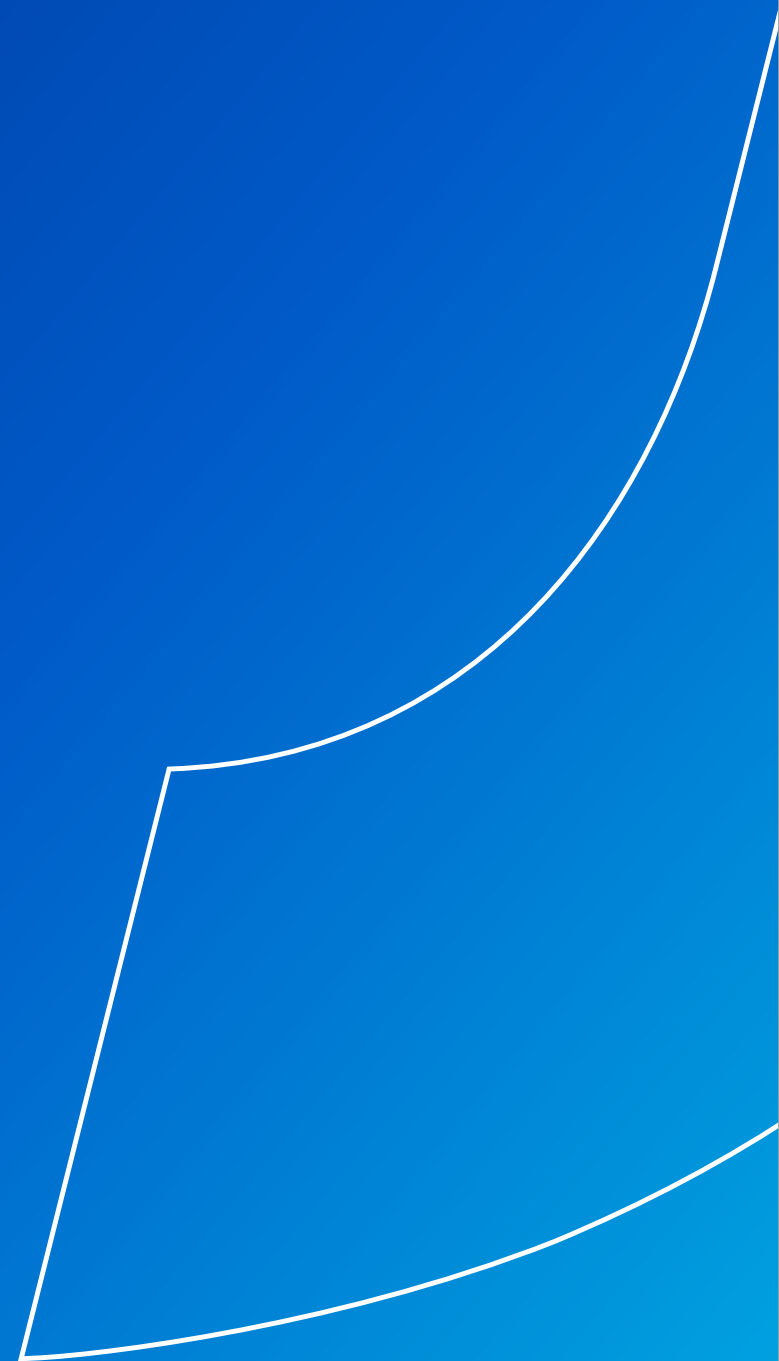
Above all, I want children, the next generation, to experience social issues firsthand and develop the ability to take action to improve their own community. This vision resonated with teachers, whose cooperation we gained, and local companies also came on board. Together, government, academia, and industry made the Retort Curry Project a reality, a major step forward for the future.

Through these efforts, our goal is to create a future where no one, neither people, nor the sea, nor nature, nor children, is left behind. If Kusemonoz can inspire even a few more people to see local issues as "their own" and take action, we'll consider it a success.



Yuki Yamada
JTB Takamatsu Branch

Materiality-guided Sustainability Priorities



Enriching the Human Experience — (1) Bringing More People, Places and Possibilities Together... Sustainably

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:

< Implementation of "Sustainable Tourism" in Line with the GSTC Standard >

The JTB Group places sustainability at the core of its management and promotes sustainable tourism by developing products, services, and solutions that take social and environmental sustainability into account and by building new relationships with business partners.

In November 2024, the Group obtained "GSTC Tour Operator Certification" for tours in Japan from Bureau Veritas, one of the internationally accredited certification bodies recognized by the Global Sustainable Tourism Council® (GSTC), which establishes and manages international standards for sustainable travel and tourism. Subsequently, Group companies including Tour East Singapore, JTB Global Marketing & Travel, and JTB PTE LTD also obtained certification. This certification comprises four pillars: sustainable management, socioeconomic sustainability, cultural sustainability, and environmental sustainability.

Going forward, any JTB products that claim to be "sustainable tourism" will be verified against the GSTC Standard from the following perspectives:

- Accommodation facilities

- Food and beverage venues, transportation methods, and consideration for biodiversity and nature
- Compliance with laws and regulations, and responsible advertising and promotion
- Protection of cultural heritage and consideration for local communities

< Expansion of the Sustainable Tour "Tsunagari Tabi" >

Born out of collaboration with Destination Canada, the "Canada Tsunagari Tabi" was recognized for its exemplary approach to expanding sustainable tourism and received the Minister of Land, Infrastructure, Transport and Tourism Award at the Tour Grand Prix 2023 organized by the Japan Association of Travel Agents (JATA). Furthermore, in the first half of 2025, tours were expanded to France, the United Kingdom, and Switzerland in Europe, with further expansion to Asia and Oceania planned for the second half of the year.

The Switzerland tour is an environmentally conscious journey in which all local travel is conducted by train and cable car instead of automobiles that emit exhaust gases, leading to an approximately 80% reduction in CO₂ emissions compared with traveling the same itinerary by car.*

*Calculated using the Ecocalculator on the official website of Swiss Federal Railways (SBB).
*Comparison is based on per-capita CO₂ emissions when traveling by passenger car.



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< Providing Sustainable Travel Content >

The JTB Group strives to develop and deliver travel services that are considerate of local culture and the environment. From authentic cultural experiences and eco-responsible adventure tours to the "My Cup/My Bottle Gourmet Travel" initiative, which offers rewards and perks to travelers who bring their own reusable mugs or bottles, JTB is contributing to the promotion of sustainable tourism.

< Collaboration with Switzerland Tourism on "Swisstainable" >

Kuoni Global Travel Services (Schweiz) entered into a Sustainable Partnership agreement with Switzerland Tourism and, from 2022 to 2024, carried out a phased series of tour promotions across global markets. To raise awareness and interest among customers and Swiss suppliers regarding the themes and products of Swisstainable, which are not yet widely known to the public, the company implemented intensive marketing campaigns in all markets, resulting in highly effective promotions. As a result, between 2022 and 2024, the initiative achieved a total of 327,025 overnight stays and extended the average length of stay from 2.2 days in 2019 to 3.9 days in 2024.

■ 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:

< Understanding of Culture and Laws >

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.

Enriching the Human Experience — (1) Bringing More People, Places and Possibilities Together... Sustainably

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

< Providing Information on Sustainable Tourism Products on the JTB Website >

To make it easier for customers to choose sustainable products, JTB provides clear information on the relationship between travel and sustainability, and communicates not only about JTB's own travel products but also about the sustainability initiatives of partner accommodation facilities.



< Promoting "Tips for Sustainable Travel" >

As a member of the Global Sustainable Tourism Council (GSTC) and in recognition of the importance of sustainable travel in Japan, JTB, together with Rakuten Travel and Booking.com, carried out awareness-raising activities at Tourism EXPO Japan 2024 in September 2024 to promote sustainable travel among visitors.

A special booth was set up at the venue to introduce 12 "Tips for Sustainable Travel" to travelers.



From the results of visitor surveys, it was found that many people "know about sustainability but are not acting on it (due to a lack of products or information)." Going forward, the tourism industry will work on developing rules and frameworks suited to the Japanese market based on the GSTC Standard.

■ Improving Accessibility and Promoting Universal Tourism

The JTB Group provides information through a variety of means to ensure that all customers can smoothly access information and services, and promotes initiatives that enable everyone to enjoy their travels.

Specific Initiatives:

< JTB Remote Concierge >

JTB provides a system called the "JTB Remote Concierge," which enables customers to consult with consultants and specialized desks via the web. This service responds to needs such as the absence of nearby branch offices or the difficulty of visiting a store with young children.

< 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 Attractions >

In cooperation with the JTB Group's overseas operating entities, JTB 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.

< Providing Information on "Yorisoi no Yado"

(Accommodations Offering Considerate Options) >

In response to the fact that many customers feel reluctant to use large public baths while traveling due to surgical scars from breast cancer and other procedures, JTB provides information

under the name "Yorisoi no Yado." In addition to details on guest rooms with open-air baths and private-use baths at inns and hotels, the information includes whether special bathing garments to cover surgical scars are available for use, rental, or purchase, as well as whether large public baths provide individual partitions at washing areas and privacy spaces in changing rooms. This information is introduced at JTB storefronts in Hokkaido.

Furthermore, at the Sustainable Tourism Roundtable in the February–March issue of JTB Ryohoren News, the initiative was also presented to member inns and hotels of the JTB Ryokohren Federation and to JTB branch offices in Japan. The efforts include promoting understanding of the use of special bathing garments and creating posters that can be displayed in both men's and women's public baths to encourage breast cancer screening.

< Dialysis Treatment Arrangement Service in Hawaii >

Under a service agreement with Emergency Assistance Japan Co., Ltd., the JTB Group has begun introducing a dialysis treatment arrangement service in Hawaii in May 2025 for customers who require dialysis while traveling. Going forward, we will also actively disseminate information about this service so that more customers become aware of it.

Principles in Action



Enriching the Human Experience — (1) Bringing More People, Places and Possibilities Together... Sustainably

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

Principles in Action

■ 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

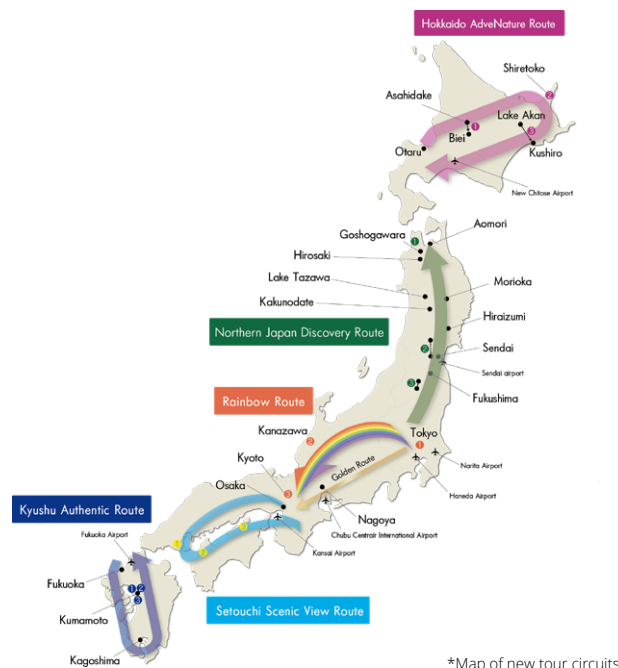
KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Percentage of Japan inbound visitors making overnight stays outside of Tokyo/Osaka/Kyoto	53.1%	60%	65%

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. The results for FY2024 were a total of 509 participants across 5 routes.

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 Hokuiku 'Rainbow Route®' tour was awarded the Japan Tourism Agency Commissioner's Award in the Inbound Travel Category at Tour Grand Prix 2024.



*Map of new tour circuits

Enriching the Human Experience — (1) Bringing More People, Places and Possibilities Together... Sustainably

Safety and Security

Principles in
Action

Guiding Philosophy

The JTB Group recognizes that providing safe and secure travel is its responsibility as a promoter of the business that brings People, Places and Possibilities Together. 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/jp/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 >

In the event of an accident during an organized tour, JTB has established reporting lines and triage criteria, and sets up an Accident Response Headquarters according to the severity of the incident to coordinate and direct response measures.

< Selection of Travel Partners >

For business partners that cooperate in providing travel services, the JTB Group applies its own selection criteria and arranges contracts accordingly. For overseas arrangements, we review our safety management standards and ensure that local handling agents are fully informed of and comply with those standards.

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), the JTB Group endeavors, in the provision of its products and services, to provide information on the impacts on the global environment and on local sustainability, as well as information on sustainability-related initiatives in each region. Specifically, the JTB Group embodies its Sustainability Policy by providing education programs such as SDGs.

