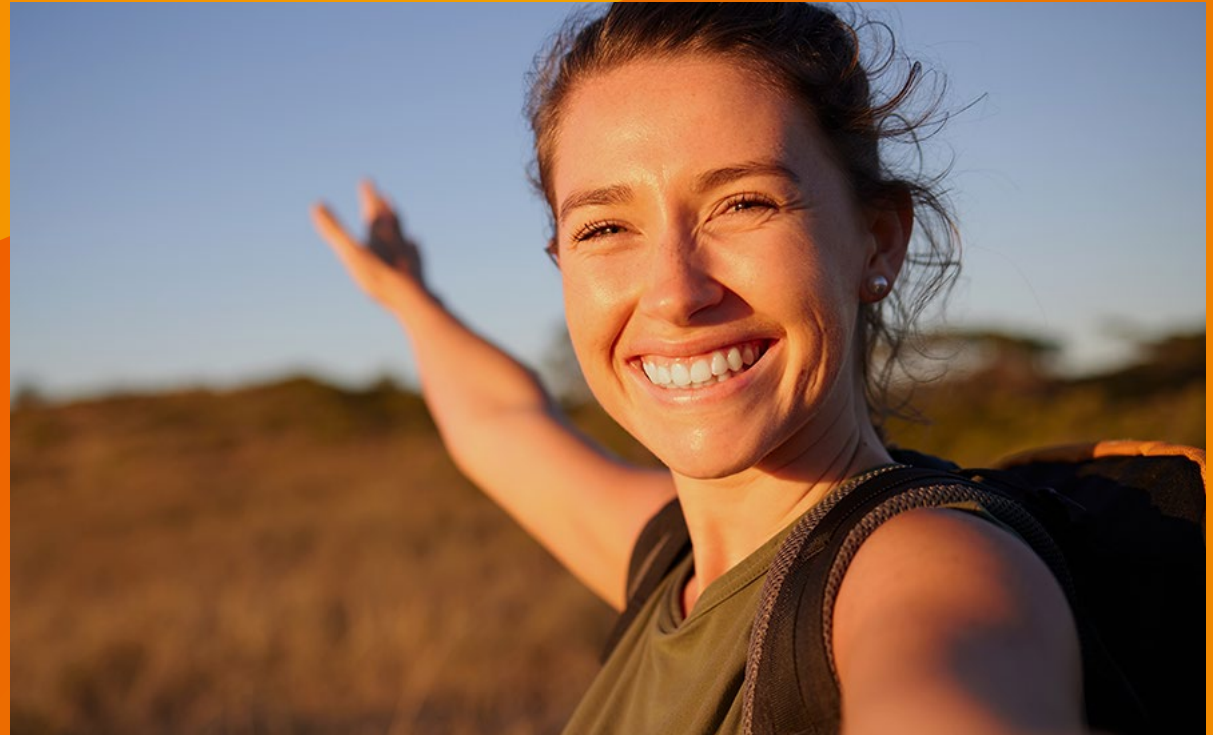




Perfect moments, always

JTB SUSTAINABILITY REPORT 2022





Delivering Wonder and Delight... for the Next 100 Years

For more than a century, the JTB Group has been delivering 'Perfect Moments' by connecting people, places and possibilities all across the world. We understand that our long-term viability as an organization is intimately linked to the sustainability of our industry, society and the planet as a whole. We are excited about our sustainability journey and look forward to continuing to create opportunities for our customers to rediscover the Earth's wonders, bringing the distant within reach, converting dreams into reality, and pioneering rewarding ways of living, working and playing.



JTB CONNECTS and CONTRIBUTES

to the environment... to communities...
to a better life experience...
and a brighter, more sustainable tomorrow





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Disclaimer

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

Compilation Guidelines

Scope of Report

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

· Directory of Group Companies:
https://www.jtbcorp.jp/jp/group_profile/?pNo=32

Period Covered

While this Report focuses primarily on FY2021 initiatives (April 1, 2021 - March 31, 2022), it also contains background information as well as descriptions of FY2022 initiatives and anticipated future activity.

Guidance Referenced in Compiling this Report

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

Date of Issue

November 2022

JTB Group: Business Overview

Message from the President



Bringing People, Places and Possibilities Together in a 'New' Era... Sustainably

The JTB Group is in the business of bringing people, places and possibilities together.

Through the delivery of unique solutions, we continually seek to develop new ways to connect our customers with wonder and inspiration all around the world.

During the two and a half long years in which the pandemic brought global travel to a virtual standstill, my communication with JTB Group customers, business partners, employees and other stakeholders made one thing crystal clear to me: *No matter how society evolves and values change, people will always seek out connections with one another.*

As we have done for more than 110 years, the JTB Group will continue to make these connections possible. To do so, we must understand our mission in the most holistic terms, viewing our business not only from the perspective of our customers but also from the vantage point of the residents, businesses and other stakeholders in every community we serve. We must faithfully strive to ensure that our policies and practices contribute to sustaining the beauty and cultural heritage that make each destination unique.

We are committed to reducing the environmental footprint of our operations in pursuit of a harmonious, long-term balance between growth and sustainability.

We will continue to dialogue closely with our stakeholders in order to remain attuned to their needs and concerns and ensure that the activity of the JTB Group remains as socially responsible and planet-friendly as possible.

Eijiro Yamakita

President & CEO
JTB Corp.

Message from Our Sustainability Officer

Taking Sustainability to the Next Level

At the JTB Group, our mission is ‘to foster peace and global interconnectedness through the creation of opportunities for meaningful human interaction’. In pursuing this mission, we continue to build on our century-plus-long tradition of upstanding corporate citizenry. We are particularly committed to the Sustainable Development Goals (SDGs) adopted by the United Nations.

Subscribing to the highest standards of environmental, cultural and socioeconomic responsibility, the JTB Group works collaboratively with like-minded business partners to create opportunities, venues, platforms and solutions that serve the customer, society and the planet. We strive to help all people everywhere live deeply and vibrantly in all aspects of their lives... from the everyday to the extraordinary.

This Sustainability Report arises out of a sincere desire to keep our stakeholders informed about our sustainability journey. It not only serves as a means of demonstrating our organization’s commitment to sustainability, transparency and disclosure but also provides us with a valuable opportunity to obtain objective input from our stakeholders so that we may continue to refine our sustainability policies and practices.

The JTB slogan ‘Perfect moments, always’ reflects our brand legacy of creating value and connection through a wide array of modalities... from travel and tourism, international conferences, and sporting events to online events and regional revitalization efforts. Even in this digital age, I am convinced that the value we derive from real experiences and genuine interaction with our fellow human beings remains undiminished. The JTB Group will continue to promote authentic ‘connections’ between our customers, business partners, communities and other stakeholders across the tourism industry ‘ecosystem’ in order to tackle our shared challenges in a spirit of respect and collaboration and create a more sustainable tomorrow.

Kuniko Takasaki

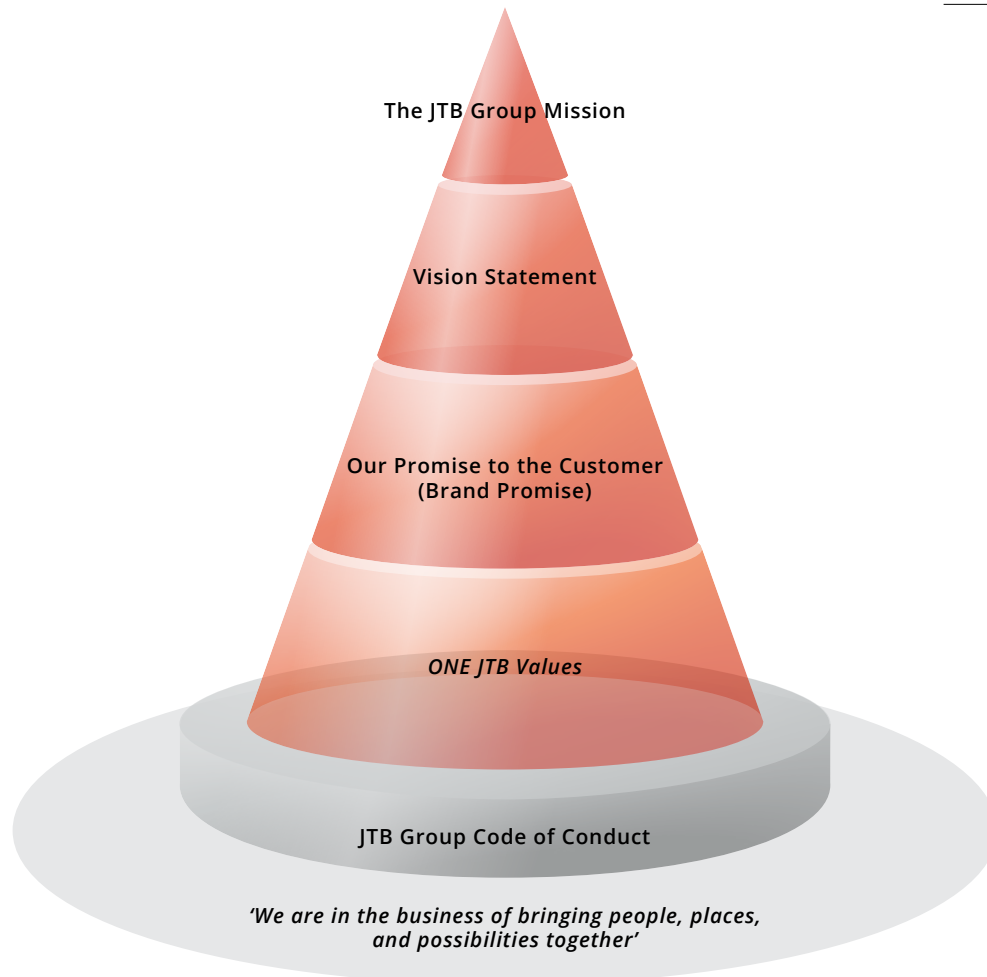
Chief Communication Officer in Charge of Sustainability and Diversity Promotion
JTB Corp.



The JTB Way

Brand Slogan: *Perfect moments, always*

At JTB, we leave no stone unturned in our relentless pursuit of customer satisfaction. We define ourselves by the intensity of our customers' smiles.



JTB 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.

Brand Promise

We aim to deliver excitement, wonder and results through the creation of opportunities to explore the Earth's beauty, rich history, and cultural heritage. We owe our first 100 years of success to our customers. We continue to build on this legacy by creating value and connections and leading the way on our shared journey towards greater sustainability.

Values

ONE JTB Values

Create trust / Rise to the challenge / Keep smiling

Bringing People, Places and Possibilities Together

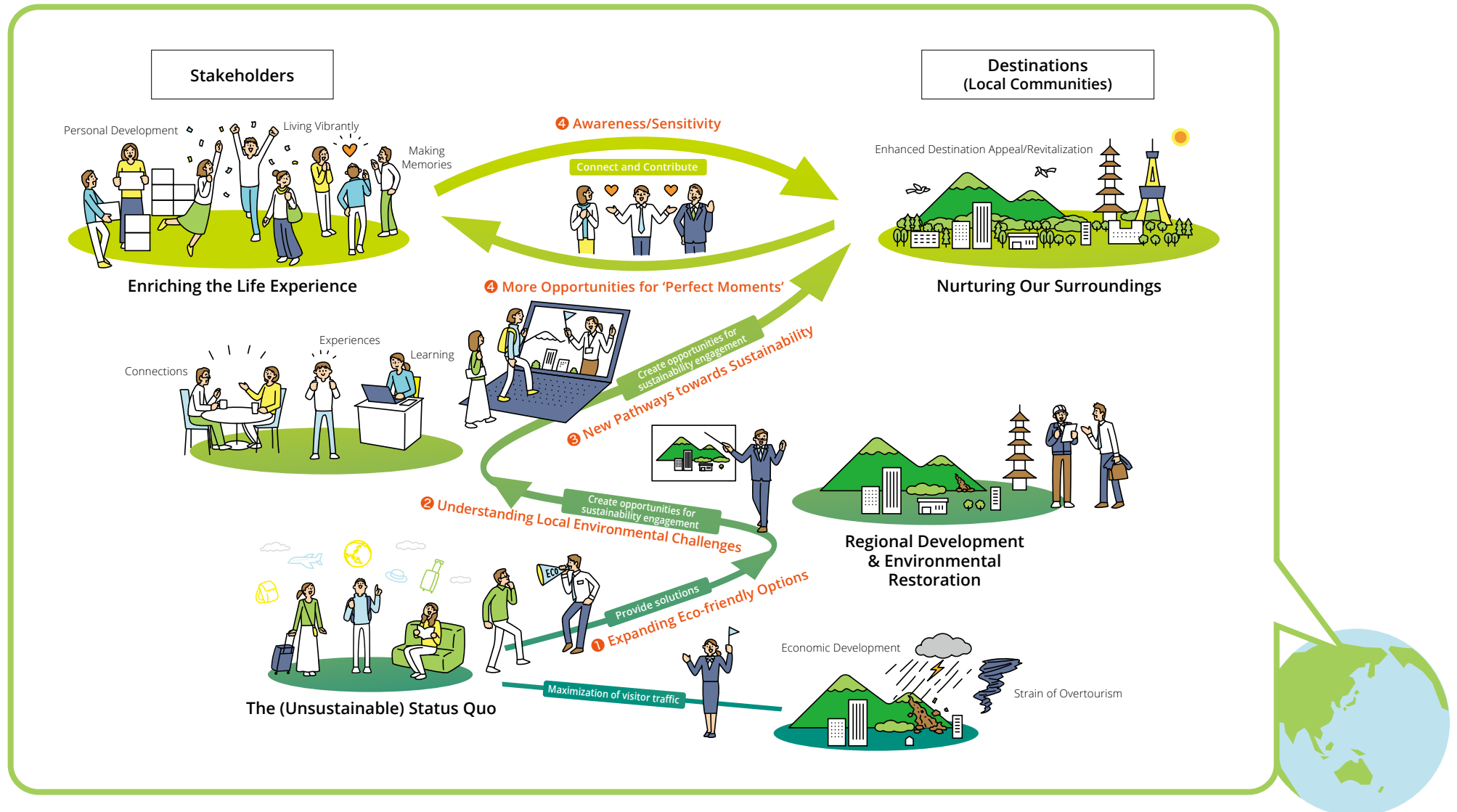
Through the delivery of unparalleled solutions (products, services, information, systems), JTB brings people, places and possibilities together all across the world, creating smiles, customer satisfaction... and perfect moments.

