



JTB GROUP ESSENCE BOOK 2023

JTBグループ
エッセンスブック2023

不許複製・禁無断転載



人をつなぐ 笑顔をつなぐ
Connecting People, Connecting Smiles
Eijiro Yamakita

Since the founding in 1912, The JTB Group has been creating opportunities to bring people together throughout the global society. This over one-century works would not be possible without the patronage of our customers and the support of our business partners and stakeholders. We thank you very much for your kindness.

In recent years, awareness of sustainability issues has rapidly spread throughout society. On the other hand, exchange has the following five elements: "economy," which promotes regional development; "culture," which contributes to the promotion of history and traditional arts; "health," which fills people with vitality both physically and mentally; "learning," which expands opportunities for human development; and "peace," which promotes mutual understanding and friendship among nations and regions. These are also in line with the SDGs, and since its founding, the JTB Group has been contributing to the sustainability of society through the creation of exchanges.

In the field of ethnic studies, the human race is sometimes described as 'homo mobilitas' which is due to the fact that no other animals on earth has been spreading and moving on. In other words, movement and exchange are fundamental desires for human races, in short, we think that the meaning of the JTB Group presence, which business domain is creation of exchanges, is important.

Exchange means "connections". The value created by "connections" is unlimited. The connections are diverse, between travelers and regions, between companies and regions, between travelers and companies, between Japan and the world, between real and virtual, and so on. And we believe that the more connections we create, the more innovation will be born. They can solve more social issues through co-creation.

The JTB Group commit to pioneering a "new" era of exchange on the global stage, by "to connect with" our customers and business partners, or "to connect" our customers and business partners. We look forward to your continued patronage and support.

Eijiro Yamakita
President and CEO

* 'The Journal of Humanity's Journey' edited by Michiko Into (2013); Rinsen Shoten

The Wellspring of Value Creation at JTB: *Connecting* and *Contributing*



Travelers

Connecting Travelers & Communities
(Destinations)
The Everyday & the Extraordinary

**Enriching the
Human Experience
Through Travel**

Communities

Connecting Communities & Travelers
Community Stakeholders

**Revitalizing Communities
Through the Creation of
Visitor Streams**

Businesses

Connecting Businesses & Customers
Businesses & Employees

**Energizing Businesses
through
Better Communication**

Contributing to solutions and customer satisfaction



By fueling innovation and connecting our customers to one another, we contribute to the solution of broader societal challenges...

Creating a brighter tomorrow

Click the links below to get to know us better.

Who We Are

- [The JT B Way](#)
- [History of the JT B Group \(Evolution of our Business Model\)](#)
- [The Role and Potential of Tourism](#)
- [Changes in the Social Landscape](#)
- [The JT B Approach to Value Creation](#)
- [Business Strategy](#)
 - [Tourism Business Strategy](#)
 - [Area Solutions Strategy](#)
 - [Business Solutions Strategy](#)
 - [Synergistic Initiatives across Strategic Domains](#)
- [Sustainability](#)
- [Diversity & Inclusion](#)
- [Human Resource Development](#)
- [Research & Development](#)
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- [JT B Outbound Tourism Report: A Wealth of Insight into the Japan Outbound Market](#)

The JTB Way



The mission, vision and values that shape our business and guide our conduct.

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.

Our Promise to the Customer (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.

Brand Slogan

**Perfect moments,
always**

ONE JTB Values

**Create trust
Rise to the challenge
Keep smiling**

The JTB Group Code of Conduct

1. We commit to abide by all applicable laws and social norms and to conduct our business with integrity and transparency.
2. We step into the shoes of our customers in order to ensure that we are serving them with integrity.
3. Through integrity and openness, we foster trust and teamwork with our business partners.
4. We compete fairly with our competitors.
5. We meet the expectations of our stakeholders through timely, accurate and fair disclosure and the delivery of enhanced value.
6. As an upstanding corporate citizen, we support sustainable community development and environmental conservation efforts.
7. As conscientious members of the workforce, we take responsibility for our actions and strive to make a positive difference in the community.
8. Our corporate culture embraces diversity, respects diverse values and welcomes innovation.
9. We hold ourselves to a high moral and ethical standard in everything that we do.