Taking the Next Step

Educational Initiatives

Specific Initiatives:

< MY LIV PROJECT – A Journey to Discover Individual and Collective Well-being >

In a survey conducted across six countries, Japanese youth ranked lowest in responding that the future of Japan will become “better.”*1

Furthermore, Japanese children and young people

have been noted as having significantly lower self-esteem compared to their peers overseas.*2 These findings reflect a current situation in Japan in which children are not fully able to recognize their individuality or potential, and struggle to hold hope for the future.

To address these challenges, in May 2024 JTB, together with nine organizations nationwide,*3 launched the “MY LIV PROJECT.” Through educational travel such as school trips, the project creates opportunities for junior and senior high school students



to encounter diverse values, discover their own perspectives and ways of life, and expand their future possibilities.

The project develops programs such as “Tourism Quest” and “Peace Dialogue,” and to date has provided programs to a cumulative total of 76,000 junior and senior high school students nationwide.

The distinguishing feature of these programs is that they leverage travel to highlight local human resources (Tourism Leaders and Peace Buddies) and design opportunities for meaningful encounters. Through these encounters at travel destinations, children learn firsthand about values, history, culture, local climate, and spirituality cherished by communities. Facing their individuality and way of life within the context of connections to local communities, nature, and peace helps foster a global citizenship perspective and cultivate the ability to contribute to building a sustainable future society.

Going forward, by expanding program areas across Japan and internationally, the project will also contribute to discovering and developing local human resources and to the transmission of cultural values. Moreover, by fostering an environment in which all participants in the project learn and grow together, the initiative aspires to realize a peaceful and spiritually enriched society where each individual's sense of well-being radiates outward and circulates to others and to local communities.

*1 Source: Nippon Foundation “18-Year-Old Attitude Survey, No. 62: Awareness of the Country and Society (Six-Country Survey)”

*2 Source: Cabinet Office “Survey on the Attitudes of Japanese and Foreign Youths” (FY2018)

*3 PLAY SPACE Inc.; Institute of Education Network for Next Generation; musuhi Inc.; Peace Education Lab Nagasaki; Sokoage, a certified NPO; Peace Culture Village, an NPO; Umusun Lab. Inc.; Muddler Inc.; CHEERS Inc.



< Supporting Sustainable Educational Activities: J's GROW >

In September 2023, JTB, together with Institution for a Global Society Corporation, developed J's GROW, a system that measures the



effectiveness of educational activities such as school events and inquiry-based learning. This system breaks down educational activities into approximately 150 elements (for example: with whom, in what region or location, on what theme, and through what type of activity) to visualize the impact on students' competencies.

By combining data-based quantitative evaluation with teachers' qualitative assessment, J's GROW makes it possible to move beyond conventional intuitive reviews and instead formulate effective and concrete improvement measures. Based on these insights, JTB collaborates with school teachers to share issues—such as how to modify the content of the next school trip by reflecting on the current year's trip—and propose improvements. This leads to enhanced quality in educational activities and contributes to the realization of highly effective educational practices over the long term.

Since its launch, J's GROW has been introduced at 141 schools within one and a half years, and with further expansion, JTB will continue to support the sustainable growth of children.



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

Making a Difference through Education

Principles in
Action

■ Educational Publications

Targets & Performance

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Book donations to promote SDGs learning	60	120	150
Local sustainability initiatives featured in Rurubu publications	141	148	148
Local and corporate sustainability initiatives featured by Rurubu Kids Web Media	32	38	45

Specific Initiatives:

< Educational Publications and Learning Products >

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.

■ Theater, Music Appreciation, and Related Activities

Specific Initiatives:

< Kokoroha Project >

JTB Communication Design launched the *Kokoroha Project* with the aim of eliminating disparities in children's opportunities to experience culture and the arts at public cultural facilities across Japan where it is involved in operations. Under this initiative, children and their families are invited to attend theatrical performances, music concerts, and other events, thereby providing opportunities to appreciate culture and the arts. The results for FY2024 were 14 performances at 12 facilities with a total of 360 participants.



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

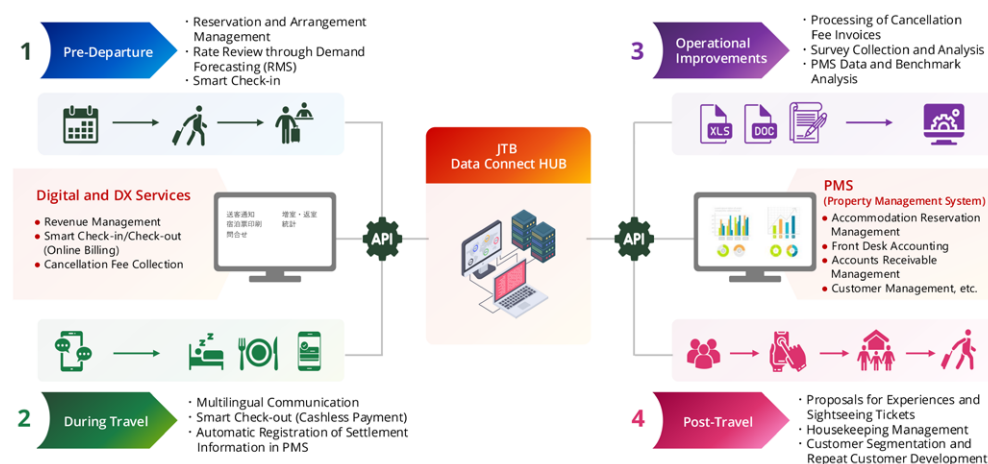
Helping our Partners Improve Efficiency

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.

Co-Creation Support with Communities and Business Partners through Hometown Development Projects

The JTB Group is developing Hometown Development Projects that leverage Japan's hometown tax donation system (Furusato Nozei). In collaboration with municipalities and local businesses, we provide integrated support including the development of return gifts and handling of various inquiries. By offering proposals tailored to the issues and characteristics of each community, we work together with business partners to promote the creation of sustainable communities.

Specific Initiatives:

< Hometown Tax Donation Services >

The JTB Group engages in the Hometown Tax Donation program in three roles: as an administrative agent for municipalities, as an operator of donation portal sites, and as a provider of return gifts. As an example of combining Hometown Tax Donations with tourism promotion, JTB has entered into regional revitalization agreements with Osaki Town in Kagoshima Prefecture and Minami-Uonuma City in Niigata Prefecture. Specific initiatives include announcing and hosting local appeal seminars at *Rurubu Kitchen*, assisting in the enhancement of tourism resources, cooperating in the development of new distribution channels for local products, and proposing projects to ensure the effective use of Hometown Tax Donations. By leveraging its partnerships with local communities and its strengths as a travel company, JTB is committed to advancing regional revitalization in a sustainable manner.

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 JT 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 JT Group's sustainable MICE solutions help organizations meet their CO₂ emission reduction goals.

Targets & Performance

KPIs	FY2024 Actual		
	No. of Events	Facilities Under Contract	
CO ₂ Zero MICE® Events	222	154	
CO ₂ Zero STAY® Events	101,701	106	

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Selection of MICE destinations based on host city sustainability commitment	1	5	10

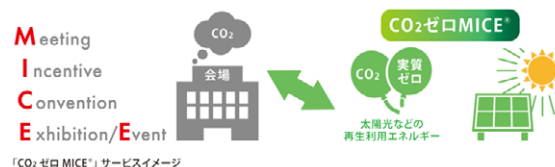
Specific Initiatives:

< Promotion of Renewable Energy Use >

CO₂ Zero MICE®: JT Communication Design (JCD) offers CO₂ Zero MICE®, a service that enables companies and organizations hosting MICE* to substitute the electricity used at venues with renewable energy that emits no CO₂. The service is packaged

CO₂ ZERO MICE

Replacement of energy used at events and conferences with renewable energy to realize sustainable events



1st JATA SDGs Awards, Excellence Prize in the Economy and Industry Category
7th Japan Tourism Awards, Prize Winner

to include procurement of renewable energy, calculation of the environmental value of the energy actually consumed as renewable energy, and post-event verification. This makes it possible to realize sustainable events. JCD also offers CO₂ Zero STAY® to accommodation providers, a service that offsets CO₂ emissions generated from hotel or inn stays. Launched in March 2023, the service has been used for a cumulative total of approximately 130,000 guest nights.

CO₂ ZERO STAY

Offsetting CO₂ emissions generated through accommodation



1st JATA SDGs Awards, Excellence Prize in the Economy and Industry Category
7th Japan Tourism Awards, Prize Winner

*MICE is a term that uses the initials of Meeting (corporate meetings, etc.), Incentive Travel (incentive and training trips), Convention (international conferences held by international organizations, associations, academic societies, etc.), and Exhibition/Event (exhibitions, trade fairs, and events).

< Sustainability-Inspired Destination Selection >

Corporate Incentive Tours: The JT Group contributes to the development of sustainable tourism destinations by continuing to propose destinations from the perspective of sustainability, focusing on cities that promote MICE at the national level. As part of these efforts, we planned and proposed Barcelona as a destination for an incentive tour, recognizing its strong commitment to sustainability through urban development initiatives that incorporate “degrowth.” In FY2024, a total of 700 participants joined this program.

Contribution to Business Travel

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

Targets & Performance

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
No. of business trips (domestic/overseas) with ESG-related metrics tracked and reported to client	554,568	700,000	850,000

Specific Initiatives:

< Incorporating ESG into Services >

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

E (= Environment): Satisfy client needs for CO₂ emissions tracking and reporting as well as carbon offsetting. S (=Social): Support the introduction of digital transformation (DX) solutions that enhance the efficiency of business travel processes and workcation programs that promote workforce creativity and innovation. G (=Governance): Help clients develop business

Enriching the Human Experience — (3) Helping Business Partners and Client Companies Shine Contributing to the Success of Corporate Clients

Principles in
Action

travel procurement guidelines that specifically identify authorized travel products.

■ Providing New Exchange and Co-Creation Solutions from a Sustainability Perspective

The JTB Group is committed to offering new solutions centered on creating connections, with due consideration for sustainability and DEIB (Diversity, Equity, Inclusion, and Belonging) in business settings. Through initiatives such as designing corporate offices and implementing projects aimed at developing next-generation talent, we contribute to the realization of a sustainable society.

Targets & Performance

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Contract rate for proposals to design eco-friendly shops and offices (270 shops)	11%	15%	34%

Specific Initiatives:

< Spatial Solutions >

Eco-friendly Office Spaces: As part of its initiatives to foster exchange and co-creation, JTB Asset Management provides corporate clients with office plans aligned with the SDGs, offering support for their business operations. The company also proposes plans that reflect DEIB and sustainability, thereby helping clients integrate these perspectives into their workplace environments.

< Bringing Businesses and Communities Together >

The GLOCAL Sustainability Project (GSP): GSP is a hands-on program designed to foster the next generation of business leaders in Japan. Participants learn from leading global case studies and apply what they experience in local communities to help solve social issues. Young leaders are recruited from client companies to form ONE TEAM, traveling to regions where they engage with local experts and, through experience and learning, explore ways to build a sustainable society. Two sessions were held in FY2022, with 22 participating companies and a total of 22 participants.



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

Human Resource Development

Guiding Philosophy

Basic Philosophy on Human Resources

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 a highly engaged and innovative corporate culture by honoring the individuality and diversity of our workforce and 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 JTB 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.