The Role of Sustainability in the Context of Our Vision



JTB Sustainability

JTB is committed to preserving the precious miracle of life on Earth for generations to come. By bringing people, places and possibilities together *sustainably*, we help to deepen the visitor experience, promote respect for the local community, and encourage environmental engagement.



Materiality-Guided Sustainability Priorities

Based on stakeholder expectations, social concerns and business relevance (materiality), the JT B Group has identified the following three primary dimensions of sustainability where we believe can make the greatest difference.

Our Business as a Vehicle towards Sustainability

The JT B Group has identified the following three sustainability priorities: Enriching the Human Experience, Nurturing Our Surroundings, and Engaged Partnering. These priorities provide us with a sustainability framework that informs and shapes our conduct as an organization. We are committed to addressing the negative impacts generated by the travel and tourism industry, fulfilling our organizational mission in the most socioeconomic and environmentally sustainable ways possible.

Enriching the Human Experience

Nurturing Our Surroundings

Engaged Partnering

Enriching the Human Experience

The JT B Group is committed to the development of a sustainable, inclusive and fair society that ensures all of its members the opportunity to realize their fullest potential in every facet of their lives—from the everyday to the extraordinary.

- Recognizing the intimate connection between employee wellbeing and productivity, we seek to enhance the leisure experience and job satisfaction of our colleagues.
- We support lifelong learning, capacity building and employee engagement in order to help our people continuously expand their personal and professional horizons.
- We are committed to diversity and inclusion as well as the elimination of visible and invisible barriers.

Nurturing Our Surroundings

JT B Group's products, services and solutions not only provide our customers with opportunities to connect, learn and expand, they reflect our abiding commitment to preserving the environment and the unique cultural heritage of every destination we serve.

- JT B seeks to discern community needs, foster mutual understanding, and support initiatives aimed at promoting long-term regional viability and allure.
- We care deeply for the environment and our policies and practices reflect a firm resolve to leave the Earth a better place than we found it.

Engaged Partnering

Through robust partnering with domestic and overseas stakeholders, we work collaboratively to develop solutions that engage and inspire.



JTB Sustainability Priorities and the SDGs

Every member company of the JT B Group around the world is committed to working as *ONE JT B* to advance the Sustainable Development Goals of the United Nations.

Material Impact	The Value We Deliver	The Measure of Our Success	SDGs		Pages
			<Primary Goals>	<Ancillary Goals>	
	The JT B Group is committed to the development of a sustainable, inclusive and fair society that ensures all of its members the opportunity to realize their fullest potential in every facet of their lives—from the everyday to the extraordinary.	<ul style="list-style-type: none"> ● Mental and physical wellbeing ● Personal growth and development ● Helping communities and businesses achieve their highest potential ● Empowering our people to shine ● Respecting human rights and diversity 			 PPS. 25 – 34
	JT B Group's products, services and solutions not only provide our customers with opportunities to connect, learn and expand, they reflect our abiding commitment to preserving the environment and the unique cultural heritage of every destination we serve.	<ul style="list-style-type: none"> ● Enhancing regional allure ● Caring for the Earth's resources 			 PPS. 35 – 40
	Through robust partnering with domestic and overseas stakeholders, we work collaboratively to develop solutions that engage and inspire.	<ul style="list-style-type: none"> ● Stakeholder connections 			 P. 41

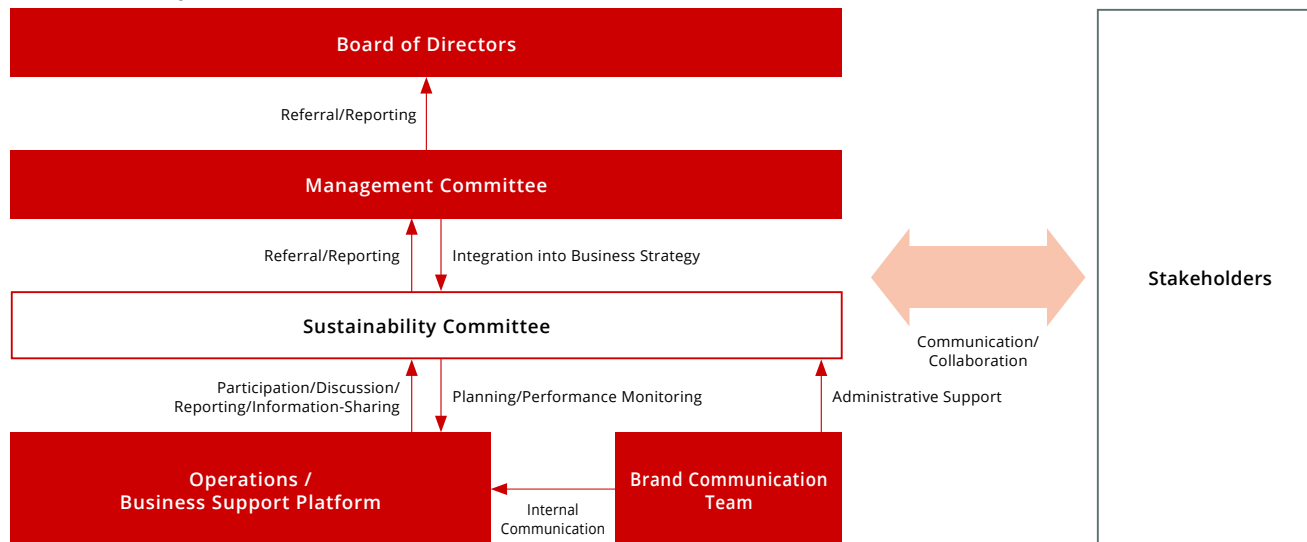
Our sustainability priorities operate synergistically to support these SDGs:



Pursuing Sustainability as ONE JTB

Coordinated and monitored by the JTB Group Sustainability Committee, our sustainability initiatives are aimed at generating enhanced corporate value by contributing to long-term socioeconomic and environmental sustainability.

● Sustainability Framework



Sustainability Committee

The JTB Group Sustainability Committee brings together 'champions' from across our entire organization to develop sustainability strategies, goals and initiatives as well as to monitor the Group's sustainability performance.

Under the leadership of our Sustainability Officer, our Sustainability Committee is also tasked with raising internal sustainability awareness and engagement through information-sharing, training and the recognition of best practices.

The Sustainability Committee meets quarterly and its decisions are communicated to senior management for integration into our organization's strategies and policies.

Promoting Workforce Awareness

We believe that our organization's journey towards sustainability begins with the understanding and buy-in of our people. We use a variety of tools to cultivate internal sustainability-mindedness, including workforce 'awareness' surveys, training programs, recognition programs, and internal sharing of best practices.



Sustainability Training



The JTB Group e-newsletter: J's Magazine

JTB's Sustainability Policy

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

1 Sustainability Framework and Compliance



4 Promoting Sustainable Communities



2 Promoting Sustainability through Customer Communication



5 Sustainable Service Delivery through Value Chain Partnering



3 Conserving the Earth's Resources and Biodiversity

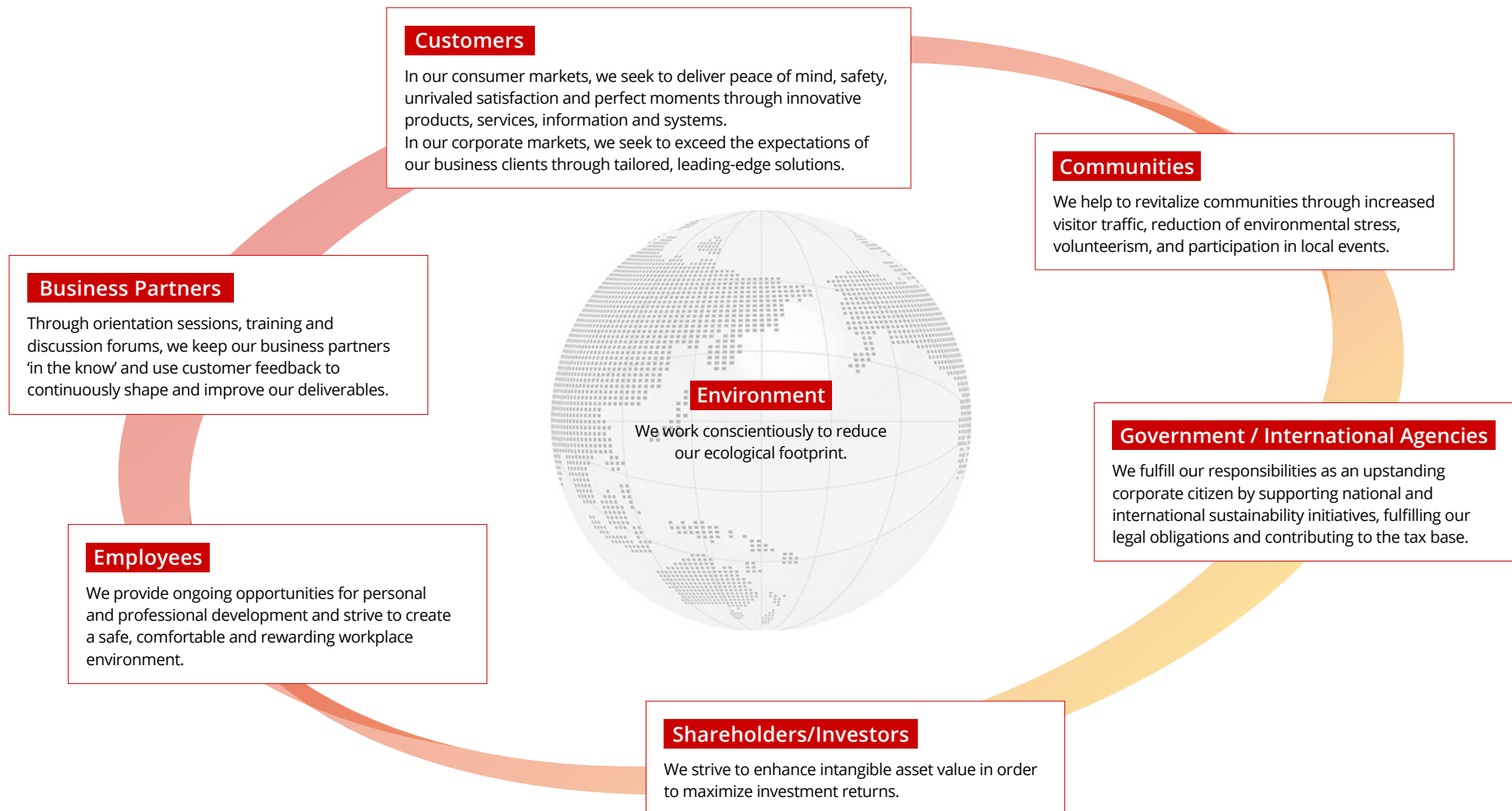


6 Creating an Inclusive, Fair and Sustainability-Oriented Work Culture



JTB Stakeholders

Through stakeholder partnering, the JTB Group delivers solutions that engage and inspire.



Stakeholder Communication (Disclosure & Dialogue)

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

Excerpts from the JTB Group Code of Conduct:

Proper Disclosure

As part of our efforts to ensure accountability, we provide stakeholders with timely and accurate disclosure regarding our management policies, business activity, CSR activities, etc.

Delivering Value to Stakeholders

We satisfy our stakeholders by listening attentively to their needs and concerns and developing solutions that deliver 'real value'.

JTB New Year's Partnership Meeting 2022



Diversity Week (Talking with Senior Management)



A white line graphic that starts at the bottom left, rises steeply, then continues with a shallower upward slope, and finally rises very steeply towards the top right corner of the page.

Sustainability in Action: Specific JTB Initiatives

JTB Sustainability Initiatives

Contributing to Environmental Sustainability through Green Mobility

Launch of Eco-Friendly Tourism MaaS*1 in the Nikko Area

Nikko MaaS—Japan's first ever eco-friendly tourism MaaS—is a groundbreaking service combining the conventional transportation features of a MaaS platform with the convenience of one-stop online shopping for tickets to tourist attractions and outdoor activities in the Nikko area*2. With Nikko MaaS, visitors can use a smartphone to book rental cars, purchase tickets to historic and cultural sites of interest, and explore other activities in the area via an easy-to-use virtual portal.