A scenic landscape at sunrise or sunset. The sky is a mix of blue, orange, and yellow, with wispy clouds. The sun is low on the horizon, creating a bright glow. Below the horizon, a valley is filled with mist or fog, obscuring the ground. In the foreground, a winding road or path leads through a green field towards the misty valley. The overall mood is peaceful and hopeful.

Bringing People, Places and Possibilities Together

Through the delivery of innovative solutions (products, services, information, systems), the JTB Group delivers unrivaled excitement, experiences and value to individual, business and institutional customers worldwide.

People + Merchandise + Capital + Information = POSSIBILITIES

History of the JTB Group

(Evolution of our Business Model)

Since its founding in 1912, JTB's business model has continued to expand and evolve.

Ticket Agent

1912 - Early 1960s

JTB's journey begins as a ticket agent for transportation and lodging providers in the domestic market.



The Nagasaki Office of East Asian Travel Agent



Department Store Information Counter



Advertisement for rail tickets touts free delivery (circa 1935)

Travel Company

Late 1960s - 1990s

JTB evolves into a developer and purveyor of 'package tours' with a growing international presence.



Package Tour Sales



Original armbands sported by JTB tour conductors



Package Tour Products

Solution Company

2000s - Present

Today, the JTB Group delivers a wide range of products, services, systems and solutions to meet the needs of today's travelers, businesses and destinations worldwide.



For more than 110 years, the JTB Group has contributed to social and economic sustainability by aligning its activity with the needs of the times.

Tourism as a Vehicle for Modernization

As Japan hurried to establish its place among the community of nations after opening its doors in the second half of the 19th century, inbound tourism was heralded as a vehicle for acquiring foreign currency, promoting the development of the domestic economy, and fostering an understanding of Japanese culture. Japan Tourist Bureau was formed to pioneer the way forward. This pioneering spirit continues to guide our vision and values today.



Expanding the Industry's Frontiers

During Japan's period of rapid economic growth in the mid-late 20th century, JTB powered the expansion of the domestic travel industry by pioneering and popularizing the package tour. JTB further expanded the envelope of domestic travel and tourism through educational tourism, health tourism, and other groundbreaking initiatives.



Creating the Future of Tourism

With the endorsement of the Japan Tourism Agency, JTB personnel have supported the efforts of the United Nations World Tourism Organization (UNWTO) since 2014. In March 2022, JTB executed a groundbreaking Memorandum of Understanding with the Global Sustainable Tourism Council (GSTC). Through these and other international partnering efforts, the JTB Group has emerged as a catalyst for change in the global travel and tourism industry.



A Closer Glimpse



Real Heroes: Chiune Sugihara and Japan Travel Bureau

During World War II, Japanese diplomat Chiune Sugihara continued to issue "life visas" to Jews who were fleeing from persecution for passage through to Japan. Jews with the visas came to Japan from Vladivostok with the help of Japan Tourist Bureau.

Although there were various risks due to the historical background of the time, from a humanitarian standpoint, the Japan Tourist Bureau facilitated the movement of Jews and helped them escape from Japan to other parts of the world, saving thousands of lives.

<https://www.youtube.com/watch?v=NMKBGbyalxl>

The Role and Potential of Tourism

With its far-reaching ripple effect, the tourism industry plays a vital role in the national economy.

Tourism's Long Arm

The tourism industry encompasses far more than travel agents, hotels, transportation providers and tourist attractions. Its reach and impact extend to virtually every sector of the domestic economy.



Ripple Effect of Traveler Spending

The economic ripple effect generated by traveler spending is enormous.



Job Creation

Directly and indirectly, the tourism industry accounts for 4.56 million jobs nationwide, 6.6% of Japan's entire workforce.