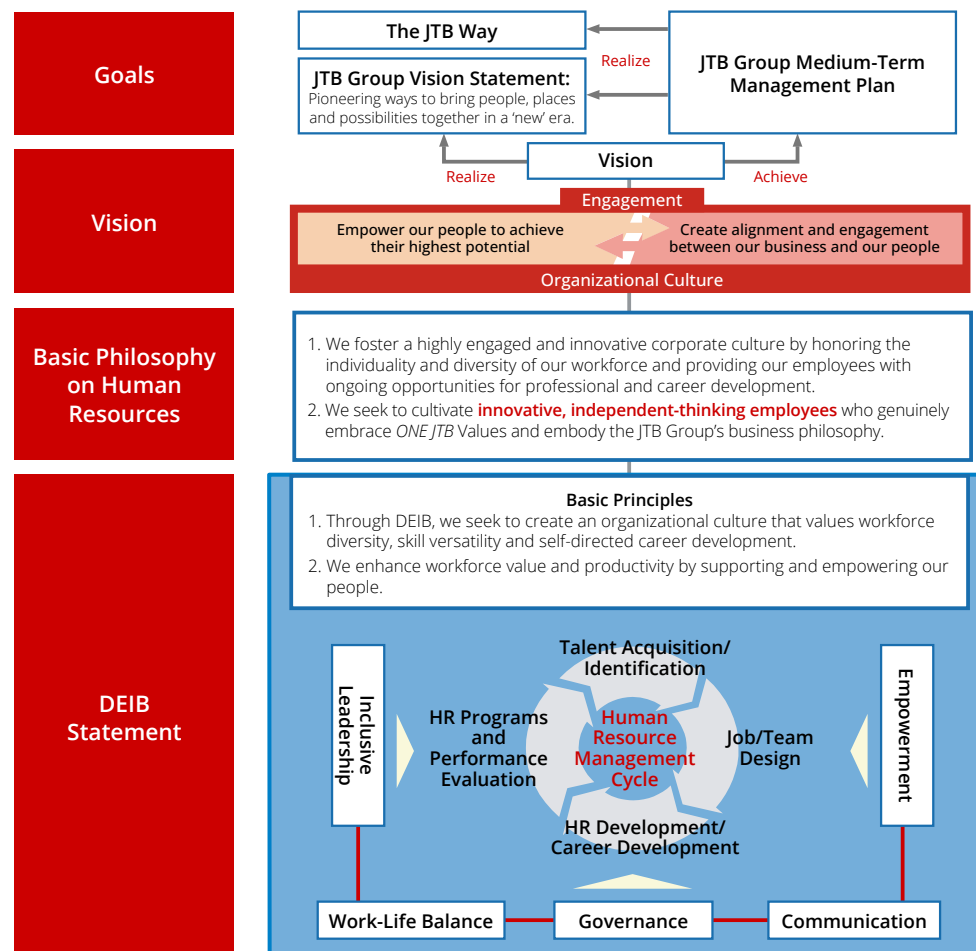
Embracing *ONE JTB* Values and Embodying the JTB Group's Business Philosophy

Innovative, Independent-thinking Employees

Right Mindset	Right Skills	Right Action
Customer-focused	Ability to solve problems	Challenge
Curious/Farsighted	Ability to create value	Speed (Act Swiftly)
Internationally-oriented	Ability to get things done	Collaboration Inside and Outside the Organization

JTB Group's Medium-term DEIB & HRD Strategy

Schematic Overview



For information about our DEIB Performance, KPIs and Targets, see Pages 19, 45

In-House
Initiatives

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

Human Resource Development

In-House
Initiatives

Taking the Next Step

Development of Highly Specialized Personnel

As part of course-based human resource management, we nurture “Group Professional (GP) Employees” who belong to JTB and engage in duties related to the management and business of the entire Group. These professionals demonstrate outstanding expertise in areas such as laws and regulations, business practices, cultures, market characteristics, and strategic planning across various countries and regions. They are developed as highly marketable professionals capable of playing active roles on the global stage.

🕒 Diverse Specialized Personnel*

*Personnel appointments and employment types at JTB Corporation (including those other than GP Employees)

Titles	Descriptions	Employees
Royal Staff	Employees who possess both hospitality skills and broad business knowledge, as well as deep expertise in specific fields. After passing rigorous screening, they are certified with the highest-level qualification for over-the-counter sales.	31
Customer Development Producer (Personal Agent)	Employees who visit individual customers and leverage their expertise to propose optimal travel plans.	17
Tourism Development Producer™	Employees who address regional issues from a medium- to long-term perspective by conducting current-state analyses, formulating strategies, developing content, and verifying PDCA cycles, thereby supporting sustainable regional development.	52
SAMURAI (SAMURAI NEO Project)	Employees dispatched overseas as core human resources to lead the global expansion of the Meetings & Events business, providing solutions tailored to local customer needs. Assignment & Numbers: 1 in India, 1 in Malaysia, 3 in Thailand, 1 stationed in Tokyo.	6
Sales Development Producer	Employees who take organizational issues of customers as a starting point and lead the development of new solutions and businesses.	57
Highly Specialized Professional Personnel	Employees who possess outstanding expertise in specific fields such as IT, legal, or finance.	61

Development of Career Personnel and Prevention of Turnover

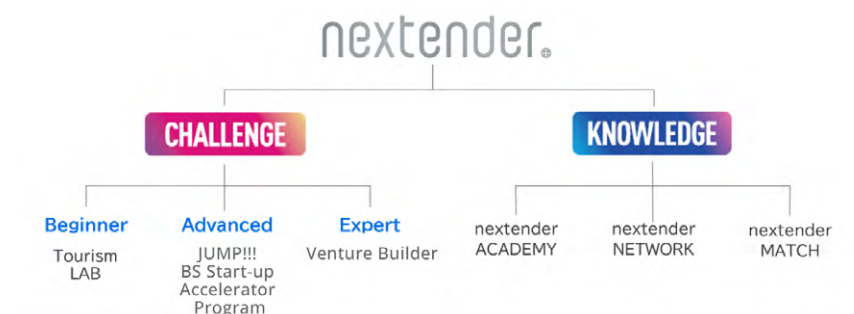
Aiming to build an environment where career personnel can quickly onboard, settle in, and perform successfully, we provide year-round basic training (e-learning) for career personnel. The program offers a packaged curriculum covering the history and management vision of the JTB Group, DEIB and human resource strategies, as well as business strategies. In addition, we are working to establish retention and development environments suited to the circumstances of each Group

company, such as by introducing a mentor system for career personnel.

nextender

The JTB Group has been pursuing customer satisfaction for over 100 years. Believing that solving today's complex challenges requires co-creation that goes beyond traditional frameworks, we launched the innovation creation project “nextender®” in 2023, soliciting ideas from all JTB Group employees.

The project is structured around two pillars: “CHALLENGE,” which encourages employees to pursue innovation and business creation, and “KNOWLEDGE,” which offers innovation training and a community for those interested in business development to connect and collaborate.



🕒 Challengers for Innovation Creation

Contents	Employees
No. of participants in the Business Development Personnel Training Program	69 (cumulative total for FY2022–FY2024)
No. of challengers in the nextender Venture Builder	25 (FY2024)
No. participants in the Generative AI Hands-on Training	948 (FY2024)
No. participants in the Open & Challenge Training for Developing DX Practical Leaders	31 (FY2024)
No. of applicants for JTB Group Talent Exchange Program	335 (FY2024)

Specific Initiatives:

< JUMP!!! >

It is an idea competition for all JTB Group employees, targeting business ideas expected to generate annual operating profit of more than 1 billion yen. Each individual sets the theme of their business idea, such as business model or target market. Ideas that pass the screening process aim for commercialization and are refined over a period of about five months.

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

Human Resource Development

In-House
Initiatives

So far, 22 ideas have passed the screening, and businesses such as *Living Auberge*, *OYACONET-QUEST*, *Shitene*, and *Earth Gift* have been realized.

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.).

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 innovative, independent-thinking 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 (FY2024)	Total Training Hours (FY2024)
JTB University Course Enrollment	30,194	288,656 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	FY2024 Target	FY2024 Actual
JTB Group Talent Exchange Program Applicants	250	335

< Job Return System >

If an employee resigns due to personal reasons (regardless of the reason) or upon completion of the Volunteer Leave or Self-Development Support Leave system, and wishes to be re-employed within the prescribed period of separation, re-employment (reinstatement) that contributes to their career development will be supported for those employees who meet certain conditions.

(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

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

Human Resource Development

In-House
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'Everyone is a Key Player: Connect, Contribute, Create a Brighter Future!' - featured more than 72 sessions led by JTB Group employees and executives as well as outside lecturers. Participation in the Summer Festival continues to grow. 10,260 colleagues took part in our 2024 program in real-time.

■ 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	FY2024 Actual	FY2025 Target	FY2028 Target
Sustainability (e-Learning) Training Sit Rate	38%	100%	100%
Sustainability (Deeper Dive) Training Sit Rate	100%	100%	100%
Affirmative answers (4-levels) regarding a change in behavior following business sustainability training	3.09	3.40	No plans to continue training through FY2028

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 (Sendai, Tokyo, Osaka, and Fukuoka) for key Group personnel who play a leadership role in our organization's sustainability efforts.

🎯 FY2024 Business Sustainability Training: Participation Targets

Program Description	Total Participants
Business Sustainability Training (Group)	134
Business Sustainability Training (Webinar)	107
Participation	241

< Sustainability Education Utilizing the Platform >

JTB University: In the aforementioned JTB University, at the beginning of all training programs it organizes, the JTB Group's guidelines on sustainability are communicated, providing an opportunity for all employees to perceive it as their own matter and take action.

■ 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 >

Program Description	Certifications Acquired
Area Specialist	4,176
'World Heritage' Certification	1,526

< Remote Learning >

Course Name	
Travel Geography Basics 300+α (Japan)	World Heritage Academy Exam Prep (Level 2)
Travel Geography Basics 400 (International)	Japanese Ryokan Hospitality: A Practical Course
Tourism Geography (Japan)	Understanding Japanese History through Cultural Traditions
Tourism Geography (International)	

■ 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	(e-Learning) Career Design seminar 20's	2	89	178
	(e-Learning) Career Design seminar 30's	2	236	472
	(e-Learning) Career Design seminar 40's	2	415	830
	(e-Learning) Career Design seminar 50's	2	185	370
	Career Design Training (28 years old) One day	7	212	1,484
	Career Design Training (35 years old) One day	7	114	798
	Career Design Training (40 years old) One day	7	246	1,722
	Career Design Training (45 years old) One day	7	38	266
	Career Design Training (50 years old) One day	7	304	2,128
	Career Design Training (55 years old) One day	7	152	1,064
	Career Design Interviews 20s-60s	1	297	297
	Career Design Interviews 29 years old	1	243	243
	Total		2,531	9,852

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

DEIB — 'Treasure the Difference, Bring the World Together.'

Guiding Philosophy

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.

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 & Performance

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Employee Survey (Diversity Score)	79.9%	80%	86%
Employee Survey (Engagement Score)	62.2%	67%	80%
Employee Survey (Job Satisfaction Score)	79.4%	86%	90%

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Percentage of Employees with Disabilities	2.67%	2.65%	2.75%
Percentage of Female Managers	38.2%	41%	44%

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Gender pay gap (all employees)	59.9%	64%	70%

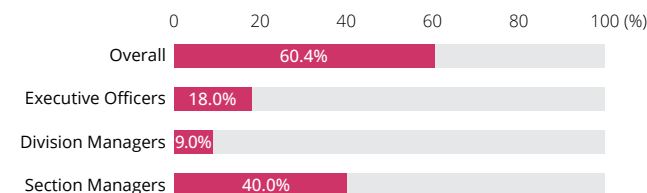
Note: JTB uses gender-neutral pay standards. Our gender pay gap arises from the following two factors: (1) roughly 90% of our female colleagues opt into one of the company's work-life balance programs, and (2) our percentage of female managers (38.2%) is lower than our overall percentage of female employees (60.0%).

In-House Initiatives

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Percentage of employees taking childcare leave (Male/Female)	71.1% /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 FY2024

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

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
- Use of training and in-house communication tools to raise awareness of work-life balance solutions
- 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 bias and incorporating additional positive elements into oneself, with the goals of promoting women's empowerment, respecting diversity to utilize human

- resources, improving ease of working in response to life events, and enhancing retention of human resources.
- DEIB Management Training aimed at deepening understanding of DEIB.
- Workshops to promote understanding and awareness of LGBTQ+ Issues
- Exhibition of a corporate booth and participation in the parade at Tokyo Pride 2025
- Rainbow Pride sponsorship (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

■ Promotion of DEIB on a Global Scale

As a fundamental premise, each global Group company bases its actions on the common principle of the JTB Group DEIB Statement, while promoting DEIB strategies that respond to the circumstances of each country and region. Through this, the JTB Group seeks to enhance overall engagement.



■ System to Support Employee-led Activities for Promoting DEIB — Smile Activities

Smile Activities are autonomous organizational activities at the workplace level, aimed at transforming organizational culture based on diverse ideas to realize The JTB Way. In more than 150 organizations nationwide, "Smile Chairpersons" are assigned, and with the circulation of *ONE JTB Values* (Trust, Challenge, Smile), employees themselves take the lead in promoting various activities at each workplace. These initiatives



are carried out with the aim of creating an organizational culture where each individual can demonstrate their true selves and exert organizational strength, while incorporating perspectives of DEIB and sustainability, which are management strategies of the JTB Group.

■ Signing of the United Nations Global Compact "GCNJ Collective Action 2030 DEI"

The JTB Group signed the United Nations Global Compact (GC) in 2024, and in January 2025, also endorsed and signed the "GCNJ Collective Action 2030 DEI."