*1 Short for Mobility as a Service, MaaS enables visitors to optimize mobility by searching for, booking and paying for public and other modes of transportation through an integrated online portal.
 *2 Services provided by Tobu Railway, JTB, Tochigi Prefecture, JTB Communication Design, ORIX Auto Corporation and Toyota Tochigi Rental & Leasing.

Sustainability Benefits

Eco-Friendly Regional Revitalization and Destination Brand Enhancement

Nikko MaaS takes visitor convenience to the next level in a climate-friendly way.

- E-passes offering unlimited riding privileges on designated routes encourage tourists to rely on bus and rail transportation when visiting the Nikko area... and to leave their cars home.
- Eco-friendly vehicle-sharing. Visitors can use the Nikko MaaS portal to rent and return electric vehicles and plug-in hybrids 24-7.
- EV and PHV charging stations installed in parking lots at Kegon Falls and Akanuma (Senjogahara) help reduce CO₂ emissions and encourage carbon-free tourism.
- Visitors can easily locate bicycle-sharing stations throughout the Nikko area including popular destinations such as the Tobu Nikko Station and the Nikko Natural Science Museum.
- Enhances Nikko's reputation as an eco-friendly tourist destination and promotes regional revitalization by extending visitor mobility.

Maximizing the Visitor Experience by Minimizing Stress

With the NIKKO MaaS service, visitors can avoid the hassle of standing in line to buy tickets and can spend more time doing the things they really want to do. By saving time and reducing stress, this service allows visitors to get more out of their stay in the Nikko area.



Tamotsu Shinya
 Manager
 Area Solution Business Division

JTB Sustainability Initiatives

Cultivating the Sustainability Leaders of Tomorrow

Innovative SDGs Learning Program Harnesses JTB's Global Reach

For more than two years, the pandemic forced schools across Japan to cancel overseas trips and study tours. In order to provide the nation's youth with opportunities to cultivate a global sustainability mindset, JTB's domestic and overseas offices have joined forces to create 'SDGs Virtual Camp – Be a Global Leader'.

This online program enables participants to master the ABCs of the SDGs by exploring sustainability initiatives underway in different countries around the world from the convenience and comfort of their own classrooms. Typically held over three days, SDGs Virtual Camp builds in 'reflection time' at the end of each day's session to allow students to process their learning. The program aims to foster a sense of 'SDGs ownership', encouraging participants to explore how they can practice sustainability wherever they are.

In recent months, SDGs Virtual Camp is being offered in English and social studies classes as well as to prepare students for participation in overseas school trips and language study programs.



We are Excited about Inspiring Tomorrow's Sustainability Champions

Japan's Ministry of Education, Culture, Sports, Science and Technology has called upon the nation's educational system to cultivate adults who are capable of building a sustainable society. We believe that



Takashi Ogura, Hikaru Hayashi, Yoshikazu Imai

Group Travel Division
Purchasing & Products Management
Business Division

JTB can make a real contribution towards this goal by helping students to better understand the challenges faced by different countries and communities around the world. We are excited about expanding the horizons of tomorrow's sustainability champions.

Sustainability Benefits

A Valuable Opportunity to Cultivate a Global 'SDGs Mindset' without Setting Foot Outside the Country

In March 2022, SDGs Virtual Camp was offered to sixth-graders at a special event venue created in the Nihonbashi district in Tokyo as part of a series of events commemorating Mitsui Fudosan's 80th anniversary.

- Through online discussions, workshops and virtual community tours, SDGs Virtual Camp helps participants cultivate an appreciation of the sustainability challenges faced by different communities around the world.
- Participants tackle a wide range of relevant topics from poverty and the educational divide to environmental challenges and armed conflict. In addition to learning about ongoing sustainability efforts, participants are encouraged to take ownership of the SDGs and identify what they can do to make a positive contribution to sustainability wherever they live.

JTB Sustainability Initiatives

Future-Looking Partnership Pulls Together Business, Academia, Government and the Financial Sector

The *Shinano-Omachi Mizunowa* SDGs Future City Project



In July 2020, the City of Omachi in Nagano Prefecture was selected by the central government as an 'SDGs Future City'. The Shinano-Omachi Mizunowa Project is a unique program launched in collaboration with the City of Omachi that brings businesses, academia, government and the financial sector* together in a broad range of initiatives inspired by the area's abundant water resources.

Under this Project, businesses passionate about the SDGs are working together with Omachi and its residents to build an eco- and community-friendly 'model city' aimed at ensuring the environmental and socioeconomic viability of Omachi into and beyond the 22nd century.



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

Sustainability Benefits

Stakeholder Diversity Ensures Long-Term Project Viability

By focusing on three primary domains—economy, community and environment—the Shinano-Omachi Mizunowa Project brings together a diverse array of stakeholders, harnessing the power of collaboration to tackle the community's most pressing challenges.

- 'Management Partners' (including the City of Omachi, Suntory and JTB) provide project leadership while 'Partners' sponsor and participate on an initiative-by-initiative basis. 'Supporters' (tourism operators, local media, etc.) provide ongoing project support. Such stakeholder diversity ensures a well-rounded perspective and a dynamic, collaborative approach to creating 'new value' and greater sustainability.
- Increased visibility helps the City of Omachi promote local culture and the sale of local products.
- Supports environmental preservation by cultivating a respect for the area's culture, lifestyle and life-sustaining water resources.
- The 'Mizunowa Marché', an online market launched in August 2021, specializes in local specialty products, foods and gift items inspired by the pristine water resources of the Omachi area. The Marché provides a convenient virtual platform to shop for Omachi merchandise, learn more about the area, and play a role in supporting its long-term sustainability.

Fostering 'Civic Pride' by Connecting People and Communities

The Mizunowa Project not only brings together stakeholders from the business sector, government, academia and the financial community, it also serves as a vehicle to connect Omachi with the limitless potential of the Tokyo Metropolitan Area market. I believe this is where JTB can truly make its greatest contribution. By getting more people engaged with the community, we hope to foster a greater sense of civic pride and a more vibrant, sustainable future for the entire Omachi area.



Katsumi Saeki

Sales Manager
Global Business Section Branch II
Business Solution Headquarters

JTB Sustainability Initiatives

ESG-Inspired Business Travel Management Solutions

ESG-BTM Brings a New Dimension to Business Travel Management

In response to the growing demand for environmental, social and governance (ESG) accountability, JTB Business Travel Solutions* has unveiled an innovative sustainable business travel management solution called ESG-BTM.

As part of its ongoing quest to pioneer sustainability solutions in the business travel market, JTB Business Travel Solutions has also entered into exciting ESG partnering agreements with Climate Neutral Group and blue dot green Inc.

* A JTB Group company specializing in business travel management and travel expense reconciliation solutions



ESG as a Vehicle for Enhancing Corporate Value

Today's businesses are increasingly expected to generate greater corporate value by managing the environmental, social and governance dimensions of their activity. Specifically, companies must address the environmental impacts of their operations (E = Environment), provide a safe and inclusive work environment for their employees (S = Social) and adhere to the highest standards of integrity and compliance (G = Governance).



In response to growing concern over greenhouse gas emissions associated with business travel, ESG-BTM incorporates 'E' solutions that help businesses track and reduce travel-related CO₂ emissions while also offering a suite of features aimed at supporting 'S' and 'G' objectives (See table below).

Sustainability Benefits

Supporting Business Travel Management from an ESG Perspective

By combining environmental/social/governance (ESG) features with traditional business travel management functionality, ESG-BTM represents a next-generation solution designed to meet the needs of today's socially and environmentally conscious organizations:

- Analyzes greenhouse gas emissions associated with transportation and lodgings during business travel.
- Supports certification acquisition for CO₂ offset credits.
- Supports workcation and other work-life balance solutions as well as business travel controls (travel policy administration, travel request/authorization processes, travel expense reconciliation).

ESG-BTM: Service Overview



JTB Sustainability Initiatives

Joining Forces with Local Tourism Bureaus to Expand Sustainable Travel Options

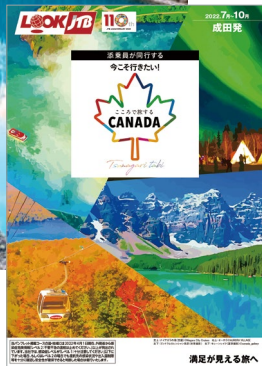
Partnering Agreements with Destination Canada and Switzerland Tourism

JTB and Destination Canada have entered into a groundbreaking 3-year partnering agreement aimed at advancing sustainable tourism in the post-COVID era. As part of this collaborative undertaking, JTB's has launched 'Tsunagari Tabi', a regenerative tourism* initiative offering Canada visitors access to a wide range of sustainable travel options and expanded opportunities to connect authentically with nature and local residents.

On the European continent, JTB Europe Group has similarly launched an exciting 3-year partnership with Switzerland Tourism aimed at promoting 'Swisstainability'.

Under this collaborative venture, JTB Europe Group encourages supplier participation in local SDGs initiatives across the Swiss tourism industry and markets Swisstainable products through the JTB Group's extensive Asia sales network. JTB Europe Group is also developing a 'sustainable travel' learning platform open to JTB employees and customers alike.

*Regenerative tourism represents a sustainable approach to traveling in which visitors seek to have a positive impact on the destination.



Sustainability Benefits

Travel as a Vehicle for Creating a More Sustainable Tomorrow

Under its partnership with Destination Canada, JTB's sustainable travel and tourism efforts are guided by the following seven principles:

- ① Support restaurants that serve seafood caught or farmed using environmentally responsible practices
- ② Support restaurants that 'buy local', feature local ingredients, and honor the area's culinary heritage
- ③ Foster respect for the community through authentic exposure to traditional local culture
- ④ Support eco-conscious hotels with Green Key* certification
- ⑤ Encourage visitors to carry their own water bottles when traveling Canada
- ⑥ Financial support for eco-friendly tours
- ⑦ Support airlines working to reduce their ecological footprint

*An international certification recognizing lodging providers that demonstrate an ongoing commitment to environmental sustainability

Maximizing Added Value through Authentic Visitor-Destination Connections

Regenerative tourism is characterized by authentic experience and direct contact with nature and local residents as a means of deepening the visitor's appreciation for the destination's heritage and sense of place. It is a 'bi-directional' undertaking that fosters mutual respect and creates enduring bonds. Ideally, visitors not only enjoy the time they spend in the destination but also forge meaningful connections that will last a lifetime.



Tomomi Nagayasu
Group Leader
SDGs Coordinator
Planning Section
Overseas Escorted Tours Division
Purchasing & Products Management
Business Division

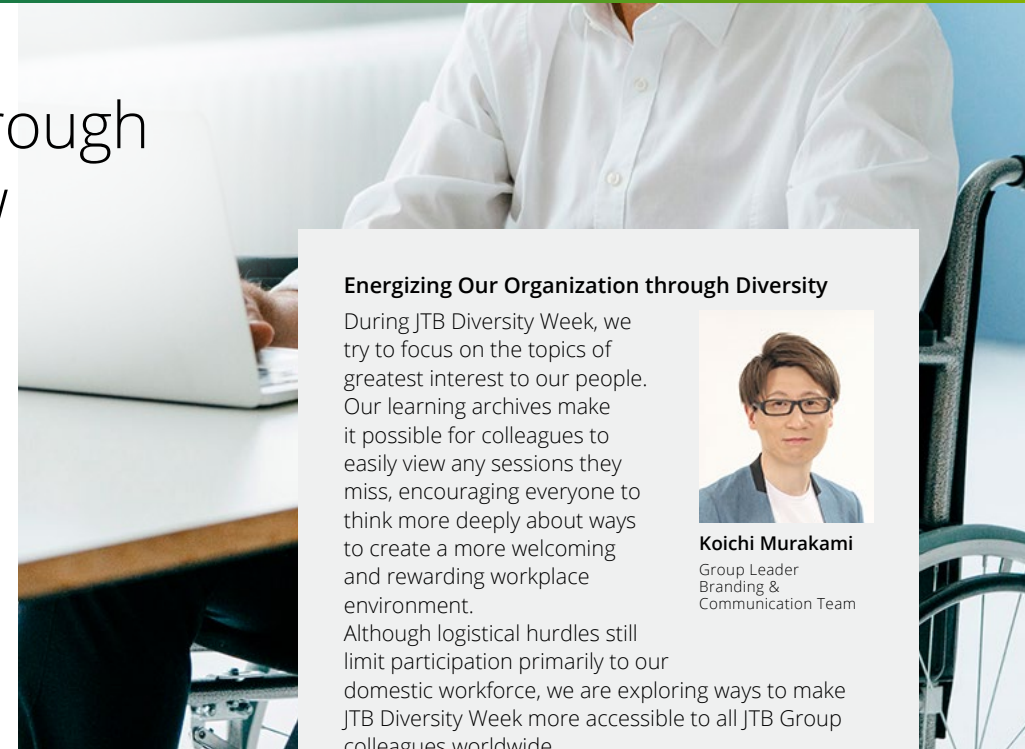
JTB Sustainability Initiatives

Creating a Sustainable Organization through an Appreciation of Other Points of View

JTB Diversity Week 2021... Online!

Since 2018, JTB Diversity Week has served as a valuable in-house forum for promoting an open dialogue about workplace diversity and inclusion within the JTB Group. The event is open to all Japan-based colleagues and is gradually being rolled out to a growing percentage of our overseas workforce.