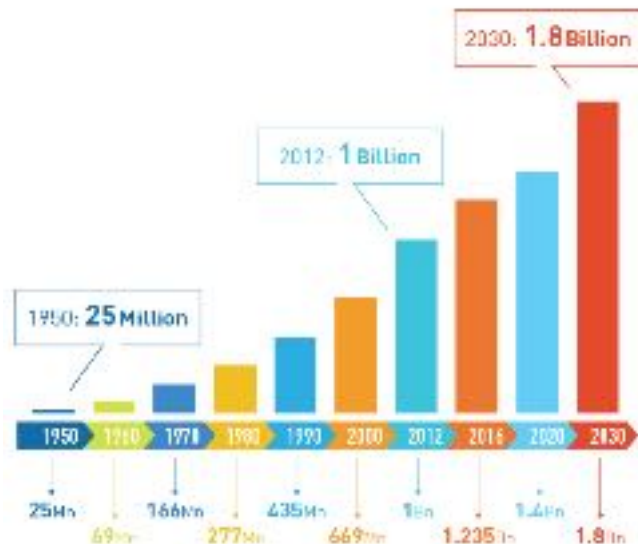
Source: Japan Tourism Agency "Economic Ripple Effect of Travel Spending (2019)"

The tourism industry plays a significant role in the global economy.

International Tourists to Hit 1.8 Billion

The United Nations World Tourism Organization (UNWTO) 2017 forecast projected that international tourism would reach the 1.8 billion mark in 2030.

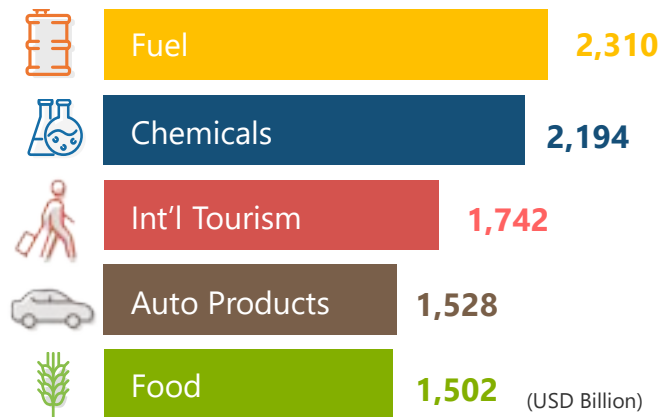
International Tourist Arrivals 1950-2030



Fueling Socioeconomic Development

In 2019, tourism was the global economy's third largest export sector generating more revenue than automotive and food exports.

Export Revenue by Industry (2019)

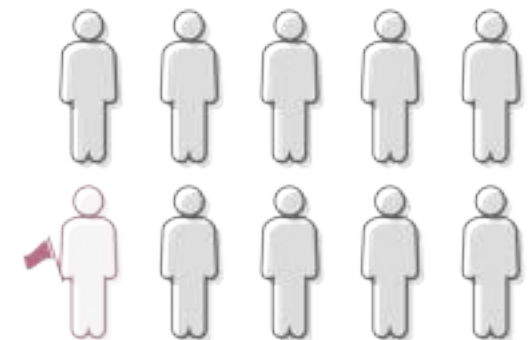


Creating Jobs

Approximately one out of every ten jobs worldwide are attributable to tourism and related activity.

People Employed in Tourism-related Industries around the World (2019)

334,000,000



Source: UNWTO Tourism Highlights: 2017 Edition

Source: UNWTO International Tourism Highlights 2020

Source: WTTC Travel & Tourism ECONOMIC IMPACT 2021

Changes in the social and digital environment continue to create new challenges for tourism.