This action, from the perspective of DEI, aims for a society in which each individual can fully demonstrate their strengths and individuality, and everyone can feel well-being, by having domestic companies work together to address challenges. Promoting DEIB (Diversity, Equity, Inclusion, Belonging), our company declares the implementation of the following actions:

I. To enable each individual to shine and play an active role in their own way, we will establish environments and systems that allow employees to autonomously choose diverse work styles, and we will promote initiatives to enhance both "ease of working" and "worthwhile work."

(Target for JTB Employee Awareness Survey – Work Fulfillment Index: 90% in FY2028)

II. To enable employees to work and be active in their own way, we will eliminate gender bias and promote initiatives to develop environments and support systems where everyone can participate in household chores, childcare, and nursing care, achieving work-life balance.

(Target for childcare leave acquisition rate for both men and women: 100% in FY2028)



https://www.ungcnj.org/ca2030/files/signatures/PDF_JTB.pdf

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

Taking the Next Step

Targets & Performance

KPIs	FY2024 Actual	FY2025 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	23.4%	23%	26%
Employee Surveys (Job Satisfaction)	79.4%	86%	90%

Specific Initiatives:

Initiatives to Promote Autonomous Work Styles

< 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.

Initiatives to Increase Employees' Disposable Time (Productivity Improvement) through DX

< Operational Efficiency through the Utilization of Generative AI >

With the aim of improving employee productivity, we operate a generative AI community with more than 2,200 participants, promoting the sharing of knowledge and practical application. Through group-wide sharing sessions, generative AI hackathons, and the development of use cases in collaboration with each department, we are strengthening implementation support. Alongside enhancing the consulting capabilities of the Generative AI Lab, we are also promoting

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

Work-Life Balance

In-House
Initiatives

citizen development and in-house development, thereby accelerating company-wide AI penetration.

< Promotion of DX Education >

In line with the DX Literacy Standard of the Ministry of Economy, Trade and Industry and IPA, e-learning is provided to all employees to equip them with the necessary knowledge and skills. In addition to the basics of generative AI utilization and information security, learning opportunities in specialized fields such as data science and digital marketing are also offered for those who wish to participate.

● FY2024 DX Mandatory E-learning Hours

Program Description	Learning hours
DX Mandatory E-learning	165,269 hours (13 hours × 12,713 employees)

< Improvement of Office Environment >

Alongside the promotion of telework, we have also worked on improving the environment of physical office spaces. On some floors of the headquarters, we have installed open-style furniture that makes discussions easier, as well as telework spaces and online meeting booths. We are trialing office designs that allow employees to choose the most suitable place according to the nature of their work.

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

Health and Productivity 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.

**JTB Group's Health and Productivity Management
~ For Employees to Continue Working in Good Health**


<https://www.jtbcorp.jp/jp/sustainability/life/pdf/JTBGroupHealthManagement.pdf>

Health and Productivity Management Declaration

For the JTB Group to achieve further evolution toward the next 100 years, it is essential to build a system in which diverse talent can come together, interact, and perform to the fullest in order to create new value with the exchange creation business as our domain. To this end, it is necessary to improve the quality of work styles so that each employee can enhance their productivity while generating resources such as time and mental capacity, which can then be connected to new businesses.

The foundation for advancing such work style reforms is the health of our employees. The fact that everyone is healthy is an indispensable driving force in pushing forward all of the Group's policies. In order to ensure the sustainable growth of the company, we hereby declare the promotion of "Health and Productivity Management," meaning that we will strongly advance improvement measures as a management strategy to address various current issues related to employee health.

A company where employees are healthy and work with vitality is, without doubt, a company that is loved and

trusted not only by its employees themselves but also by customers and society. Let us, as one united Group, strive to create an organization where each and every employee can work healthily and vibrantly.

**Solving Management Issues through the Practice of
Health and Productivity Management**

Looking ahead to a future with an aging workforce and increasingly diverse work styles, we aim to improve organizational productivity and creativity by maintaining and enhancing employees' health conditions and their satisfaction with work and life through the practice of health and productivity management.

Health and Productivity Management Vision

- Employees practice healthy habits together with their families and colleagues and are in good physical and mental condition.
- They lead happy and fulfilling lives, realizing their personal goals both at work and in private life.
- The company gains customer satisfaction and social recognition through highly productive and creative services generated from workplaces filled with employees' smiles and vitality.

Fundamental Principles

Anticipating the increase in health risks caused by the aging and diversification of employees in the future, we will shift from health management that has so far focused mainly on legal compliance to a way of maintaining and promoting health that generates sustainable organizational vitality, with employees' autonomy as the driving force.

To achieve this, it is necessary to develop information

and mechanisms that enable workplaces and individuals to fully understand the purpose and significance of engaging in health maintenance and promotion, and to activate workplace communication toward health promotion.

By fostering such an organizational culture, and by promoting both efforts to address our Group's health issues and improvements in the quality of work styles, we aim to enhance the productivity and creativity of the organization.

Promotion System

The top management serves as the Chief Officer for promoting health and productivity management, while the responsible human resources function, the Health Promotion Office as a dedicated organization within the Group, and the Health Insurance Association, which is responsible for insurance operations, work together to implement various measures from their respective roles.

Group companies, with the aim of strengthening human resource capabilities from a medium- to long-term perspective, share the results of their initiatives over time based on quantitative indicators such as the practice of health management, improvement of productivity, and the fostering of motivation for challenge and growth.

To employees in the workplace, the purposes and significance of each measure are explicitly communicated in writing, thereby encouraging employees' autonomous awareness of participation.

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

- Promotion of employees' "personal ownership" of health through visualization of health conditions using the PHR service *Pep Up*

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

Health and Productivity Management

In-House
Initiatives

- Implementation of health education and guidance by medical professionals to raise awareness of the purposes and significance of engaging in health maintenance and promotion

(2) Cultivate a workplace environment conducive to mental and emotional wellbeing

- Use of stress questionnaires to identify and mitigate high-stress working conditions
- Training to support early identification of warning signs and proper stress management
- Implementation of training to enhance stress coping abilities of young employees and line care by organizational managers and leaders

(3) Programs and supports to accommodate unique needs and circumstances

- Use of the JTB Group Work Style to promote work-life balance

Taking the Next Step

Targets & Performance

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Mental health training attendance rate	77.2%	100%	100%

< Mental Health Education >

We conduct self-care training aimed at maintaining and improving employees' mental health and enhancing their adaptability to the workplace and their jobs, as well as line-care training for newly appointed leaders and organizational managers.

< Wellness Events >

Every year, with the aim of encouraging employees to take an interest in their own health conditions based on the results of medical checkups and to actively work on improving their lifestyle habits with solid knowledge and goals, we hold a

Walking Rally and Health Quiz utilizing the health app *Pep Up*. In the Walking Rally, where participants compete on the number of steps taken during the period, 3,926 employees participated, contributing to health promotion and the spread of the health app *Pep Up*.

< Workplace Environment Improvement >

Utilizing the results of group analyses from stress checks, we are working to create workplaces where employees can continue to work with vitality through ongoing workplace environment improvement activities at each workplace. In addition, for high-risk workplaces, follow-up interviews by psychological counselors and line-care training are conducted to promote the early detection of employees in poor condition, provide psychological support, and address problems and concerns faced in the workplace.

< Promotion of Women's Health >

It is also true that women often have opportunities to review their way of working depending on their life stages. Against this background, we conduct mental health seminars for female employees so that they can continue to have ease of working and motivation (sense of purpose in work) in accordance with various situations, environments, and life events.

External Awards and Recognition

< Certified as a Health and Productivity Management Organization (Large Enterprise Category) >

The JTB Group (18 domestic Group companies) has been certified as a "Health and Productivity Management Organization 2025" under the system by the Ministry of Economy, Trade and Industry that recognizes corporations engaged in health and productivity management.

The Health and Productivity Management Organization is



a program that honors companies that strategically practice employee health management from a managerial perspective.

Currently, we are aiming for certification under the "White 500," which selects the top 500 particularly outstanding large enterprises among the Health and Productivity Management Organizations.

< "Sports Yell Company" Certification >

JTB Corp. and JTB Communication Design have been certified as "Sports Yell Company 2025" by the Japan Sports Agency, as companies actively engaged in initiatives to promote sports for the purpose of improving employees' health.

In this certification, efforts such as holding a Walking Rally utilizing the health app (*Pep Up*), and conducting online seminars to relieve physical risks caused by long hours of desk work—particularly among teleworkers—through strength training that can be done even in small spaces, were recognized. Through these initiatives, the domestic Group has been working to establish exercise habits by increasing opportunities for physical activity, and these efforts were evaluated.

Occupational Safety and Health

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

< Employee Safety & Health Handbook >

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) Respecting Human Rights

Respecting Human Rights

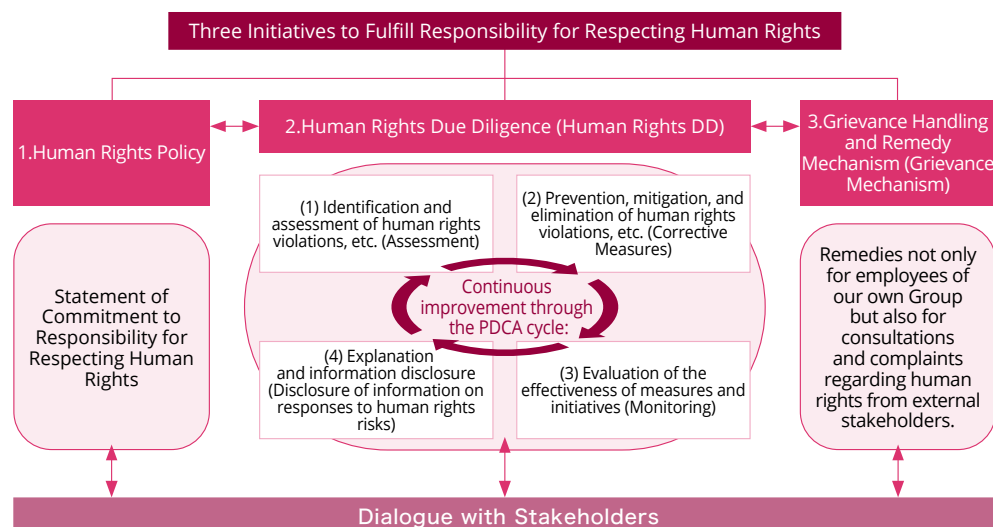
In-House
Initiatives

Guiding Philosophy

In alignment with the sixth principle of the JTB Group Sustainability Policy (Cultivating a Welcoming and Sustainable Work Environment), we respect the human rights of all stakeholders, and regardless of any form of forced labor or child labor, we aim to improve occupational safety and health environments so that employees of the JTB Group and its business partners can work safely and authentically. Furthermore, throughout the entire supply chain, we work toward the eradication of commercial, sexual, and all other forms of exploitation and harassment, with particular respect for the rights of women, children, and socially marginalized groups.

Human Rights Management System

By steadily promoting these initiatives, we aim to contribute to the advancement of respect for human rights in society through our business activities.



Human rights policies

[Link](https://www.jtbcorp.jp/jp/sustainability/human_rights/pdf/Human_Rights_Policy_en_20250620.pdf) https://www.jtbcorp.jp/jp/sustainability/human_rights/pdf/Human_Rights_Policy_en_20250620.pdf

In alignment with the Charter of the United Nations, the Universal Declaration of Human Rights and other international codes*, etc., as well as the JTB Group Mission, JTB's Human Rights Policy requires our organization and our employees to respect and defend the rights of all people, maintain a zero-tolerance policy for human rights violations, seek to prevent violations in our company, and take prompt corrective action in the event that any potential violation is brought to our attention. To this end, JTB is working to build a shared understanding of what kind of actions could be deemed to constitute human rights infringements, and is aiming to strengthen JTB employees' awareness of their own rights and responsibilities in relation to human rights issues.

The Human Rights Policy comprises the following individual policies.

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

*These include the UN Guiding Principles on Business and Human Rights (UNGPs), the International Covenants on Human Rights, and the Ten Principles of the UN Global Compact.

JTB expects all our business partners to understand and collaborate with our approach to respecting human rights, and we aim to contribute toward promoting respect for human rights in society through our business activities in collaboration with our business partners.

More specifically, we have stipulated that we will be proceeding with the following initiatives.

Human Rights Due Diligence

We perform human rights due diligence to identify, assess, prevent and mitigate human rights issues relating to our business activities. Implementation of human rights due diligence began in FY2023, initially targeting employees at JTB Corp. In FY2024, the scope of implementation was expanded to include JTB Group companies within Japan, and going forward, it is intended that it will be further expanded to include Group companies outside Japan and business partners in JTB's supply chain.