In 2021, JTB Diversity Week focused on the power of digital to bring JTB colleagues closer to their employer, their work and their fellow colleagues. Held entirely online, JTB Diversity Week 2021 offered a wide menu of sessions including presentations by senior management, a 'Disabilities Mixer' to discuss disability-related issues, a 'Caregivers Workshop' offering practical tips for employees in caregiving roles, a 'Nadeshiko Forum' panel discussion about workplace challenges faced by female colleagues, and an 'SDGs Workshop' providing a glimpse into current and future SDGs initiatives across the JTB Group.



Energizing Our Organization through Diversity

During JTB Diversity Week, we try to focus on the topics of greatest interest to our people. Our learning archives make it possible for colleagues to easily view any sessions they miss, encouraging everyone to think more deeply about ways to create a more welcoming and rewarding workplace environment.



Koichi Murakami
Group Leader
Branding &
Communication Team

Although logistical hurdles still limit participation primarily to our domestic workforce, we are exploring ways to make JTB Diversity Week more accessible to all JTB Group colleagues worldwide.

Sustainability Benefits

番組表 JTB Diversity Week 2021 私たちのONE JTB ~心をひとつに~							各種プログラムはオンラインで実施します。次頁の「視聴について」をご覧ください。	
Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7		
THU	FRI	MON	TUE	WED	THU	FRI		
12/2	12/3	12/6	12/7	12/8	12/9	12/10		
オープニング・デー (私たちの ONE JTB) 14:00-15:00 J-Tube Level オープニング・メッセージ トークセッションⅠ 「ONE JTBとは？」 各事業のTOPインタビューを 交え、山北社長と ONE JTB について考えます。 15:15-16:00 J-Tube Level トークセッションⅡ 「私が社務だった？」 事務アシスタントの声を山北社長に 投げかけ、JTBグループの未来を考 えます。	チャレンジド・デー (チャレンジド・サミット) 13:30-15:00 J-Tube Level チャレンジド社員交流 「今までのキャリアを振り返り、 自身の可能性を広げよう」 現在までの経験から自分を見つ め直し、社員同士の交流を通じて 自身の新たな可能性を発見し ます。	Pickup J's Magazine & Smile活動掲示板 14:00-14:45 J-Tube Level Pickup J's Magazine これまでのJ's Magazineの記事を もとに、グループの1年を振り返 ります。 コンテンツ掲載ランキングや、Web 社外報が誕生するまでにこれら の姿についてもお伝えします。	スマート コミュニケーション 10:00-12:00 Zoom コミュニケーションセミナー 「リモートコミュニケーションでの 信頼関係の結び方」 【講師】 柳ノ江 美穂 【参加】 全社員 【形式】 1対1またはグループ シンク形式でもお伝えします。	キャリア・デー (働きやすさと働きがい) 13:00-14:30 Teams Live 介護セミナー 「上司、部下、同僚、そしてあなた が介護当事者になったとき...」 【講師】 柳ノ江 美穂 【参加】 全社員 【形式】 1対1またはグループ シンク形式でもお伝えします。	SDGs・デー 13:30-17:00 J-Tube Level 第一部:SDGsセミナー JTBにおけるSDGsの状況、今後の 取り組みについてお伝えします。 第二部:専門家パネル対談 (ステークホルダーダイアログ) 【外部からみたJTBのSDGsにつ いて専門家の意見をお伝えします。 第三部(前半):役員対談 SDGsに関するグループの考え 方などを経営陣よりお伝えします。 第三部(後半):役員・社員対談 役員と社員が本音で語り合 います。 ※J-Web(Diversityサイト)に 詳細内容を見られます。	クロージング・デー (私たちの ONE JTB) 14:00-15:30 オープンTeams会議 One JTB Values を考える 「One JTB Values -making-」 One JTB Valuesの内容と、そこに 込められた思いや背景について、山 北社長とともに、皆で理解を深め ています。 でも議論の様子を配信 J-Tube Level 16:00-16:30 J-Tube Level クロージング・セッション 「私が社務だった？」 疑問に答えてほしい！「ワン ケート」の結果を発表。最も共感 したものを表彰します。 クロージング・メッセージ		

Promoting Workplace Diversity through an Open and Accessible Forum

JTB Diversity Week is an open internal communication event that reflects our management commitment to working together to build a brighter future for our organization and all of our colleagues.

- Through talks by management and experts as well as interactive colleague discussion, JTB Diversity Week provides opportunities for our workforce to acquire and share knowledge and work together to create a more diverse, inclusive and equitable organizational culture.
- Each day of Diversity Week features a different theme such as Disability Day, Career Day, and SDGs Day. Many sessions are offered in an interactive format conducive to colleague participation and collaboration.
- Diversity Week also tackles relevant topics such as caregiving in order to provide our employees with an opportunity to better prepare for and navigate life's events and challenges.



Materiality-Guided Sustainability Priorities

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

(1) Creating Ways to Bring All People Together

Principles in Action

Guiding Philosophy

In our quest to deliver 'Perfect moments, always', the JTB Group constantly seeks out new ways to make travel more accessible to all travelers—regardless of age, gender, nationality or disability.

Key Initiatives

● Universal Tourism (Tourism for All)

The JTB Group believes that travel and tourism are for everyone to enjoy. We work to make this a reality.

Specific Initiatives:

- Use of specialized communication tools to support travelers with impaired hearing
- Travel itineraries that accommodate physical limitations (accessible seating, frequent and longer restroom breaks, reduced walking, etc.)
- Personal care attendants for customers requiring special assistance during travel
- Working with national and local governments as well as business partners to remove physical and non-physical barriers to universal tourism and to raise awareness through education

● Meetings & Events

Meetings and events are changing dramatically as real, virtual and hybrid formats provide unprecedented levels of flexibility. Through the skillful use of event technology, the JTB Group produces highly effective business meetings and events that help its clients more fully achieve their internal and external communication objectives.

● Health Tourism

Health tourism helps travelers restore mental and physical wellbeing by temporarily stepping away from everyday stressors.

By dedicating themselves to the three building blocks of health—rest, nutrition and exercise—and enjoying contact with nature, culture and local residents, travelers have the opportunity to plant the seeds for a healthier, more balanced lifestyle.

● The JTB Medical Desk

In partnership with a leading global medical device manufacturer, the JTB Medical Desk provides assistance in arranging dialysis appointments in more than 30 cities worldwide. JTB's efforts to support the travel needs of dialysis patients through specialized overseas tours and reservation services were recognized by the 3rd Japan Tourism Awards (Business Division)*.

*The Japan Tourism Awards recognize the outstanding sustainability initiatives of organizations and businesses in Japan and around the world. Awards are bestowed at Tourism EXPO Japan, a major travel and tourism trade event co-sponsored by Japan Travel and Tourism Association (JTTA) and the Japan Association of Travel Agents (JATA).

● Low-Floor Buses

The new, low-floor HiBus fleet operated by the JTB Group in Hawaii offers JTB tour participants*1 unlimited riding privileges throughout their stay in Paradise. With stops at the most popular tourist attractions, HiBus delivers convenience, comfort and accessibility to Hawaii visitors traveling with strollers or wheelchairs.*2



*1 Not included with all tour products
*2 HiBus service is currently suspended. Service resumption dates, routes and schedules TBD.

● Accessible Brochures

Many of the JTB Group's brochures utilize an accessible format and fonts along with universal color design principles for enhanced readability.



● Foreign Language Support

Bilingual tour guides and other multilingual support for international travelers.

● Guide Dogs for the Visually Impaired

Donations collected through Labrador Fundraising Boxes at JTB offices across Japan are used by the Japan Guide Dog Association to train guide dogs for individuals with impaired vision.

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

(2) Safety and Security

Principles in Action

Guiding Philosophy

The JTB Group recognizes its responsibility to provide safe and secure travel. To ensure travel safety, we have developed the following guiding principles as well as specific implementation guidelines.

1. Travel safety is our top priority.
2. All JTB personnel are required to comply with our Travel Safety Management Policies and Travel Safety Management Guidelines.
3. We continually review and refine our Travel Safety Management Guidelines.

Key Initiatives

● Tour Implementation Standards

Our tour implementation standards help ensure that the customer's safety is given maximum priority in all of our domestic and overseas tour operations. Our Travel Safety Committee continuously analyzes the COVID-19 situation and other risk factors in order to determine travel advisability.

● Selection of Business Partners

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

● Crisis Management

Well-defined reporting lines and triage criteria help us respond effectively to any incident that may arise during travel. Whenever justified by the severity level of the incident, the JTB Group appoints an in-house task force to coordinate our organization's response.

● WTTTC Safe Travels Stamp

As part of our efforts to prevent the spread of COVID-19 and deliver peace of mind to our customers, JTB has acquired the globally-recognized Safe Travels Stamp certification issued by the World Travel and Tourism Council (WTTTC).

The Safe Travels Stamp represents a body of guidelines formulated by global tourism operators and institutions to help prevent outbreaks of COVID-19 and other infectious diseases.

The Safe Travels Stamp is only given to tourism operators who comply with the safety protocols and infection control best practices established by WTTTC (Safe Travel Protocols).



A Closer Glimpse

Helping to Slow the Spread

● Contactless Initiatives

- Digital travel brochures
- Use of the Web, social media, and e-newsletters to deliver travel information
- Online travel product research
- Online travel orientation sessions

● Keeping Our Offices Safe

- Appointments by reservation at JTB offices

● COVID-Smart Travel

- Travel itineraries that comply with COVID control measures adopted by transportation and lodging providers, etc.
- Dissemination of infection risk advisories issued by Japan's Ministry of Foreign Affairs, etc.

● Asking Customers to Lend a Hand

- Encourage customers to take advantage of our online services
- Ask customers to make reservations prior to visiting our offices
- Request customer cooperation with sanitary control measures

● Checking the Spread at Hotels, etc.

- Dissemination of information regarding control measures adopted by hotels and other lodging providers

● Additional Measures

- Small group tours
- JTB's *Post-COVID Travel Savings Service* enables customers to save now for post-pandemic travel



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

(3) Creating Visitor Streams by ‘Connecting Supply and Demand’

Principles in Action

Guiding Philosophy

Across Japan and around the world, many communities are eager to harness the power of tourism to overcome a variety of challenges they face. At the JTB Group, we support these efforts through a unique approach we call ‘Connecting Supply and Demand’.

As the name suggests, ‘Connecting Supply and Demand’ involves using JTB Group’s extensive domestic and international market reach to connect demand (departure points) with supply (arrival points). Through tailored marketing and promotional activity, we help communities identify and cultivate ‘signature content’ and use tourism, merchandising and other creative solutions to widen their ‘fan base’, increase visitor traffic, and promote local economic development.

Key Initiatives

Building Sustainable Communities

The domestic presence of the JTB Group spans all 47 prefectures of Japan.

Each JTB office is a key player in its respective market. Working collaboratively with a wide array of community stakeholders, JTB helps develop unique local tourism content in order to enhance the traveler’s ‘real value experience’ and contribute to sustainable regional development.

● JTB BÓKUN

In February 2021, JTB launched an alliance with Tripadvisor’s Bókun Business Division to respond to the growing demand for ‘experiential products’ in the domestic and international Tours & Activities markets.

This collaborative initiative is powering the roll-out of dynamic digital solutions to meet the needs of tour and activity operators, DMOs a



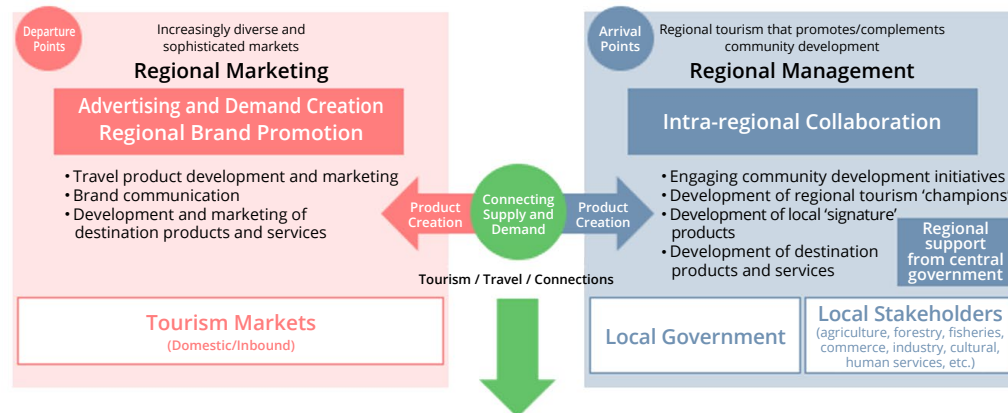
● Good Fellows JTB Corp.

Since its formation in April 2020, this joint venture between JTB and GOODFELLOWS CO., LTD. has been powering digital transformation (DX) initiatives across Japan’s tourism sector and helping facilities and destinations enhance their appeal and competitiveness.

Good Fellows JTB connects a broad range of travel content providers and related retailers across Japan through automated, contactless e-ticketing platforms as well as tailored product planning, consulting and marketing services to support the development and roll-out of area-wide ‘universal value’ passes.



● Supporting Regional Revitalization through Expanded Visitor Streams



Supporting Area Revitalization through Expanded Visitor Streams

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

Creating Learning Opportunities that Engage and Inspire

Principles in Action

Guiding Philosophy

The JTB Group eagerly contributes to the development of tomorrow's leaders.

We believe that 'experiential learning' is key to retention. Harnessing our expertise in educational travel and active learning, we offer a wide array of learning solutions ranging from SDGs education programs and turnkey school event services to original publications and games. Whenever possible, we strive to ensure that our educational products and services accommodate learning differences.

Key Initiatives

● SDGs Education

In 2020, the JTB Group launched a video-based learning program designed to cultivate awareness and understanding of the UN's Sustainable Development Goals. We are partnering with Digital Hollywood University to develop original content in order to further enhance the learning experience.

SDGs School

The SDGs School offers video learning materials aimed at encouraging high schoolers to understand and practice the SDGs. A range of supports is also available for students and instructors alike.

Through video-based groupwork and discussion activities, students explore a variety of global sustainability challenges and initiatives.



SDGs Virtual Networking

This unique service is designed to connect local governments (communities) pursuing progressive SDGs initiatives in Japan with businesses and organizations interested in getting more involved with sustainability.

Through learning modules and discussion activities, participants are encouraged to explore how they and their organizations can become positive agents of sustainable change.



● Turnkey School Event Design

JTB understands that school functions and events have the potential to nurture student development in ways that complement classroom-based instruction. Turnkey School Event Design puts JTB's event planning expertise and extensive library of learning resources at the fingertips of administrators and faculty to create original school events that engage and inspire.

● Explore the Future

Inquiry-based 'Explore the Future' workshops provide middle school and high school students a unique opportunity to explore tourism's potential as a vehicle for regional revitalization. Using industry big data accessed through JTB's proprietary 'Tourism Forecasting Data Science' app, participants work together to examine community challenges and strengths, develop forward-looking solutions, and share their findings with the group through presentation posters.

● JTB Publishing Initiatives

Educational Publications by Rurubu

JTB Publishing offers a wide variety of sustainability education products for an elementary school audience including 'SDGs' and 'Life in the Future' (part of Rurubu's widely acclaimed educational manga series 'Learning Made Fun with Rurubu Manga & Games') as well as an original SDGs board game.

Rurubu Kids Web Media

JTB Publishing also provides a variety of free content including interviews with businesses that are working to implement the SDGs through the delivery of sustainable children's products and services as well as ideas for parents and children interested in getting more involved in sustainability.

Rurubu Kids: <https://kids.rurubu.jp>

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

Principles in Action

Maximizing Employee Engagement

Guiding Philosophy

Employees are more motivated and productive when they understand and resonate with the goals and values of their organization. The JTB Group's Employee Value Proposition (EVP) solutions are designed to help employers increase workforce alignment and engagement through the articulation of clearly defined organizational objectives and values, robust internal communication, and team-building.

Using surveys, consulting and other proprietary tools, JTB's EVP solutions help employers communicate their vision more effectively to employees and develop policies and practices aimed at aligning and energizing their workforce.

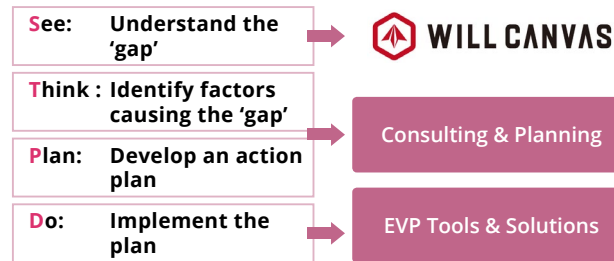
Key Initiatives

Maximizing Employee Engagement

JTB-EVP uses a See-Think-Plan-Do (STPD) cycle to help organizations maximize the potential of their workforce. EVP initiatives can also be featured in IR reporting and other external communications to support employer branding efforts.

- **The STPD Cycle**

JTB-EVP helps organizations to understand the gap between where they are and where they want to be ('As Is' vs. 'To Be'), flesh out the factors contributing to this gap, and develop optimized solutions aimed at maximizing organizational alignment.

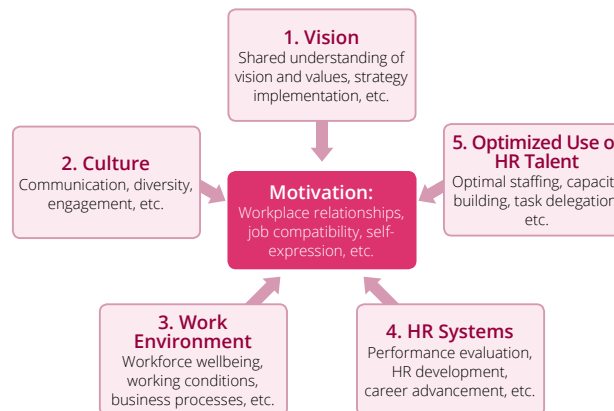


- **WILL CANVAS**

WILL CANVAS is a cloud service that supports organizational development by understanding issues.

It has developed based on the unique work motivation theory that the JTB Group has studied for about 30 years.

- **Organizational Assessment Framework**



- **Consulting & Planning**

Corporate development needs to set a clear mission, vision, and values for companies and organizations.

Moreover, in order to produce a better corporate culture, and pursue the growth for both individuals and organizations, smooth and open communication have to be available between management and employees. The JTB Group provides consulting services to enhance corporate value through the formulation of philosophy, vision and the provision of programs to promote their penetration.

EVP Tools & Solutions

- **The 7 Habits of Highly Effective People® Outdoor**

This original corporate training module gives participants the opportunity to directly experience the essence of autonomy and teamwork in the context of the 'principles of success' detailed in the global bestseller *The 7 Habits of Highly Effective People®*. This unique team-building exercise is designed to inspire participants to practice independent thinking and teamwork in the workplace.

- **Internal Branding**

We help businesses transform their organization's internal mindset and create improved business process alignment by integrating their mission, vision and values into the fabric of value delivery. By nurturing employee engagement and organizational cohesion, businesses cultivate a culture of respect and trust and lay a solid foundation for strategy implementation and enhanced brand value.

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

(1) Human Resource Development

Guiding Philosophy

At the JTB Group, our people are the wellspring of ongoing value creation, business growth and innovation. Our HRD philosophy is a combination of the following two guiding principles:

1. We respect the individuality and diversity of our employees and provide them with ongoing opportunities for growth and advancement to fuel an organizational culture characterized by engagement and innovation.
2. We aspire to develop a workforce of independent-thinking, creative professionals who embrace ONE JTB Values and embody the JTB Group business philosophy.

● Professionals Capable of Thinking Independently and Innovating

We seek to develop a workforce that embraces ONE JTB Values and embodies the JTB Group business philosophy. Specifically, we encourage our people to:

1. View market and operating environment changes as opportunities, identify issues that need to be addressed, take prompt action, and continue to go beyond.
2. Take the initiative to deepen and expand their knowledge, anticipate what the future holds in store, and pursue career-long growth.
3. Embrace an international perspective, work comfortably with people from different backgrounds inside and outside the organization, and continuously create new value.

● The JTB Group's HRD Philosophy

The JTB Group supports the development of independent-thinking, innovative professionals and their career-long personal and professional growth by offering:

1. A robust suite of learning content designed to improve employee knowledge and skills.
2. Opportunities for employees to acquire the knowledge and skills they need when they need them.
3. An organizational culture that encourages learning, growth and change.

Key Initiatives

● Capacity Building JTB University

JTB University is the JTB Group's HR development platform that supports the professional growth of our employees across every tier and operating domain of our organization. Educational and training content is broadly classified into the following four categories: Core Knowledge & Skills, Management Training, Business Skills, and Career Development. In addition to traditional group instruction at JTB's brick-and-mortar training facilities, JTB University also offers a wide range of webinars and e-learning opportunities to support self-directed learning. About 13,000 employees receive education through JTB University every year.

● Career Development Support

JTB was awarded the 2020 Good Career Company Award for emphasizing professional development as a primary driver of organizational transformation and its efforts to deliver an extensive array of opportunities for employee learning and dialogue.

Potentiating
Our People



グッドキャリア企業アワード2020
大賞受賞
【厚生労働大臣表彰】

● Transforming Organizational Culture through Learning (Summer Festival of Learning)

To overcome the constraints on in-person training resulting from the COVID-19 pandemic, JTB launched the Summer Festival of Learning in 2021. This in-house virtual learning event allows management and staff to share their insights and talents and directly shape our organization's culture and future. Our 2022 theme— 'We Create the Summer Festival' —drew nearly 70 entries and more than 7,500 views across the organization.

● JTB Travel & Hotel College: Promoting Universal Tourism

Through a combination of hands-on experience and the latest theories about disability accommodations in tourism service delivery, JTB Travel & Hotel College offers a balanced curriculum to expand the horizons of tomorrow's industry leaders and advance 'Tourism for All'.

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

(2) Transforming the Culture (Work-life Balance & Internal Communication)

Potentiating Our People

Guiding Philosophy

The JTB Group has always believed that our people are our greatest asset and that service excellence begins with empowering them to perform to their fullest potential. Through work-life balance solutions and robust internal communication, we constantly work to improve our organizational culture and increase workforce satisfaction and productivity.

The JTB Approach to Better Work-Life Balance

1. New Work Style Options

Work anywhere with anyone: the 'New JTB Work Style' seeks to provide diverse work style options for a diverse workforce.

2. Reimagining the Office

We are transforming our offices into 'hubs' of communication and collaboration and pursuing cost optimization through hot desking and paperless operations.

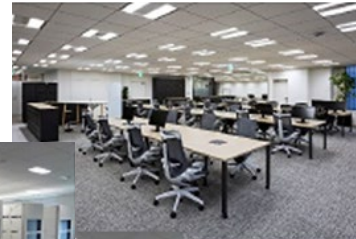
3. Mobile Platform

We are deploying a leading-edge digital infrastructure to support the New JTB Work Style.

Key Initiatives

● Flextime

In order to promote the New JTB Work Style and enhance productivity, JTB is doing away with fixed office hours. Although total annual work hours remain unchanged, employees have the freedom to set their own hours between 5:00AM and 10:00PM and create a flexible schedule based on workload ebb and flow.



Hot Desking



● I-Work Remote

Under I-Work Remote, employees who register their 'preferred place of residence' with the company may continue to work remotely from that location even if they are assigned a transfer that would otherwise require relocation.

This new system allows employees to avoid the disruptive impact of leaving their families behind to take up a new job assignment away from home.

I-Work Remote was introduced in 2020 to provide a new work style option to better support our employees through life circumstances.

The JTB Approach to Internal Communication

Through effective internal communication, we cultivate organizational alignment and cohesion as *ONE JTB*.

Key Initiatives

We seek to improve internal communication—both quantitatively and qualitatively—through open 'vertical' dialogue between management and staff as well as robust 'horizontal' sharing of information, ideas and know-how between colleagues.

● Face-to-Face Communication (Real + Online)

We practice face-to-face communication in numerous ways including senior management visits to JTB group companies, 1-on-1 sessions with the president, the All JTB Awards, JTB Diversity Week, etc.

● Information Sharing

Our Web newsletter (J's Magazine), Group video portal (J-Tube), Intranet (J-web), and Smiles-in-Action Bulletin Board are just a few of the communication platforms we use to promote information sharing across our organization.

● Workforce Surveys

We use feedback from employee surveys to encourage dialogue and problem-solving.

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

(3) Wellbeing Management

Potentiating Our People

Guiding Philosophy

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

● The JTB Workforce Wellbeing Mission



● The JTB Workforce Wellbeing Value Statement

'We enhance the quality of life of our people in order to create a better tomorrow'

● The JTB Workforce Wellbeing Vision

'We carry the future in our own hands'

- JTB employees enjoy physical and mental wellbeing and pursue healthy lifestyles with family and friends
- By setting and achieving personal and professional goals, JTB employees lead happier, more fulfilled lives
- We generate customer satisfaction and stakeholder confidence through enhanced productivity and service innovation fueled by a positive workplace environment

Priority Initiatives

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

- Digital tools and personalized 1-to-1 support help employees identify and address health issues (launched in 2020).
- Workplace health and wellness events raise awareness and cultivate a wellbeing mindset in the workplace.
- Analytical tools help managers identify and address risks within their teams.
- In-house wellness education and guidance from healthcare professionals help prevent obesity and other lifestyle diseases.

(2) Cultivating an environment conducive to mental and emotional wellbeing

- Appropriate HR interventions through disciplined monitoring of overtime, absences, etc.
- Use of stress surveys to identify and address high-risk workplace settings and workforce demographics.
- Stress management training to help colleagues manage stress and help line managers identify early warning signs within their teams.

(3) Respecting unique needs and circumstances

- Promote diversity and self-directed work styles.

Key Initiatives

● Employee 'PepUp' Step Challenge

In FY2021, the JTB Group held its first Employee Step Challenge, encouraging employees to walk together to develop healthier habits. Competing in teams for the most steps taken, approximately 2,000 JTB colleagues used the popular 'PepUp' app to take a big step towards taking charge of their own health.

External Recognition

For four consecutive years, JTB Corp. (including domestic group companies) has been recognized as a *Health & Productivity Management - White 500* organization by Japan's Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

In 2022, JTB Global Marketing & Travel was also recognized for its achievements in Health & Productivity Management.



Enriching the Human Experience — (5) Empowering Our People to Shine (Human Rights & Diversity)

Potentiating Our People

(1) Human Rights

Guiding Philosophy

As an industry leader and upstanding corporate citizen, we seek to align our organizational conduct with internationally recognized standards, adhering to a clear set of guidelines aimed at ensuring equity, inclusion and integrity in our labor and employment practices.

JTB Group Code of Conduct: Commitment to Human Rights

We respect international standards governing the protection of human rights and are mindful of the inalienable rights enshrined under the constitution and case law of the countries and regions in which we operate. We refrain from engaging in any conduct that infringes upon these rights.