We will be implementing transparent disclosure of information by making public the results obtained through these activities on a regular basis on the JTB Group website.

Grievance Handling and Redress Mechanism (Grievance Mechanism)

We have established various contact windows that internal and external stakeholders who may be directly affected by JTB Group's business activities can use to request human rights related consultations and submit complaints (hereinafter referred to collectively as "reports"). We take reports seriously, and we have implemented measures so that persons submitting reports can

Enriching the Human Experience — (5) Respecting Human Rights

Respecting Human Rights

In-House
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obtain redress. In cases where it is determined that JTB Group has a problem that needs addressing, we strive to make improvements.

About the JTB Group Code Hotline ➡ P.69

Customer Consultation Desk



https://www.jtb.co.jp/webmaster2_01.asp

JTB Group External Stakeholder Hotline



<https://reg31.smp.ne.jp/regist/is?SMPFORM=qgmj-manith-eff02f1f81893e073518842546a73f66>

■ Dialogue with Stakeholders

We strive to engage in dialogue with relevant stakeholders in order to properly identify negative impacts on human rights that are related to the JTB Group's business activities, and to realize improvements.

Engagement with External Stakeholders ➡ P.63

2024 Stakeholder Dialogue



https://www.jtbcorp.jp/en/sustainability/partner/article_03.html

■ Education

The JTB Group provides education and training regarding JTB Group Policy, including the Human Rights Policy, and implements measures to make JTB Group Policy more effective.

■ Governance System

The Chief Compliance Officer (CCO) exercises overall supervision of matters relating to human rights, while the Management Committee and Board of Directors monitor the progress made.

Taking the Next Step

■ Human Rights Due Diligence Implementation and Related Measures

To monitor human rights risk within the JTB Group, we implement human rights due diligence, aiming to identify, prevent and mitigate human rights risk, and to provide explanations and information disclosure in relation to the effectiveness of related initiatives and the methods used to handle human rights issues.

(1) FY2024 Human Rights Survey

① Survey Overview

We implemented a questionnaire survey, documentary survey and diagnostic survey targeting employees within Japan.

• **Implementation period: December 9–23, 2024**

• No. of responses

JTB Corp.: 8,393 people

Response rate: 69%

(Previous survey: 8,564 people, 72%)

JTB Group companies in Japan (19 consolidated subsidiaries): 4,736 people

Response rate: 83%

• Documentary survey of the actual no. of cases and of the management system

• Diagnostic survey of human rights risks, the management system, and preventive and corrective measures, conducted by a specialist external firm

② Identifying human rights risks based on the survey results

• Changes between FY2023 and FY2024

The percentage of survey respondents who reported having been aware of instances of harassment fell from 10.70% in FY2023 to 1.49% in FY2024; however, this change was partly due to a change in the wording of the question in the FY2024 survey (with respondents only being asked to report instances of harassment within the past year), and as respondents still mentioned instances of harassment in the “Remarks” section of the questionnaire, it cannot be said for sure that there has been an improvement. Furthermore, while there was no significant change in the results relating to occupational health and safety and work hours, problems continued to be noted in these areas.

• Analysis and assessment, and identification of human rights risks that need to be prioritized

Regarding the results obtained by the assessment of individual human rights risks and assessment of vulnerabilities in the JTB Group, while we have put in place a management system in relation to this, based on employee awareness surveys, etc. we have also identified certain risks as risks which are particularly likely to emerge, which could have a particularly serious impact if they do emerge, and which continue to become actualized, specifically: harassment and abuse, occupational health and safety, and work hours (including the right to rest periods and days off).

We also identified child labor and safeguarding the rights of indigenous people and local residents as latent risks that should be prioritized, based on the results of analysis that showed that there was potential for these risks to emerge, and that a suitable system for managing these risks had not yet been put in place.

Enriching the Human Experience — (5) Respecting Human Rights

Respecting Human Rights

In-House
Initiatives

(2) Concrete Measures and Goals with Respect to Human Rights Risk

With regard to harassment and abuse, besides aiming to expand our education and awareness-raising activities, we are also continuing to monitor the results obtained in employee surveys.

For concrete measures targeting occupational health and safety and work hours (including the right to rest periods and days off), please see the relevant webpage.

➡ P.49

- ① Implementation of education and awareness-raising activities
 - Provision of Human Rights Policy e-learning (provided to 707 employees in FY2024)
 - Harassment training (mandatory for organizational managers)
 - Providing employee education regarding the Code of Conduct which is the foundation for employee behavior, and obtaining employees' declaration of their willingness to abide by the Code of Conduct
 - Addressing of specific themes in the workplace discussions held on Compliance Day (in November)
 - DEIB training (mandatory for organizational managers)
 - Holding of LGBTQ+ seminars (in the "Management Board," "Summer Festival of Learning," and DEIB Week)
 - Formulation of a customer harassment prevention policy, establishment of a supporting contact window, and spreading awareness of the existence of this contact window

② Targets (KPIs)

In collaboration with each department, we promote initiatives that contribute to respect for human rights, monitoring progress based on KPIs for each area.



https://www.jtbcorp.jp/jp/sustainability/img/deib/img_deib_kpi2_en.png

With regard to child labor and safeguarding the rights of indigenous people and local residents, we have begun to hold meetings with related companies in regard to certain areas where there is thought to be a particularly high possibility of risks emerging, and we are working to identify risks and formulate corrective measures.

(3) Expanding the Scope of Human Rights Due Diligence in the Future

We are expanding the scope of application of human rights due diligence as outlined below.

- Employees:
From FY2025, additional implementation is planned for some overseas Group companies.
- Supply chain:
FY2025 – We plan to conduct interviews with selected suppliers in specific areas where risks are anticipated.
FY2027 – We intend to start conducting human rights due diligence simultaneously with sustainability surveys to support the implementation of the JTB Group Sustainable Procurement Policy.

■ Establishment of the JTB Group External Stakeholder Hotline

The JTB Group has for many years now had a Customer Service Office that receives comments from customers, and a JTB Group Code Hotline to which all JTB Group employees can submit reports or requests for consultation.

In addition, starting from June 2025, we have put in place a framework for provision of remedies by rapidly implementing corrective measures, with the establishment of a contact window through which external stakeholders, including business partners and people in the local community, can submit reports, complaints and requests for consultation.

When using the External Stakeholder Hotline, reports can be submitted anonymously (insofar as permitted by law), so that the reporting party's identity does not become known by third parties. The company's internal controls team responds to reports by contacting the related units, and takes appropriate action; depending on the case, the team may contact an attorney from outside the company to ensure that the case is handled fairly. Steps are taken to ensure persons who have submitted a report using the hotline do not suffer adverse treatment as a result.

〈JTB Group External Stakeholder Hotline〉

Reception hours: Regular business hours at JTB (9:30–17:30, excluding weekends, public holidays, and other designated company holidays)



<https://reg31.smp.ne.jp/regist/is?SMPFORM=qgmj-manith-eff02f1f81893e073518842546a73f66>

■ Implementing Dialogue with Stakeholders

In August 2024, under the theme "Our Business and Human Rights – Aiming for Respect for the Human Rights of Various Stakeholders Surrounding the Tourism Industry", we held a dialogue with experts.

The participants discussed the complexity of human rights issues in the tourism sector and the importance of ongoing measures for addressing these issues; the discussion stimulated a renewed awareness of the importance for JTB of "making an effort to learn" in relation to respect for human rights, and of the need for dialogue with stakeholders. Looking ahead, we will be working to strengthen human rights due diligence, expand human rights education for employees, and implement measures in preparation for promoting respect for human rights throughout the supply chain as a whole. We will also be continuing to engage in dialogue with stakeholders, working to deepen understanding of human rights issues in the tourism sector, and formulating concrete strategies to resolve issues.



https://www.jtbcorp.jp/en/sustainability/partner/article_03.html

■ Labor Union

The JTB Group's labor union has an enrollment of 71.2% (FY2024). Monthly shop meetings by management and labor representatives are focused on improving the workplace environment and enhancing workforce wellbeing.

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.

Based on this principle, in April 2025 we established the JTB Group Environmental Policy and further formulated the JTB Group Environmental Guidelines. These apply to all JTB Group officers and employees, including secondees, expatriates, temporary staff, and part-time employees.

JTB Group Environmental Policy

1. Compliance with Laws, Regulations and International Standards
2. Strengthening Measures to Address Climate Change
3. Appropriate Use of Resources and Reduction of Waste
4. Appropriate Use of Water Resources
5. Biodiversity Conservation and Restoration
6. Contribution to Local Communities
7. Protection of Natural and Cultural Heritage Sites
8. Training Employees
9. Dialogue and Information Disclosure with Employees and Stakeholders
10. Establishment of an Environmental Management System

Disclosure in Line with the TCFD Framework

In accordance with the framework of the Task Force on Climate-related Financial Disclosures (TCFD), we disclose information on the types of risks we face and our policies for addressing them.

https://www.jtbcorp.jp/en/sustainability/pdf/tcfdreport_en.pdf

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. To realize this goal and ensure that all of our businesses dedicated to "Bringing People, Places and Possibilities Together" remain sustainable in the face of global environmental change, we have established both a long-term target for 2050 and a medium-term target for 2030.

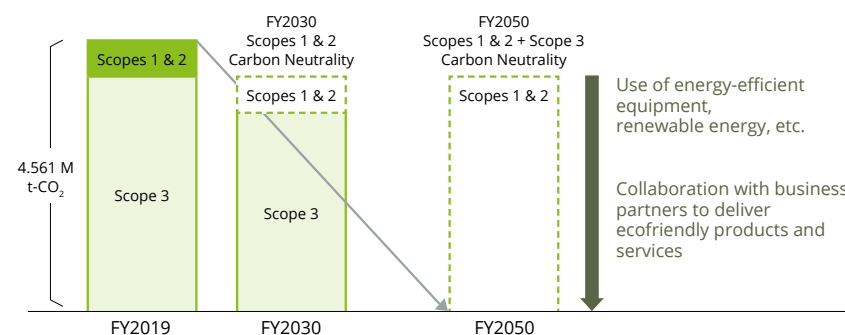
The long-term target is positioned as a key element in supporting the future of our organization. It underpins the realization of our vision, enables the planned and effective allocation of resources, strengthens risk management, and facilitates the building of strong stakeholder relationships. The medium-term target serves as an important guide, clarifying the step-by-step milestones toward achieving the long-term vision and strategic objectives.

In addition, we set annual targets. These short-term objectives allow us to make quicker course corrections to our plans and re-evaluate priorities compared with the medium- to long-term horizon, thereby ensuring our readiness to adapt to changing social and environmental conditions.

Medium-term Target Net zero CO₂ emissions by FY2030 (Scopes 1 & 2)

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

JTB Group Carbon Neutrality Targets



* 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

(Unit: t-CO ₂)	FY2019 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual		FY2025 Target	FY2030 Target
Sum total (Scopes 1 to 3)	4,561,667	1,553,402	2,388,108	2,702,113	⇒	3,697,915	3,257,500
Scope 1	2,090	1,756	1,551	1,848	⇒	1,347	0
Scope 2	34,953	17,116	17,018	9,284	⇒	12,156	0
Scope 1 & Scope 2	37,044	18,872	18,569	11,132	⇒	13,503	0
Scope 3 total for all categories	4,524,623	1,534,530	2,369,539	2,690,981	⇒	3,684,412	3,257,500

*Results for FY2019-2023 were calculated for the entire JTB Group based on single-entity measurements for JTB Corp. For FY2024 results, we are working to convert estimated values to actual measured values wherever possible.

*The FY2025 targets were established when the FY2023 results became clear.

CO₂ Emissions in FY2024

Scope / Category		FY2024 Actual	
		Emissions (t-CO ₂)	vs. FY2019 (%)
Total for Scopes 1 to 3		2,702,113	59.2
Scopes 1 & 2		11,132	30.0
Scope 3	1 Purchased goods/services	2,690,981	59.5
	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		

With respect to total CO₂ emissions (all Scopes), the FY2023 results were subject to independent third-party verification by the Japan Quality Assurance Organization (JQA). Based on the same calculation methodology, we have compiled the results for FY2024.



https://www.jtbcorp.jp/en/sustainability/pdf/5138_Verification_Report_for_JTB_Corp.EN_2023.pdf

Taking the Next Step

Initiatives on Scope 1 and 2

The JTB Group has formulated initiatives and CO₂ emissions reduction plans for JTB Corp. itself in order to achieve carbon neutrality for Scope 1 and 2 emissions by 2030, which is our medium-term target. For operations outside of JTB Corp., including our overseas offices, we plan to first shift from estimated to actual measurement of CO₂ emissions and then establish specific reduction plans.