(2) Diversity

Guiding Philosophy

Through an emphasis on respect for diverse values and work styles, the JTB Group embraces diversity as an engine for value creation. We strive to increase employee satisfaction and workplace accessibility by practicing robust internal communication and improving our organizational culture as part of our ongoing efforts to help all of our colleagues achieve their highest potential.

Key Initiatives

Promoting Diversity (5 Priorities)

(1) Cultivating an organizational culture that harnesses diversity as a strength

- Smiles-in-Action as a vehicle for open workforce communication
- Changing our organization's communication style (→ direct, flat, and interactive)
- Creation of robust internal communication platforms

(2) Promoting the 'New JTB Work Style'

- Expanded work-life balance options
- Management and performance evaluation standards
- Improving how we conduct training and meetings

(3) Self-directed career development

- Systematic in-house career coaching
- Career events & workshops
- In-house career advancement website

(4) Supporting employees with disabilities

- Annual 'Disabilities Summit'
- Use of UDTalk and video subtitles
- Specialized in-group consulting support to facilitate hiring and retention of individuals with disabilities

Enriching the Human Experience — (5) Empowering Our People to Shine (Human Rights & Diversity)

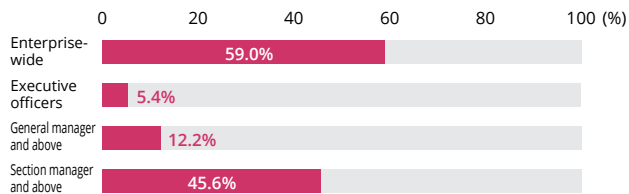
Potentiating Our People

(5) Advancement of women in the workplace

- Networking for female sales professionals (Nadeshiko Forum)
- Programs, workshops and colleague communities to help female colleagues navigate life events
- Workshops to sensitize managers to the needs of team members with child-care responsibilities

KPIs & External Recognition

Percentage of Women at Each Organizational Tier



*Regular employees at domestic Group companies (2021)

Percentage of Female Managers

FY2019	FY2022 (Projected)	FY2024 (Target)
39.9%	38.0%	40.0%



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



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

- [Level 3 Certification]
 - JTB Corp.
 - Japan Tourism Research & Consulting Co.
 - JTB OKINAWA Corp.
 - JTB Publishing, Inc.
- [Level 2 Certification]
 - JTB Global Marketing & Travel Inc.



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

JTB Group's Commitment to Diversity & Inclusion

Tokyo 2020 D&I Action

- Creating a Place for Everyone

Based on the JTB Group's diversity advancement policy, we are actively working to develop an organizational culture in which diversity is pursued and respected, all colleagues are given the opportunity to develop their unique capabilities, and the strengths of our individual colleagues combine to form something much greater.

The Tokyo 2020 Games served as an acceleration point for D&I efforts across the JTB organization. We are committed to empowering all of our people to achieve their personal and professional best as part of our ongoing efforts to help create a more peaceful, inclusive and equitable society.

Diversity Week, held each year in December, serves as a focal event for promoting open D&I dialogue within our organization. Harnessing the power of digital to connect employees to their work, to their employer and to one another, Diversity Week supports our organization's D&I objectives by facilitating internal communication and raising employee awareness.

External Recognition

JTB Group Code Hotline

In September 2020, JTB became the first company in Japan's travel industry and only the 77th company nationwide to be registered under the Whistleblowing Compliance Management System established by the Consumer Affairs Agency of Japan.



Whistleblowing Compliance Management System

Nurturing Our Surroundings — (1) Creating Regional Allure

(1) Supporting Local Communities

Guiding Philosophy

As part of its responsibility as a Destination Management Company (DMC), the JTB Group plays an active role in tourism management in all 47 prefectures across Japan. In our overseas markets, we consciously strive to contribute to sustainable local tourism development. Our extensive network of relationships with local businesses, schools and government agencies enables us to develop dynamic partnerships to support sustainable community development through a wide range of initiatives in and beyond the travel and tourism sector.

Key Initiatives

● Supporting Sustainable Local Development

Harnessing its century-plus-long legacy of bringing people, places and possibilities together, the JTB Group actively supports SDGs Future Cities, carbon-free zones and numerous other public, private and public-private initiatives aimed at promoting the environmental, cultural and socioeconomic sustainability of local communities.

● JTB Brighter Earth Project

In Japan and around the world, the JTB Brighter Earth Project brings JTB customers and employees together with local residents to participate in environmental cleanup drives, conservation efforts and other hands-on projects aimed at creating a Brighter Earth through the cultivation of a deeper appreciation of local culture, history and ecology.



*Total Number of Participants 2012 to 2022.

* Initially inaugurated in 1985 as the Tourist Destination Cleanup Campaign, the program was renamed in 2012 to commemorate JTB's centennial anniversary. More than 130,000 people have participated in Brighter Earth Projects worldwide since 1985.

● Promoting 'Buy Local'

The JTB Group's 'Master Chef Spot Consulting Service' offers local governments and growers the opportunity to tap into valuable input from Japan's leading culinary masters and food experts. Through this service, communities learn how to identify local gastronomic 'treasures' and incorporate a visitor perspective into their agriculture and tourism development efforts in order to create enhanced destination allure.

● Sustainable Development through Food & Agriculture

The JTB Group's School for tourism of Culinary Arts & Agriculture features a progressive curriculum aimed at fostering synergies between local agriculture, dining and tourism in order to create new energy and dynamism. The School seeks to cultivate and inspire food visionaries and leaders capable of working with local businesses and stakeholders to promote sustainable agriculture, dining and hospitality industry solutions.

Protecting Local Culture and Livelihoods

● Tourism as a Vehicle for Problem-Solving

In the Yatsugatake area of Japan's Yamanashi Prefecture, where abandoned agricultural land has become an increasingly challenging issue for local residents, the JTB Group's 'AgriCation' program offers an out-of-the-box solution. By making abandoned local farmland available for cultivation by educational institutions, 'AgriCation' provides opportunities for hands-on agricultural experience while generating new revenue streams for the community and greater agricultural diversification.



● Adding Value to Local Artisanry

SANUKI ReMIX, held annually in the Takamatsu region of Japan's Kagawa Prefecture, brings together traditional local artisanry and leading creative talent from across Japan to reimagine traditional Takamatsu hand-crafted specialty items such as Sanuki Wooden Barrels, Bonsai, and Marugame Fans. Through the SANUKI ReMIX initiative, JTB is helping to inspire a new generation of craftspeople, create new destination allure for the Takamatsu area, and promote local socioeconomic sustainability.



Nurturing Our Surroundings — (1) Creating Regional Allure

(2) Building a 'Culture' of Coming Together

Guiding Philosophy

The JTB Group continues to build on its 110-year history of creating connections and possibilities.

Through its acclaimed Rurubu collection of travel publications and websites, JTB remains a frontline travel and tourism trendsetter, showcasing the places to be and things to do across Japan and around the world. Through civic-mindedness (CSR) and innovation, we are working to create a culture of togetherness, inspiring our customers to wonder, explore, travel and learn.

Although the pandemic has redefined how we live, work and play, the JTB Group remains committed to pioneering new ways of carrying out its organizational mission and making a positive difference in the world.

Key Initiatives

When demand for travel and related publications dropped during the pandemic, JTB responded by making hundreds of its Rurubu publications available to the public free of charge. We also made some unique additions to the Rurubu lineup in order to give travel aficionados new opportunities to feed their imagination and curiosity from the safety and comfort of home.

e-Rurubu... At No Cost

For a limited time, JTB Publishing (the JTB Group's travel and lifestyle information publishing arm) offered downloadable electronic versions of 'The Rurubu Johoban' to the public free of charge. These acclaimed publications pack a wealth of curated information on a wide range of domestic and international travel destinations.



Amidst school closures and stay-at-home orders necessitated by the pandemic, the availability of these free copies of The Rurubu Johoban gave families and travel lovers the opportunity to:

- use their imaginations to travel the world
- learn about the wonders of the world as well as regional delicacies and specialty items, etc.
- create inspired post-COVID travel plans

Rurubu Universe

In a radical departure from its traditional focus on 'terrestrial' destinations, JTB Publishing unveiled its first-ever 'Guidebook to the Universe'.

As COVID-19 thwarted travel plans across the planet, the Rurubu editing team took aim at the vast, largely unexplored realm of outer space. The result was a unique travel guidebook that puts the universe at the fingertips of the reader by showcasing the latest developments in space exploration and travel.

Using Rurubu's signature visual presentation, the Guidebook pushes the envelope of travel, featuring 'places to be' and 'things to see' across the solar system, space food available for purchase right here on Earth, and exhaustive information on space-related attractions such as the JAXA Space Center.



Walking the Streets of the World

When COVID-19 brought global travel to a standstill, JTB Group expat staff immediately got busy uploading original travel videos to connect grounded travelers with the 'streets of the world'. This spontaneous initiative quickly evolved into a dynamic collection of on-demand virtual tours offering viewers around the world a way to enjoy a taste of overseas travel and to be a part of an emerging community of virtual travelers.



Nurturing Our Surroundings — (1) Creating Regional Allure

● 'Let's Talk Travel'

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

In March 2022, JTB was honored to welcome globally renowned journalist Morley Robertson, who shared his reflections on 'Harmony in an Age of Transformation'. The presentation was held in an online COVID-safe format.

In 2020, JTB Travel and Culture Lectures were honored with the prestigious 'This is MECENAT' certification in recognition of the program's longstanding contribution to the promotion of culture and the arts.



● JTB Mori no Nigiwai

Mori no Nigiwai (The Buzz in the Woods) is a signature JTB event offering travelers the opportunity to experience the rich heritage of Japan's backlands and byways through cultural extravaganzas that showcase local festivals, cultural traditions and arts. JTB works closely with local governments and visitor bureaus to achieve regional revitalization goals through these celebrations of culture.

Since 1982, Mori no Nigiwai events have stimulated demand for regional tourism across Japan. The program was launched to commemorate the 70th anniversary of JTB and the 25th anniversary of the Federation of Ryokans Affiliated with Japan Travel Bureau (now known as the JTB-Affiliated Ryokans & Hotels Federation).

Initially created as a vehicle for showcasing domestic travel content, Mori no Nigiwai has evolved over the years into much more. Through robust partnering with local government agencies and destination management organizations (DMOs), Mori no Nigiwai productions have steadily expanded in scope, developing into large-scale stage extravaganzas that promote traditional local culture, provide much-needed support for young artists, and bring fresh energy to local communities across the country.



● Change for Good: A UNICEF Partnership

In collaboration with the Japan Committee for UNICEF, the JTB organization is a proud participant in UNICEF's 'Change for Good' partnership. Through donation boxes at JTB locations across Japan, travelers donate leftover foreign coins and banknotes to benefit vulnerable children around the world.



A Closer Glimpse

Looking Ahead to Expo 2025 Osaka Kansai

Launched in February 2022, our IR & Expo Promotion Team is working on a variety of initiatives aimed at building momentum for Expo 2025 Osaka Kansai and improving regional allure and convenience for visitors and residents alike.

Nurturing Our Surroundings — (2) Caring for the Earth

(1) Addressing Climate Change

Guiding Philosophy

At JTB, we recognize that the ongoing viability of our business depends on a healthy planet. Understanding the critical importance of environmental health, the JTB Group is committed to preserving and protecting the environment and the Earth's precious resources.

The JTB Group's Environmental Philosophy

We are committed to preserving the delicate balance of the global ecosystem and doing everything in our power to contribute to sustainability on the planet. This involves working to ensure that our organizational activity is guided by integrity and aligned with the SDGs.

JTB Group is conscientiously working to address the following risks:

● Risks Associated with Climate Change

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

Deterioration of Tourism Resources

Beach deterioration, increasing risk of storm surge and other urban tourism risks, coral bleaching, diminishing snowfall at ski resorts, etc.

Risks to Business Infrastructure and Productivity

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

Additional Risks

Food shortages, poor harvests of local specialty products

Taking Responsive Action

- Promote new destinations to avoid overtourism
- Promote tourism 'weather-proofing' (uses for ski resorts during the warmer months, etc.)
- Encourage closer-to-home travel, visitor staggering, etc.
- Enhanced itinerary safety, additional insurance options, etc.
- Climate change education

● Risks Due to Social Change

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

Taking Responsive Action

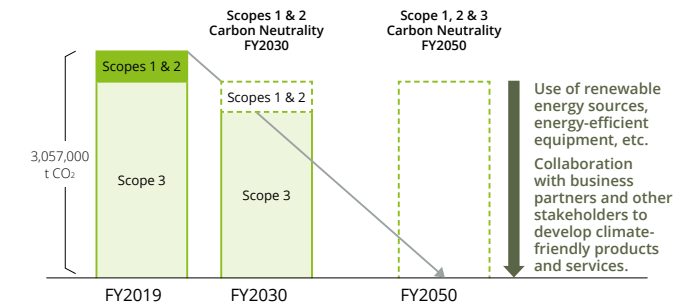
JTB is collaborating with business partners to reduce energy consumption through improved fuel efficiency, equipment upgrades, and expanded use of alternative fuels.

Quantitative Goals

As a reflection of its organization-wide commitment to global environmental sustainability, JTB Corp. has adopted a phased approach to reducing the greenhouse gas emissions associated with its business activity. JTB aims to achieve carbon neutrality by FY2050.