For Scope 1, we are pursuing the transition to lower-carbon company vehicles at JTB Corp. For Scope 2, we are promoting energy-saving measures at our offices as the starting point, and for CO₂ emissions that cannot be reduced through energy-saving initiatives, we aim to achieve carbon neutrality by utilizing renewable energy and purchasing non-fossil fuel certificates. Based on mutual understanding with the landlords of the buildings where our offices are located, the JTB Group is developing annual reduction plans to achieve carbon neutrality by FY2030.

(Unit: t-CO ₂)	FY2023 CO ₂ emissions (JTB)	Main measures in the FY2025 plan	CO ₂ emissions reductions through measures	Notes
Scope 1	1,097	Low-carbon company vehicles	204	The changing of company vehicles to low-carbon vehicles will be done when current contracts are renewed.
Scope 2	9,299	Energy conservation measures Use of renewable energy Purchase of non-fossil certificates	2,274	Reduce electricity usage by switching to LED lighting and installing energy-efficient sheets for air conditioning. Set indoor temperatures at the recommended temperatures for each season and promote Cool Biz and Warm Biz attire accordingly. Set mobile PCs to go into sleep mode.

Scope 3 Initiatives

To achieve CO₂ reductions in Scope 3, we are working to expand the range of products and services we offer to customers. Because reducing Scope 3 emissions cannot be accomplished without the cooperation of our business partners, we will also continue to strengthen collaboration with all relevant stakeholders.

Nurturing Our Surroundings — (1) Caring for the Earth

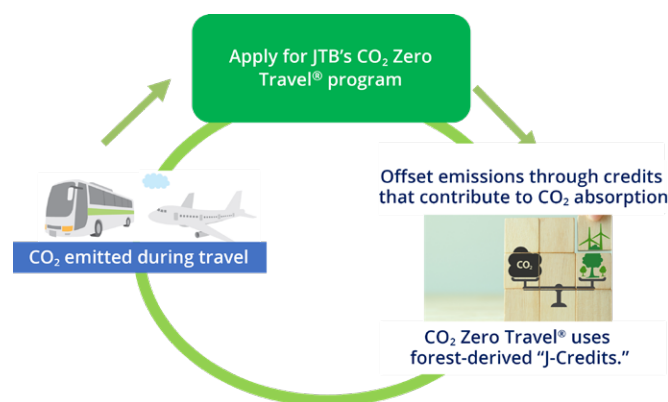
Fighting Climate Change

Specific Initiatives:

< CO₂ Zero Travel® >

CO₂ Zero Travel® is a program that reduces CO₂ emissions during travel to effectively zero by utilizing the J-Credit Scheme. The J-Credit Scheme is a system in which the government certifies "projects" as "credits" based on factors such as the amount of CO₂ and other emissions absorbed through appropriate forest management, the amount of CO₂ and other emissions reduced through the use of renewable energy, and the introduction of energy-saving equipment. In our CO₂ Zero Travel® program, we utilize forest-derived J-Credits.

CO₂ Zero Travel® Conceptual Diagram



CO₂ Zero Travel®



<https://www.jtbbwt.com/business/service/solution/travel/company-trip/co2-zero-trip/>

CO₂ Zero Travel® Sales

KPIs	FY2024 Actual		
	Applications	Participants	Offset Volume
CO ₂ Zero Travel® Sales	1,390	70,257	1,087 t (1,087,339 Kg)

CO₂ Zero MICE®



<https://www.jtbcom.co.jp/service/energy/co2zero/>

In-House
Initiatives

CO₂ Zero STAY®



<https://www.jtbcom.co.jp/service/energy/co2zerostay/>

ESG-BTM P.39

< JTB Green Wings >

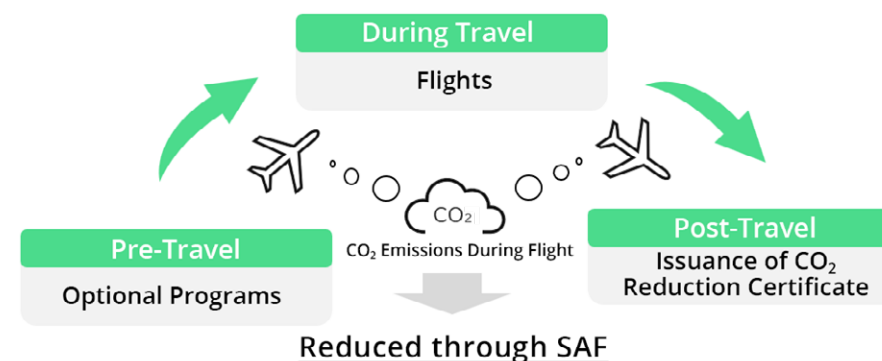
We have launched JTB Green Wings, a CO₂ reduction program jointly developed with airlines through the use of Sustainable Aviation Fuel (SAF).

For corporate clients, the program provides a framework to purchase environmental value when traveling for business through JTB Green Wings.

For schools, we offer JTB Green Wings for School, which includes special lectures prior to school trips to help students learn the basics of decarbonization, including SAF.

In both cases, participants are awarded a CO₂ Reduction Certificate after their trip.

*SAF (Sustainable Aviation Fuel): Compared with conventional jet fuel, SAF can reduce CO₂ emissions by an average of 80% over its full lifecycle — from raw material production and procurement through manufacturing, transportation, and combustion.



Through the promotion and expansion of Sustainable Aviation Fuel (SAF) in the airline industry's decarbonization efforts, we can contribute to creating a more sustainable future for air travel.

Nurturing Our Surroundings — (1) Caring for the Earth

Preserving the Earth's Biodiversity and Managing 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 and the JTB Group Environmental Policy established in April 2025, 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.

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

Disclosure in Line with the TNFD Framework

In accordance with the framework of the Taskforce on Nature-related Financial Disclosures (TNFD), we disclose information on the types of risks we face and our policies for addressing them. As of March 2025, however, our initiatives are still in the early stages, and further work will be required to identify the relevant areas and to deepen our analysis of risks and opportunities. Going forward, we will further define our challenges and strategic direction through communication with stakeholders, and accelerate our efforts toward the realization of a sustainable society and the conservation of natural capital and biodiversity. Going forward, we will further define our challenges and strategic direction through communication with stakeholders, and accelerate our efforts toward realizing a sustainable society and conserving natural capital and biodiversity.

 https://www.jtbcorp.jp/jp/sustainability/pdf/tnfdreport_en.pdf

KPIs & Targets

Recognizing that biodiversity is affected by a variety of environmental issues, including climate change, resource management and waste, the JTB Group aims to address these issues in a comprehensive manner.

We have identified Climate Change (greenhouse gas emissions, extreme weather, etc.) and Waste

and Pollution as particularly significant risks for JTB's direct operations. JTB has set the target of reducing net CO₂ emissions to zero by 2050. In addition, with regard to waste, which has been newly identified as an important risk factor, JTB has set a following target.

Long-term Target Reducing final landfill disposal of waste to zero by 2050.

Taking the Next Step

Biodiversity Conservation Initiatives

< Implementation of an Invasive Species Experience Program >

At JTB, during a discussion meeting held by the Secretariat of the "Hakkoda Frost-Covered Trees International Branding Promotion Council," which was established by tourism-related companies in Aomori City, the issue of "increasing invasive species near the summit" was raised. In response, JTB, together with local guide operators, submitted a proposal to Aomori Prefecture and subsequently commercialized an experiential program.



This program involves the removal of invasive species (such as *Plantago lanceolata*) near the mountain summit, followed by a trekking experience along the Kenashi Paradise Line down to Sukayu Onsen. The program also incorporates measures to protect alpine plants by using a special tool called "Neokoshi" to remove grass and roots of invasive species that may be carried in on the soles of tourists' shoes. To date, a total of 23 participants have taken part in the program, and expansion is planned in the future.

In FY2024, we also contributed to nature conservation by planting beech trees across 8.9 hectares of forest surrounding the Shirakami Mountains.

Waste Reduction Initiatives

Targets & Performance

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
New Hotel Amenity Recycling Stations	20	30	50
KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Reduction in Paper Tickets through Use of Digital Ticketing Platforms	1,006,680 tickets	11,348,724 tickets	25,830,000 tickets
Reduction in paper vouchers (rolls) through conversion to new payment system	91,854	48,505	51473
Loss-Tabican	858	5,000	15,000

Nurturing Our Surroundings — (1) Caring for the Earth

Preserving the Earth's Biodiversity and Managing Resources, Water, and Waste

In-House
Initiatives

< Horizontal Recycling of Amenity Products at Lodging Facilities >

Since its establishment, JTB Trading has participated in the General Incorporated Association Amenity Recycling Association. Beginning in 2023, through activities aimed at horizontal recycling of amenity products used at lodging facilities, the company has been working to promote CO₂ reduction and contribute to the sustainable development of the lodging industry as a whole.



< Digital Solutions Help Partners Use Less Paper >

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 BÓKUN's use QR codes* and other digital technologies to help consumers and businesses reduce reliance on paper. *QR Code is a registered trademark of DENSO WAVE INCORPORATED.

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

< "Loss-Tabi Cans" Aimed at Reducing Food Loss >

In Japan, it is estimated that approximately 1.77 million tons of non-standard vegetables—harvested but not distributed to the market—are generated annually.

Disposal of these vegetables through incineration or landfill contributes to greenhouse gas (GHG) emissions, making sustainable food



resource management a pressing issue.

In response, JTB has developed and launched "Loss-Tabi Cans," canned foods produced by purchasing non-standard vegetables from partner farmers and processing them under recipes supervised by professional chefs. To date, approximately 513 kilograms of unused vegetables have been utilized to produce 19,000 cans. In 2025, we are targeting sales of 5,000 of these cans.

Going forward, we will continue to expand the reduction of food loss and establish a circular model through regional and corporate collaboration.

< "SETOUCHI LIME LABO" Aimed at Reducing Agricultural Waste >

Local farms on Kohne and Ikuchi islands, located in the Seto Inland Sea, grew two tons of limes annually. However, due to the fruit's low recognition, much of the harvest had to be discarded. To address this, beginning in 2023, we launched full-scale procurement, wholesale, and sales operations with the goal of branding and commercializing the limes as the rare and valuable "Setouchi Limes." Furthermore, in April 2025, we began developing fallow land and started operating our own farm (CTS farm). Looking ahead, we aim to further expand the business, including co-creation with partners in other industries.



FY2024 actual results were 1,300 kg.

< Waste Reduction Initiatives in Offices >

Toward achieving our medium- to long-term waste reduction targets, we have developed a phased plan to measure waste volumes, strengthen waste separation, and reduce overall waste. At our Tennoz headquarters building, we have installed signage to reinforce proper waste separation and, on some floors, have removed individual waste bins to encourage waste reduction as part of daily office routines. In the Shinjuku Block, which houses eight business divisions, we conducted a trial initiative to visualize waste measurement data for each division, thereby encouraging changes in employee awareness and behavior.

■ Protecting Water Resources

< 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. We launched the initiative in May 2022, and as of April 2025, we have provided 1,077,636 liters of water.

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 likeminded 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.

Taking the Next Step

Supporting the Local Economy

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

Supporting the Local Economy

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.

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 & Performance

KPIs	FY2024 Actual	FY2025 Target	FY2028 Target
Yanbaru 'Biodiversity' Zipline Participants	11,073	9,000	12,000
Fukugi Saplings Sold	68	—	—

Specific Initiatives:

< Sustainability-Oriented Tours >

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. (FY2024 Zipline Riders: 11,073)

< Area Conservation Efforts >

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. In FY2024, a total of 68 saplings were sold. As this initiative has largely fulfilled its intended role, it was concluded at the end of FY2024.

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.



Nurturing Our Surroundings — (2) Enhancing Destination Attractiveness

Enhancing Destination Attractiveness

Principles in
Action

< Project to Create Shodoshima 20 Years into the Future >

In 2024, JT launched the “Project to Create Shodoshima 20 Years into the Future” with the mission of creating a sustainable industry based on tourism on Shodoshima, an island often described as a microcosm of Japan with its various challenges. JT is working alongside the island's two towns (Tonosho and Shodoshima) and has joined the Shodoshima & Setouchi Area Management Association. Through investment and development projects on the island, we seek to revitalize Shodoshima, attract new investment, and create a positive cycle in which profits are reinvested in the community.