● JTB Carbon Neutrality Targets

Medium-term Target	Reduce net CO ₂ emissions to zero by FY2030 (Scopes 1 & 2)
Long-term Target	Achieve carbon neutrality across all business activity by FY2050. (Including Scopes 1 & 2 as well as Scope 3 supply chain emissions)



*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 but not Arranged Tours. However, JTB is committed to pursuing common emission reduction initiatives across all tour categories.

Key Initiatives

● CO₂ Zero MICE®

CO₂ Zero MICE®, a pioneering service developed by JTB Communication Design, provides businesses and organizations with the ability to host carbon-neutral meetings and events by powering their venues with climate-friendly sources of renewable energy and to track the associated environmental value*.

*Environmental value refers to the ancillary added value associated with decreased environmental loads, decreased use of fossil fuels, reduced CO₂ emissions, etc.

Nurturing Our Surroundings — (2) Caring for the Earth

(2) Preserving the Earth’s Biodiversity

Guiding Philosophy

As a sustainability-minded organization, JTB Corp. is committed to fulfilling its social responsibility by partnering with like-minded organizations to conduct tourism activity in ways that contribute to the long-term health and viability of communities and the global environment.

● Eradicating Illegal Trading in Wild Flora and Fauna

Through participation in the advocacy initiatives of the World Travel & Tourism Council*, JTB Corp. works together with leading industry operators worldwide to advance travel and tourism as a vehicle for building sustainable communities and a healthier environment.



In May 2018, JTB Corp. became a signatory to the Tourism & Travel Declaration on Illegal Wildlife Trade.

*WTTC is a global authority on the economic and social potential of travel and tourism that works with governments and international agencies to promote sustainable growth.

(3) Conserving Water and Reducing Waste

Guiding Philosophy

We understand that the long-term viability of our business depends on healthy communities and a healthy environment. We seek to conserve local resources and minimize waste whenever and wherever possible.

JTB is committed to reducing its consumption of paper and other resources. We are pursuing greater industry sustainability and environmental responsibility through concrete, materiality-guided action.

Key Initiatives

● Providing Potable Water in the Philippines

JTB Corp. supports efforts to provide safe drinking water to residents of Tagum on the island of Mindanao in the Philippines. The project, launched by MIYABI HOUSE Inc. in May 2022, involves retrofitting containers with water purification equipment to provide a safe, ongoing supply of potable water to the local community.

Tagum’s ‘containerized’ water filtration system purifies well water and tap water in quantities sufficient to supply safe potable water for 2,000 residents every day.

Reducing Paper Usage

The JTB Group is slashing its consumption of paper resources through increased digitization. Not only are we minimizing our in-house use of paper, we are also working to gently ween our customers off of paper in our service delivery processes.

Precious Water Resources

Every year, some 1.8 million children around the world die as a result of illnesses caused by unclean drinking water. JTB recognizes the need to protect and nurture the Earth’s water resources in order to ensure a healthy, sustainable tomorrow for all.



Nurturing Our Surroundings — (2) Caring for the Earth

Key Initiatives

● Reducing Energy Consumption at JT B Facilities

JT B is diligently working to reduce energy consumption at all of its physical locations. In Tokyo, JT B's energy conservation efforts are aligned with targets established by the Tokyo Metropolitan Government.

● Reduce, Reuse, Recycle

We use FSC-certified paper and implement a disciplined program of paper waste recycling.

By incorporating biomass into our tote bags, we have slashed related CO₂ emissions by 29%.

● Going Paperless

By converting the JT B Group monthly newsletter to a digital format, we save about 13,000 tons of paper resources every year. We are pursuing further reduction in our consumption of paper resources by migrating to digital invoices, receipts, contracts, etc.

Reducing Other Waste

As part of our sustainability commitment, the JT B Group is implementing a variety of other initiatives aimed at reducing our use of plastics and minimizing waste.

Key Initiatives

● Go!ME - Collaborating to Reduce Waste

From February 10 to March 10, 2022, JT B Corp. conducted proof-of-concept testing for its 'Go!ME' program aimed at reducing visitor-generated waste. Under the 'Go!ME' program, travelers are given the option of taking their trash home with them or paying a fee to dispose of their trash in the destination. Testing for this initiative is being performed in collaboration with Koedo Kawagoe Ichibangai Shopping Street in Saitama Prefecture as well as Kyoto Nishiki Market Shopping District Promotion Association in Kyoto Prefecture.



● Reducing Plastic Consumption

JT B Trading, Inc. is contributing to sustainability through the development of eco-friendly amenities such as toothbrushes and hairbrushes that rely on renewable bio-resources made from wheat straw to replace plastics. By reducing the consumption of oil resources as well as greenhouse gas emissions generated by petroleum combustion, JT B Trading is doing its part to achieve carbon-neutrality and prevent global warming.



Engaged Partnering

Stakeholder Connections

External Initiatives

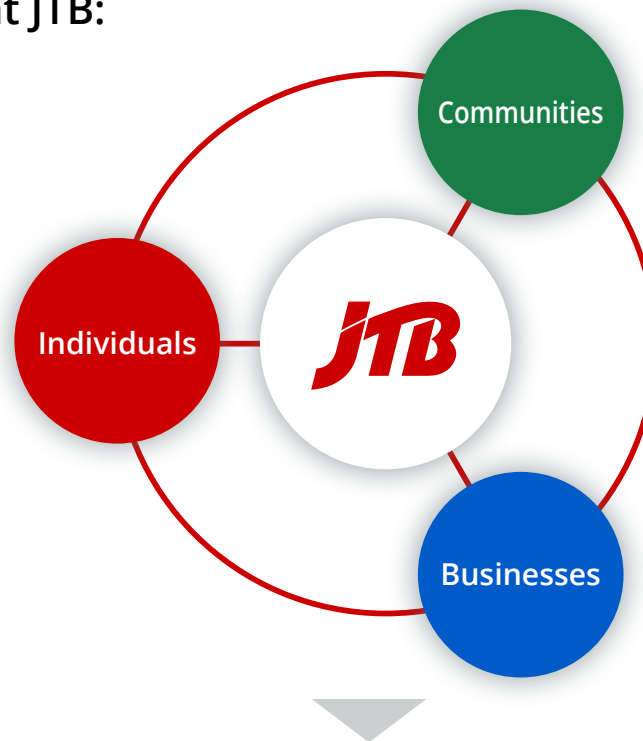
Guiding Philosophy

JTB creates solutions and value by connecting its customers (consumers, businesses, communities, schools, etc.) to the people, information and resources they need. With more than a century of experience creating connections across and beyond the travel and tourism sector, we are also uniquely positioned to build bridges that connect our customers with one another worldwide. In the modern world, the challenges faced by our different customers are inevitably linked in some way. By creating connections between our customers, JTB serves as a catalyst for collaboration, innovation, and high-quality solutions to society's broader challenges.

The Source of Value Creation at JTB: Connect & Contribute

- Connect ▶ ● Travelers with communities (destinations)
- The everyday with the extraordinary

Enriching life through travel



- Connect ▶ ● Communities with travelers
- Community stakeholders with one another

Revitalizing communities through the creation of visitor streams

- Connect ▶ ● Businesses with customers with employees

Energizing businesses through communication

By creating connections between our customers, JTB serves as a catalyst for collaboration, innovation, high-quality solutions to society's broader challenges... and a brighter future.

A Closer Glimpse

Stage 3 Travelife Certified

JTB Global Marketing & Travel Inc.*1 was awarded Travelife*2 Certified status in March 2022, becoming only the second company in Japan's tourism industry to receive this widely respected international certification of sustainability excellence.

Travelife Certified status is an independent attestation to JTBGMT's compliance with ISO 26000 standards for organizational social responsibility as well as 200+ Travelife standards in line with the international criteria (environmental preservation, social contribution, etc.) promulgated by the Global Sustainable Tourism Council.

*1 JTBGMT is a JTB Group company specializing in Japan inbound travel

*2 Travelife is a leading sustainability certification body recognized under the international sustainable tourism criteria promulgated by the Global Sustainable Tourism Council (GSTC). The Travelife certification is endorsed by travel industry associations in more than 40 countries around the world (including 20 associations in Europe and the Pacific Asia Travel Association).



Promoting Sustainability based on Global Standards

In March 2022, the JTB Group joined the Global Sustainable Tourism Council (GSTC), an international organization that develops and promotes global criteria for sustainable tourism. In partnership with like-minded stakeholders, JTB is committed to promoting sustainable policies and practices across its value chain based on globally recognized standards of sustainability excellence.

As part of this commitment to global sustainability, the JTB Europe Group is partnering with Switzerland Tourism to promote 'Swisstainability'. In addition to developing sustainable travel products and services that contribute to the long-term health and viability of the Swiss tourism industry, the JTB Group actively encourages its business partners to participate in eco-friendly *Swisstainability* initiatives.

Online MOU Signing Ceremony (March 2022)



Randy Durband
CEO
Global Sustainable Tourism Council



Eijiro Yamakita
President & CEO
JTB Corp.

Sports and the JTB Group

From intramural and amateur athletics to professional sports and high-profile international competitions, the JTB Group is passionate about bringing people together through sports. In March 2016, JTB was appointed Official Partner under the Tokyo 2020 Sponsorship Programme (Travel Agency Services and National Trip Hospitality Services). In this capacity, JTB provided a wide range of operational and logistical support for the 2020 Games including lodging and transportation arrangements for athletes and staff, administration of the Olympic Village, participation in City Cast volunteer programs, School Partnership programs, and pre-Games training camps.

Through this extensive involvement in the 2020 Tokyo Games, the JTB Group developed new services and solutions, expanded its array of customer touchpoints, and refined its COVID-19 best practices.

At every turn, the JTB Group pursued creative ways to weave sustainability into its Tokyo 2020 support activities. When JTB colleagues suited up for promotional 'run-up' events, their coworkers joined forces with JTB customers and local residents under the 'JTB Brighter Earth Project' (Page 35) to carry out neighborhood clean-up drives along the route.



Showing support for JTB runners during a promotional event in the run-up to Tokyo 2020

Governance

Governance

JTB Group's Governance Framework

Guiding Philosophy

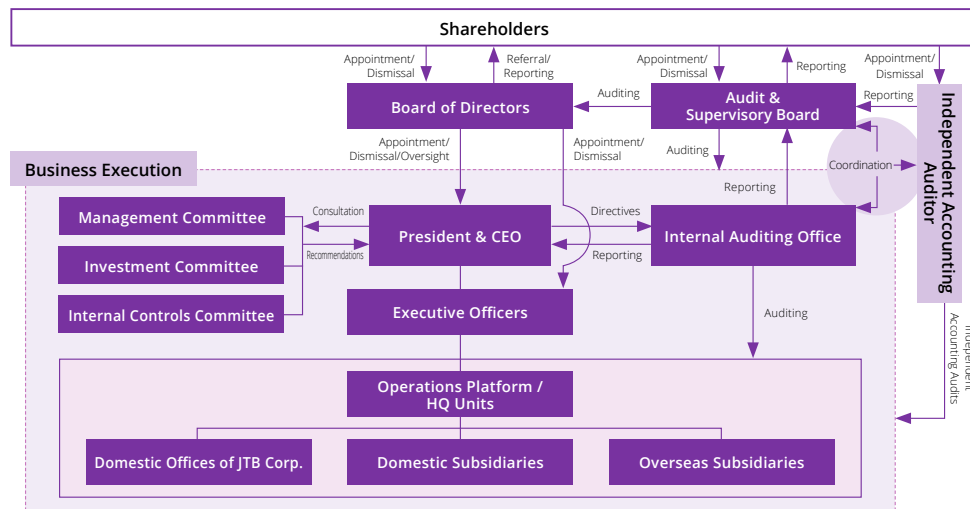
Strong corporate governance provides the underpinnings for ongoing growth at the JTB Group and enables us to enhance corporate value, advance our organizational mission, meet the expectations of stakeholders, and make a positive difference in the world.

Corporate Governance Framework

As a key component of its corporate governance systems, JTB maintains an Audit & Supervisory Board. In order to ensure the highest level of integrity and objectivity in the appointment, dismissal and compensation of directors and executive officers, JTB also maintains a Personnel and Compensation Advisory Board comprised primarily of independent outside directors.

Key decisions regarding the execution of the organization's affairs are made by the board of directors. Input from outside directors helps ensure quality decision-making while independent, objective audits by members of the Audit & Supervisory Board promote the transparency of decision-making processes.

Schematic Representation of Corporate Governance Framework



Board of Directors

The board of directors is responsible for formulating the Mission of the JTB Group and for making decisions regarding the execution of business plans, strategies, policies and other key business matters. The board of directors recognizes its duty to oversee the performance of individual directors and to establish appropriate internal control systems. In order to ensure the diversity and effectiveness of the board of directors, JTB strives to maintain a right-sized board consisting of members with varied and balanced backgrounds and expertise.

As of June 30, 2022, the JTB board of directors is comprised of 13 members, including six outside directors (three of whom are independent).

Audit & Supervisory Board

Guided by a fiduciary responsibility to the company's shareholders, the Audit & Supervisory Board as well as its individual members objectively and independently exercise their duties and functions, including the auditing of the performance of individual directors and decisions regarding the appointment, dismissal and compensation of independent accounting auditors. In order to ensure audit quality, members of the Audit & Supervisory Board comply with the auditing standards, policies and plans established by said board. As a general rule, the majority of the members of the Audit & Supervisory Board are appointed from outside the organization.

As of June 30, 2022, the Audit & Supervisory Board is comprised of three members, two of whom are appointed from outside the organization.