Starting with a bike-sharing business, we are also conducting pilot projects for the introduction of autonomous buses and AI-powered self-navigating unmanned boats, as well as introducing the “POCKETALK” AI translator to overcome language barriers. By combining these diverse solutions, we aim to contribute to the island's sustainable future in a multifaceted way.



Nurturing Our Surroundings — (2) Enhancing Destination Attractiveness

Conserving Cultural & Natural Resources

Principles in Action

Guiding Philosophy

In alignment with the fourth principle of the JTB Group's Sustainability Policy (Promoting Sustainable Communities), we are committed to making the greatest possible contribution to 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 heritage of local communities, and respect indigenous wisdom and practices. In doing so, we seek not only to safeguard these cultural assets, but also to enhance their value for future generations.

Taking the Next Step

■ 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 & 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:

< Helping Visitors Better Understand Indigenous Culture >

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 fullscale 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 2025, the 138th Mori no Nigiwai event was held at the Okinawa Convention Center to celebrate the rich cultural tapestry and performing arts heritage of Okinawa.

For its 40th anniversary performance, more than 500 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 5,400 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 FY2024, we hosted a special dialogue in March 2025 on the theme of "Travel as a Story," welcoming author Kaori Ekuni and actress Tomoko Yamaguchi as guest speakers.



■ 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, our customers



Nurturing Our Surroundings — (2) Enhancing Destination Attractiveness

Conserving Cultural & Natural Resources

and employees join hands with local residents to participate in cleanup activities at tourist sites, nature conservation initiatives, and cultural and historical learning experiences—programs designed to highlight the unique character of each region. The project recorded a total of 491 programs, with 8,319 JTB Group employees participating and a total of 22,595* participants overall. By fostering environmental stewardship and human connection, we strive to “revitalize communities and bring smiles to people” everywhere we engage.

*Total number of participants from 2012 through 2024. Since 1982, the total number of participants has exceeded 130,000.

Specific Initiatives:

< FY2024 Highlights >

- On December 11, 2024, we carried out seasonal conservation work in parks and habitats around London, including removing weeds, planting wildflowers and bulbs, cutting and planting saplings, collecting litter, and repairing pathways. A total of 13 participants took part (10 employees and 3 customers).



- On October 5, 2024, we learned about the wonder and importance of Japan's forests and the concept of “circular forestry” that sustains them. As part of the program, participants planted seeds in the forests of Chichibu. A total of 33 participants took part (15 employees and 18 customers).
- On March 9, 2025, participants boarded the “Umisachi-

Yamasachi” train, which features the use of Obi cedar, and took part in a cleanup activity at the Obi Cedar Mystery Circle. The program also included learning about the charm of Obi cedar, a symbol of Miyazaki Prefecture, and the prefecture's initiatives for “green growth.” A total of 30 participants took part (6 employees and 24 customers).

■ Nanao Port Festival in Tokyo

In August 2024, JTB held the “Nanao Port Festival in Tokyo” at Zojoji Temple in Minato Ward, Tokyo. The event was organized in collaboration with 35 organizations from industry, government, academia, and religious institutions. Its purpose was to support the preservation of festival culture and the recovery of Nanao City, Ishikawa Prefecture, which suffered devastating damage in the 2024 Noto Peninsula Earthquake, and to convey nationwide the importance of remembering the disaster and standing with the affected communities. FY2024 results were approximately 6,000 visitors over the two-day event.



Engaged Partnering

Engagement with External Stakeholders

Principles in Action

Guiding Philosophy

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

Furthermore, under the second principle of the Policy (Communicating Effectively to Promote Sustainability), we regularly conduct customer satisfaction surveys and respond appropriately to complaints. These efforts contribute to enhancing customer satisfaction and improving our services. In addition, under the fifth principle of the Policy (Sustainable Service Delivery through Supply Chain Partnering), we share our sustainability policy with our business partners, work to promote their understanding, and encourage the creation of a sustainable supply chain through the services we provide.

📖 P.22

Taking the Next Step

Engagement with Customers

< Promotion of Customer Experience Management (CXM) >

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 Posttravel 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.

< Hosting of the "JTB Exchange Creation Canvas" >

In July 2024, JTB launched the "JTB Exchange Creation Canvas," an initiative to widely solicit new ideas for fostering human connections. The winning entries were selected in January 2025. The 2024 theme was "Sports × Exchange," and we received a total of 364 submissions. Following a rigorous review process, awards were presented in two categories: the Dream Award and the Creative Award. In each category, one Grand Prize, one Excellence Prize, and one Special Jury Prize were conferred.



<https://www.jtbcorp.jp/jp/ourstory/canvas/>

Engagement with Business Partners

< Declaration of Cooperation in Partnerships for Sustainable Tourism >

In June 2024, the JTB Group and the JTB-Affiliated Ryokans & Hotels Federation* on the 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 3,500 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.

< Hotel & Ryokan Management Training Academy >

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	FY2024 Trainings Conducted	Participants
Coaching Skills	5	116
Energizing Your Organization	4	87
Executive Training: Inspiring Leadership	4	99
Training Program for Young Employees	7	184
Omotenashi Skill Enhancement Training	1	25
Gastronomy Tourism Training	1	23
Learning from Award-Winning Ryokans & Hotels	1	21

Engaged Partnering

Engagement with External Stakeholders

Principles in
Action

< Establishment and Dissemination of the JTB Group Sustainable Transaction Policy >

The JTB Group has established the JTB Group Sustainable Transaction Policy to build a framework for working together with our business partners on sustainability, and we seek their understanding and cooperation in this endeavor. This policy defines the Group's approach to sustainable business transactions and procurement with partners. It was formulated by reviewing essential items based on international guidelines and tailoring them to the context of the JTB Group's business activities. Going forward, in line with this policy, we will conduct interviews with our suppliers regarding sustainability-related matters. Through these efforts, we aim not only to assess the current situation but also to provide opportunities for mutual learning and to further advance collaboration with our stakeholders.

< The JTB Group New Year Partnership Meeting >

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.

■ Engagement through Initiatives

< Workshops with GSTC Japan Members >

In September 2023 and May 2024, the JTB Group, in collaboration with the Global Sustainable Tourism Council (GSTC), organized two workshops. Participants included GSTC Japan members and other stakeholders. The workshops featured presentations on the latest global trends and best practices in sustainable tourism, as well as active discussions on promoting sustainable tourism within Japan. The first workshop brought together 34 participants from 14 organizations, while the second welcomed 64 participants from 24 organizations. These initiatives are expected to further deepen understanding of sustainability across the tourism industry as a whole.



■ Engagement with Local Communities

Enhancing Destination Attractiveness [▶ P.59](#)

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

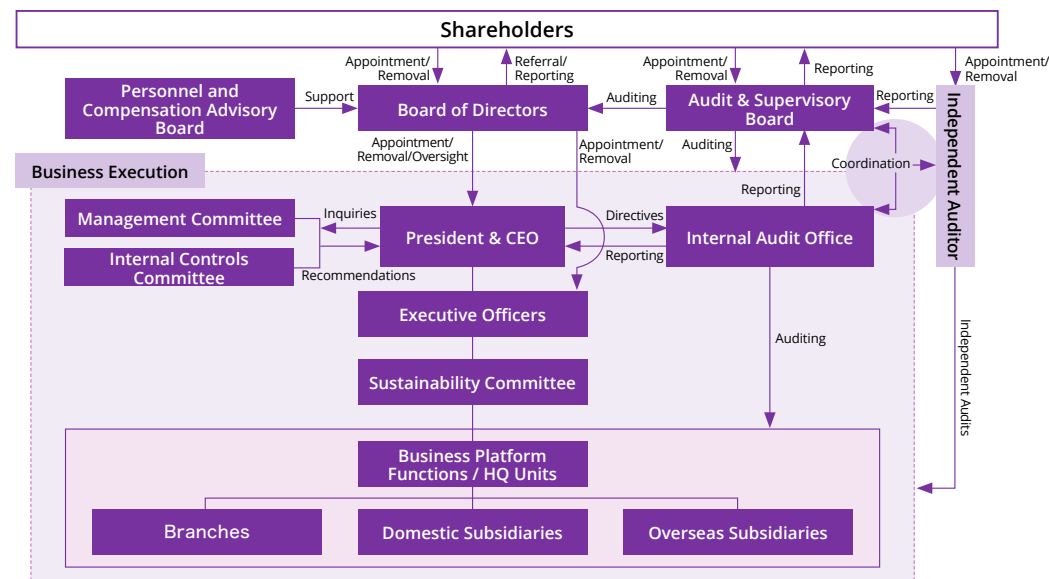


https://www.jtbcorp.jp/jp/sustainability/governance/pdf/jtb_cg.pdf

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.

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, 2025, 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.

	Meetings Held	Constituency	(Of which, female members)
Board of Directors	13	Board of Directors: 13 / Audit & Supervisory Board: 3	2
Audit & Supervisory Board	14	Audit & Supervisory Board: 3	0

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 2024) 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, 2025, 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 mandate of the President & CEO of JTB Corp., the Internal Audit Office conducts audits covering the entire JTB Group. These audits are carried out to ensure that all operations comply with applicable laws, the Articles of Incorporation, and internal rules and regulations, and that effective risk management frameworks and appropriate internal control systems are properly established and implemented. The audits also verify that operations are being executed rationally and efficiently in order to achieve the Group's management objectives. The results of these audits are reported to the President & CEO, the Audit & Supervisory Board, and the Board of Directors. In addition, the Internal Audit Office provides specific advice and recommendations to the audited departments with the aim of improving their business operations.

■ Use of ESG Indicators in Executive Compensation

To strengthen the effectiveness of sustainability management, the JTB Group has incorporated ESG-related indicators into the key performance indicators (KPIs) used to determine variable executive compensation. In fiscal 2024, 5% of total variable compensation was assessed based on ESG indicators. These ESG indicators comprise both external and internal evaluation criteria, as outlined below.

- External Evaluation: Performance in the Nikkei SDGs Management Survey
The target score was set at 54, and the actual result achieved in fiscal 2024 was 57.5.
- Internal Evaluation: Results of the Sustainability Awareness Survey conducted among JTB Group employees.

The percentage of positive responses to the statement, "the JTB Group is actively working toward achieving its sustainability goals," was set as an internal evaluation indicator. For fiscal 2024, against a target of 80%, the actual result was 77.9%.

In this way, the JTB Group evaluates the progress of its sustainability initiatives from both quantitative and qualitative perspectives, linking the results directly to executive commitment and actions.

Governance

Compliance & Internal Controls

Guiding Philosophy

In alignment with the principle of the JTB Group Sustainability Policy (1), Sustainability Approach 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

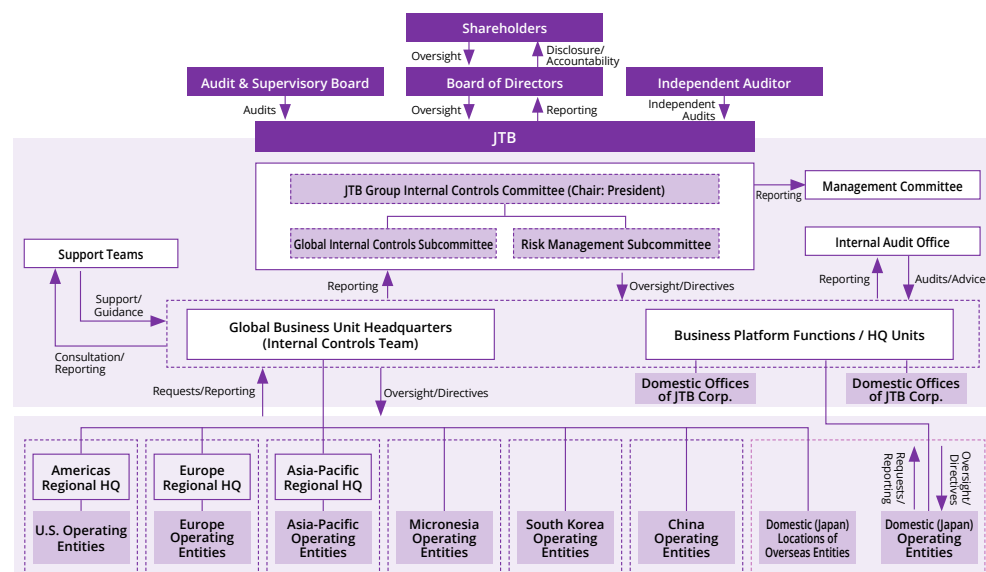


https://www.jtbcorp.jp/en/ourstory/group_code/

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 online testing, we promote awareness and compliance with the legal requirements most relevant to our business, including those related to human rights, personal data protection, intellectual property, fair business transactions, and the internal whistleblowing system.

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 2024 and January 2025

Participants	June 2024: 15,711 January 2025: 14,517
Sit rate	June 2024: 80.5% January 2025: 88.1%
Quiz languages	Japanese / English / Chinese (Simplified) / Chinese (Traditional) / Korean / Portuguese / Spanish

Compliance Workshops (March 2025)

Participants	6,131
Coverage rate	37.2%
Workshop languages	Japanese, English

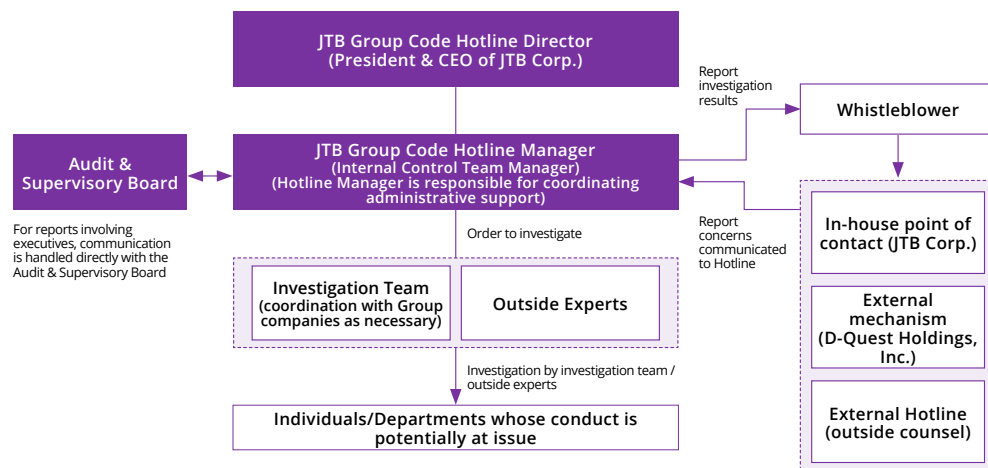
Governance

Compliance & Internal Controls

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. The Hotline also handles human rights-related complaints appropriately, and remedial measures are implemented as necessary. In fiscal 2024, the Hotline received a total of 55 reports. Of these, 19 were related to workplace environment improvements, 25 concerned harassment, 8 involved labor and personnel matters, and 3 pertained to fraudulent accounting, improper financial practices, or violations of laws and regulations.

🔍 Schematic Representation



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 Policy Regarding Business Dealings and Procurement consists of the following key components:

• Anti-Bribery Policy

< Commitment to 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.

■ Transparency and Communication of Internal Information

• Information Sharing on Personnel Transfers

At JTB, we place strong emphasis on smooth and timely communication with our employees. As a general rule, employees are notified of personnel transfers at least two weeks prior to the effective date. In cases with significant impact on the organization as a whole, such as the closure of an office, we have a framework in place to provide earlier notification as appropriate.

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

Under the Group Internal Control Committee, chaired by the President & CEO and composed of senior management, the JTB Group has established subcommittees for Risk Management Promotion and Global Internal Control. This structure enables comprehensive identification of risks across the Group and ensures integrated risk management, thereby promoting risk management on a continuous basis.

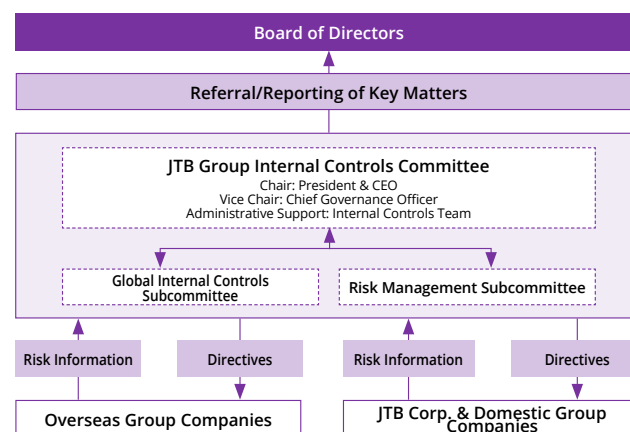
Potential risks are classified into four categories: strategic risks, compliance risks, operational risks, and hazard risks. Each category is managed and controlled through its own risk management flow. Risks are assessed based on frequency of occurrence and degree of impact, with significant risks identified

according to defined evaluation criteria, and appropriate countermeasures formulated. To clarify accountability, a risk owner is assigned to each risk, ensuring that responsibilities are clearly defined both in policy and in practice, thereby helping to prevent risks from occurring and mitigating their impact should they arise. For significant risks, continuous monitoring and flexible support measures are in place.

At the organizational level within each Group company, the respective Internal Controls Committees set annual goals and plans and manage risks through a consolidated risk register. The status of risk management operations is reported to Group headquarters.

The JTB Group promotes a “three lines of defense” model for risk management. The first line (business divisions) and second line (administrative divisions) implement risk management practices, while the third line (Internal Audit Office) conducts independent and objective audits to evaluate their effectiveness and provide recommendations. The occurrence of risks and the operational status of risk management are reported as part of internal control system reports to the Board of Directors and the Audit & Supervisory Board, thereby ensuring understanding and providing opportunities for feedback.

Risk Management Framework: Schematic Representation



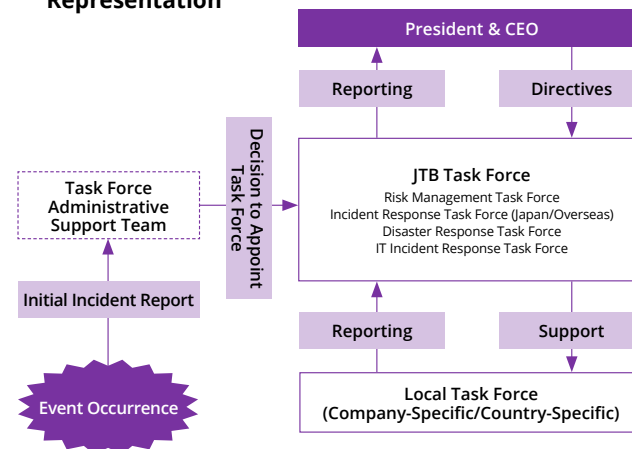
Risk Management Systems

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

Commitment to Appropriate Tax Practices

Guiding Philosophy

The JTB Group recognizes that appropriate tax payment is a corporate social responsibility that contributes to the economic and social development of each country and region. We are committed to making proper and timely tax payments and filings in accordance with the tax laws of each country and region, as well as with the spirit of those laws. Based on this approach, the Financial Policy within the JTB Group Policy sets forth our tax guidelines as follows:

Tax Guidelines

1. Compliance with Laws

We comply with the tax laws of each country, tax treaties, and other international taxation rules.

2. Building Mutual Trust with Tax Authorities

We establish sound trust-based relationships with tax authorities by maintaining an appropriate internal framework and cooperating as required.

3. Optimization of Tax Costs

To maximize corporate value, we engage in appropriate tax planning; however, we do not engage in abusive tax avoidance.

4. Minimization of Tax Risks

We centrally monitor tax risks arising from business activities and address them appropriately to minimize such risks.

Tax Governance and Management

At the JTB Group, the Chief Financial Officer (CFO) serves as the executive responsible for tax governance and management. Reports are provided to the Board of Directors as appropriate.

Internal Dissemination

Our tax guidelines are communicated to all employees through the JTB Group Policy, which is published on the company's intranet.

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 & 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 conduct information systems audits and information security audit support services, thereby strengthening monitoring and corrective measures for our management systems.

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

In addition, our IT Security Response Team includes employees who hold the Japanese national certification of Registered Information Security Specialist (RISS)—four as of April 2025. Leveraging this expertise, the team implements advanced measures to further enhance cybersecurity across the organization.



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 fiscal 2024, a total of 19,276 employees participated in two such tests. Furthermore, the 'JTB GROUP CODE Examination' also includes questions on IT security and personal information protection, allowing us to measure the level of understanding and apply the results toward improvements.

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 FY2024, completed Checklists were submitted by a total of 200 IT service providers.

ISMS (ISO/IEC 27001) Certification

As of May 2025, a total of 22 of our business locations were ISO 27001 certified, having implemented data security systems that meet international standards. This represents over 76% of our principal business locations. We are eager to continue to increase this percentage further. In FY2025, our specific goal is to acquire certification at an additional 5 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.

In fiscal 2024, JTB Corp. reported zero incidents of personal data breaches to the Personal Information Protection Commission.

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	19,019 employees worldwide (FY2024 year-end)

Board Members (as of June 30, 2025)



Hiroyuki Takahashi

Chairperson of the Board



Jun Takeda

Managing Executive Officer/
Member of the Board of
Directors



Atsushi Sakakibara

Member of the Board of
Directors*¹



Takeshi Kamigochi

Member of the Board of
Directors*¹



Eijiro Yamakita

President & CEO



Hiroki Moriguchi

Managing Executive Officer/
Member of the Board of
Directors



Hiroaki Iwaki

Member of the Board of
Directors*¹



Takayuki Hanasaka

Audit & Supervisory Board
Member



Masaki Otsuka

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



Daisuke Fujii

Managing Executive Officer/
Member of the Board of
Directors



Masae Yamanaka

Member of the Board of
Directors*¹



Michio Suzuki

Auditor*²



Chizuko Nishimatsu

Senior Managing Executive
Officer/Member of the Board
of Directors



Masayuki Sawato

Member of the Board of
Directors*¹



Kunimasa Suzuki

Member of the Board of
Directors*¹



Nobuhide Hayashi

Auditor*²

*1 mark prescribes that the person who is the Outside Company Director as set forth in the Article 2-(xv) in Japan Companies Act (Act No. 86 of 2005).

*2 mark prescribes that the person who is the Outside Company Auditor as set forth in the Article 2-(xvi) in Japan Companies Act (Act No. 86 of 2005).

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

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.

Employees

Gender and Age Composition by Employment Type and Managerial Status at JTB Corp. (FY24 year-end)

	Male							Subtotal	Female							Subtotal	Grand Total
	10s	20s	30s	40s	50s	60s	70s		10s	20s	30s	40s	50s	60s	70s		
Managerial Staff	0	0	106	800	1,515	239	0	2,660	0	0	85	714	777	29	0	1,605	4,265
Regular Employees	0	0	106	800	1,502	4	0	2,412	0	0	85	712	775	3	0	1,575	3,987
Partners	0	0	0	0	13	235	0	248	0	0	0	2	2	26	0	30	278
Non-Managerial Staff	0	538	702	274	215	108	5	1,842	2	847	1,859	1,621	867	180	0	5,376	7,218
Regular Employees	0	536	696	260	201	0	0	1,693	1	830	1,710	1,285	504	2	0	4,332	6,025
Partners	0	2	6	14	14	108	5	149	1	17	149	336	363	178	0	1,044	1,193
Grand Total	0	538	808	1,074	1,730	347	5	4,502	2	847	1,944	2,335	1,644	209	0	6,981	11,483

	Male							Subtotal	Female							Subtotal	Grand Total
	10s	20s	30s	40s	50s	60s	70s		10s	20s	30s	40s	50s	60s	70s		
Managerial Staff	0.0%	0.0%	0.9%	7.0%	13.2%	2.1%	0.0%	23.2%	0.0%	0.0%	0.7%	6.2%	6.8%	0.3%	0.0%	14.0%	37.1%
Regular Employees	0.0%	0.0%	0.9%	7.0%	13.1%	0.0%	0.0%	21.0%	0.0%	0.0%	0.7%	6.2%	6.7%	0.0%	0.0%	13.7%	34.7%
Partners	0.0%	0.0%	0.0%	0.0%	0.1%	2.0%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.3%	2.4%
Non-Managerial Staff	0.0%	4.7%	6.1%	2.4%	1.9%	0.9%	0.0%	16.0%	0.0%	7.4%	16.2%	14.1%	7.6%	1.6%	0.0%	46.8%	62.9%
Regular Employees	0.0%	4.7%	6.1%	2.3%	1.8%	0.0%	0.0%	14.7%	0.0%	7.2%	14.9%	11.2%	4.4%	0.0%	0.0%	37.7%	52.5%
Partners	0.0%	0.0%	0.1%	0.1%	0.1%	0.9%	0.0%	1.3%	0.0%	0.1%	1.3%	2.9%	3.2%	1.6%	0.0%	9.1%	10.4%
Grand Total	0.0%	4.7%	7.0%	9.4%	15.1%	3.0%	0.0%	39.2%	0.0%	7.4%	16.9%	20.3%	14.3%	1.8%	0.0%	60.8%	100.0%