Qualifications of the Board of Directors and Members of the Audit & Supervisory Board

JTB directors should possess a solid understanding of the company's business, the appropriate balance of expertise, experience and skills required to effectively carry out their roles and responsibilities, and the judgment necessary to make appropriate decisions regarding the execution of key business matters. Members of JTB's Audit & Supervisory Board should possess the appropriate experience and skills as well as the necessary financial, accounting and legal expertise. They should also be capable of ensuring the organization's ongoing growth through the implementation of rigorous corporate governance mechanisms that live up to the confidence placed in the JTB Group by its stakeholders.

Outside Directors/Outside Members of the Audit & Supervisory Board

The presence of outside directors helps to ensure effective board oversight over the activities of individual directors. The presence of outside members of the Audit & Supervisory Board helps to ensure the independence and objectivity of internal auditing mechanisms.

As the role and responsibility of independent outside directors is to contribute to ongoing organizational growth and enhanced medium- to long-term corporate value, JTB strives to ensure that approximately 30% of its board of directors is comprised of qualified, independent outside directors. In order to facilitate active participation by independent outside directors in board deliberations, JTB encourages an independent and objective exchange of information between outside directors and executive officers through periodic communication and discussions.

Governance

Compliance and Internal Controls

Compliance at JTBCorp

The JTBCorp Group Code of Conduct serves as the 'moral compass' that guides the conduct of our colleagues. In practicing the JTBCorp Way, JTBCorp colleagues pledge to adhere at all times to the highest standards of integrity in order to cultivate trust with shareholders.

Specifically, JTBCorp Group colleagues adhere to the following principles:

1. We respect the law and societal norms and conduct our business with integrity and transparency.
2. We step into the shoes of our customers to ensure that we serve them with integrity.
3. We foster trust and teamwork with our business partners through integrity and fairness.
4. We compete fairly.
5. We meet the expectations of our stakeholders (customers, shareholders, employees, communities, business partners, etc.) through timely, accurate, and fair disclosure and by delivering greater value.
6. As an upstanding corporate citizen, our organization is committed to socioeconomic and environmental sustainability.
7. We take responsibility for our conduct as professionals and strive to make a positive contribution to society.
8. Our corporate culture embraces diversity, respects different values, and encourages innovation.

Hotline

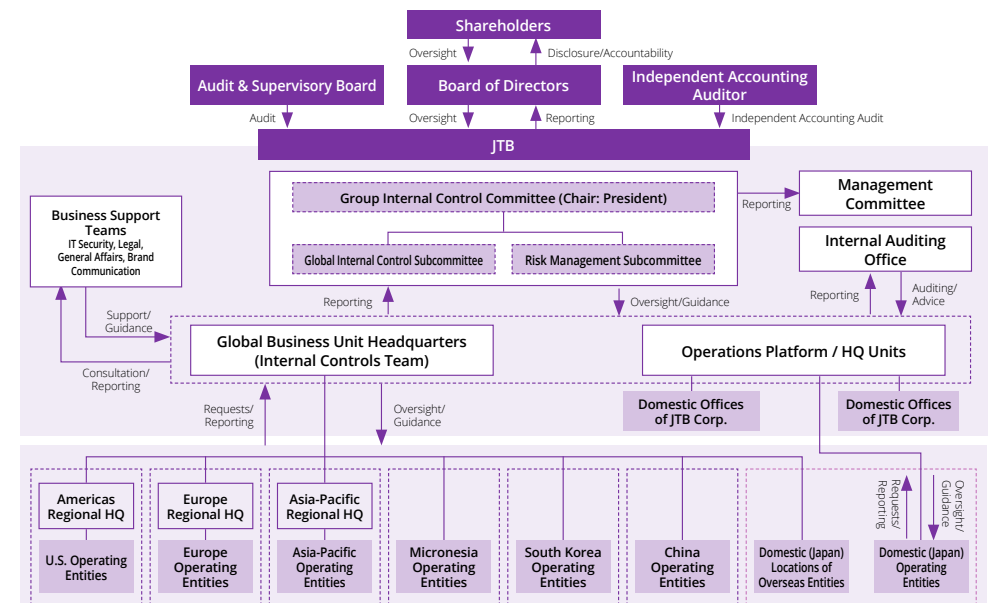
The JTBCorp Group Code Hotline serves as our in-house 'whistleblowing' mechanism, allowing JTBCorp Group colleagues to report genuine concerns about illegal or improper conduct without the fear of retaliation. The Hotline objectively investigates reports and takes appropriate action.

Internal Control Systems: Guiding Principles

The President & CEO of JTBCorp is ultimately responsible for the implementation of effective internal control systems. These systems are periodically verified and assessed through independent monitoring activity conducted by the Internal Auditing Office, which reports directly to the President & CEO. Enhancements to internal control systems are primarily implemented by the management teams at each business unit with administrative support furnished by the General Affairs Team. In addition, the Group Internal Control Committee, chaired by the President & CEO, reviews the organization's internal control framework on an ongoing basis in order to keep pace with changes in the business environment, ensure the overall effectiveness of internal control systems, ensure the adequacy, validity and efficiency of the organization's internal control mechanisms, and maximize corporate value.

[Link](https://www.jtbcorp.jp/jp/csr/governance/pdf/naibu_system_kihon.pdf) https://www.jtbcorp.jp/jp/csr/governance/pdf/naibu_system_kihon.pdf

Schematic Representation of Internal Control Systems (As of October 15, 2021)



Governance

Risk Management / Crisis Management

The JTB Group's risk and crisis management systems are continuously refined by identifying, analyzing, evaluating and prioritizing risks, formulating preventive measures and action plans, and ongoing assessment and feedback loops.

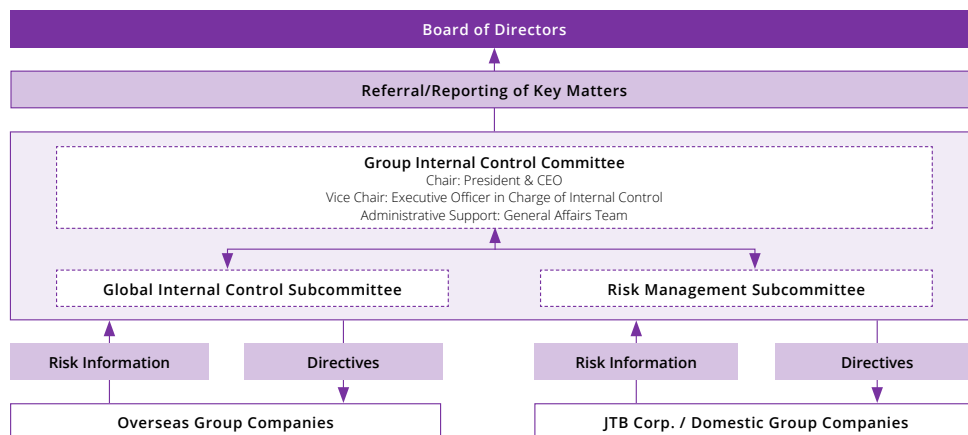
Risk Management: Guiding Principles

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 may compromise the safety, wellbeing or interests of our stakeholders.
4. Implement responsible appropriate action when confronted with imminent risk.
5. Foster stakeholder confidence through comprehensive risk management.
6. Reflect risk-related stakeholder concerns in our risk management policies and practices.

● Risk Management Framework

Our risk management efforts, spearheaded by our Internal Control Committee, represent an ongoing process involving exhaustive risk identification, planning and management across the organization.

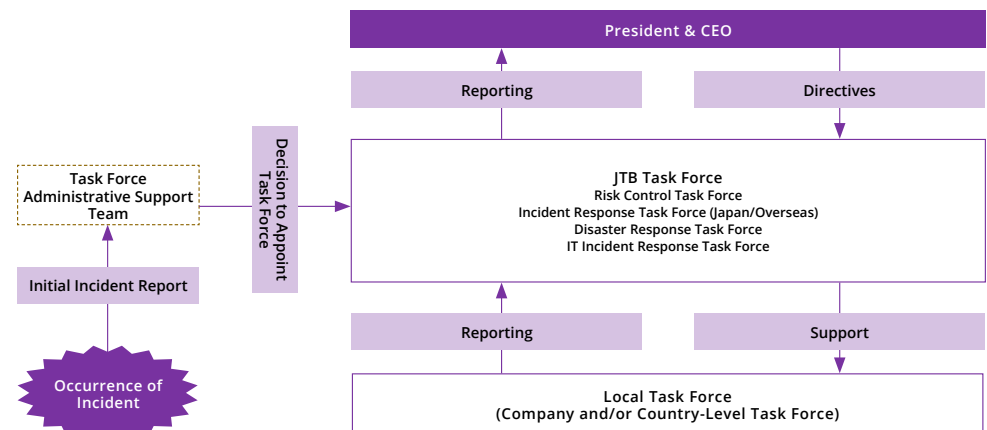
▶ Schematic Representation of Risk Management Framework



● Crisis Management Framework

When a crisis arises, an Incident Response Task Force is appointed to coordinate the JTB Group's response and minimize impact to our business and stakeholders through prompt and appropriate responsive action.

▶ Schematic Representation of Crisis Management Framework



Governance

Information Security

At the JTB Group, information security systems and safeguards are established and maintained in accordance with our Information Security Policy under the direction of our Chief Information Security Officer (CISO). Our Information Security Policy is periodically reviewed in order to keep pace with changes in the technological and operating landscape.

Privacy Policy

In accordance with privacy laws, JTB Group's Information Security Policy and other relevant internal and external guidance, we handle and protect the personal information of our customers in conformance with the following Privacy Guidelines:

● **Privacy Guidelines**

We seek to implement our organizational mission, vision and values in alignment with the concerns and expectations of our stakeholders while staying abreast of changes in the operating, legal and technological environment. We understand the criticality of complying with applicable privacy laws in safeguarding all of the information assets in our possession.

To this end, we implement the following rigorous information security protocols:

1. Our systems for managing and handling personal information conform to JIS Q 15001. Compliance by all officers and employees is mandatory.
2. We collect, use, furnish and otherwise handle personal information in accordance with the information management systems and protocols referenced above. Specifically, we collect personal information only through lawful and proper means and only to the extent required for operational purposes. We limit the use, furnishing and handling of any such personal information to the scope of its intended purpose. Should the need arise to handle any such personal information in a manner that goes beyond the scope of its specified intended use, we shall do so only after obtaining authorization from our Privacy Officer, furnishing notice to affected individual(s) regarding the contemplated use of said personal information and obtaining consent from said individual(s). We shall not utilize personal information for any non-intended purpose and shall establish mechanisms to safeguard against any such non-intended use. We shall use and furnish sensitive personal information only for those purposes prescribed under applicable privacy laws.
3. We implement organizationally and technologically reasonable measures to prevent and remedy the risks associated with unauthorized access, loss, destruction, falsification and breach of personal information handled by JTB.
4. We comply with applicable laws, regulations, guidelines, societal norms and public policy applicable to the safeguarding of personal information and the appropriate handling of sensitive personal information under applicable privacy laws.
5. Our Customer Service Office is tasked with responding to complaints and inquiries regarding the handling of personal information as well as requests for disclosure of personal information, etc. The contact information for our Customer Service Office is made available both within and outside our organization. Our Customer

- Service Office responds promptly and in good faith to all requests received from individuals regarding their own personal information.
- 6. We make ongoing improvements to our privacy management systems through periodic inspections and audits.

JTB's Approach to IT Security

We consider IT security as an integral part of our organization's social responsibility. We maintain policies, protocols and procedures designed to protect and safeguard the confidentiality, integrity and availability of all information assets handled by the JTB Group.

● **Governance**

Our IT security policies, protocols and procedures are established in accordance with our Information Security Policy and serve as the basis for ongoing internal monitoring.

● **Internal Awareness**

We strive to raise internal IT security awareness through training, education and personnel comprehension checks.



Data Highlights

Sustainability Data Highlights

Human Resources & Diversity

Number of Employees



19,510

Percentage of Employees with Disabilities



2.55%

Percentage of Female Managers



37.0%

Percentage of Female Employees



62.8%

Work-Life Balance & Job Satisfaction

Percentage of Employees Working Remotely



19.4%

Employee Job Satisfaction Survey (Engagement)



71.6%

Workforce Wellbeing Management

Average Colleague 'Health Age' (Biological Age - Chronological Age)



-1.1 years

Governance

Number of Directors



13

Percentage of Outside Directors



46%

Governance

Number of Female Directors



1

Number of Female Executive Officers



3

Percentage of Female Executive Officers



13%

Board Meeting Attendance by Directors and Audit & Supervisory Board Members



98%

Note: Governance data as of June 30, 2022. All other data as of March 31, 2022.

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
Number of Employees	19,510 (Groupwide as of March 31, 2022)

Board of Directors & Audit & Supervisory Board Members (As of June 30, 2022)

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

Member of the Board (Non-Executive)	Hiroyuki Takahashi
Member of the Board (Non-Executive)	Masaya Sugiura
Member of the Board (Non-Executive)	Jun Fukushima
Member of the Board (Non-Executive)	Norimasa Kuroda
Member of the Board (Non-Executive)	Katsumi Kato
Member of the Board (Non-Executive)	Masae Yamanaka
Audit & Supervisory Board Member	Takahiro Kobayashi
Outside Audit & Supervisory Board Member	Michio Suzuki
Outside Audit & Supervisory Board Member	Nobuhide Hayashi