Diversification of Consumer Values

Shift from Individual Ownership to Sharing



Work Style Diversity



Urban-to-Rural Migration



New Destination Challenges

Delays in Digital Transformation



Staffing Shortages



Overtourism



Challenges Facing Tourism Operators

Customer & Employee Engagement



Sustainability Management

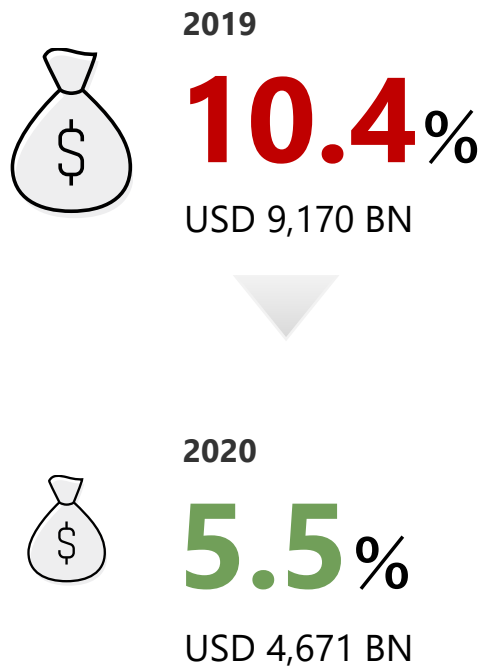


The Need to Innovate



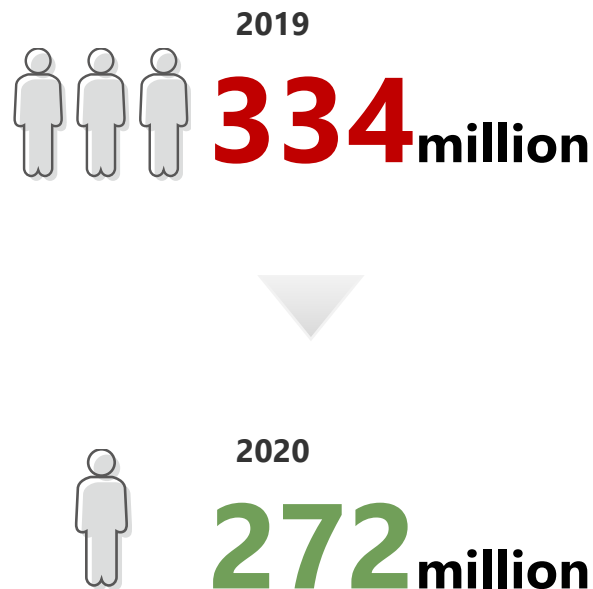
The pandemic brought domestic and international travel to a virtual standstill, wreaking unprecedented havoc on the tourism industry worldwide.

Tourism Share of GDP Drops 50%



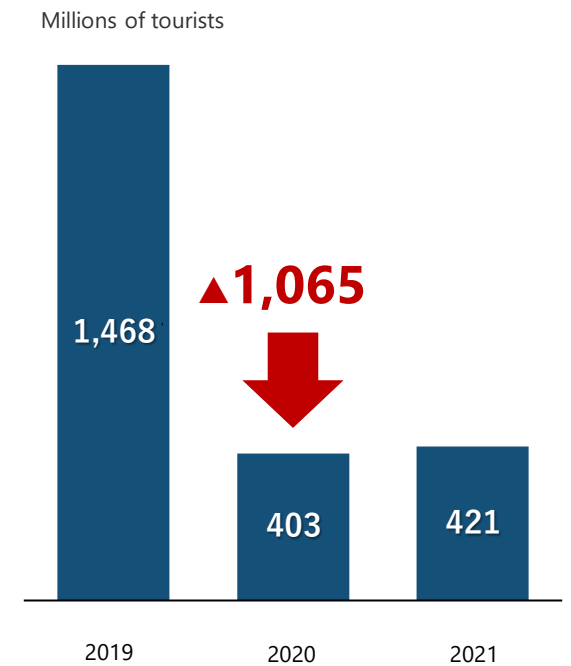
Source: WTTC Travel & Tourism ECONOMIC IMPACT 2021

Loss of 62 Million Tourism-related Jobs



Source: WTTC Travel & Tourism ECONOMIC IMPACT 2021

Plummeting Tourism Numbers



Source: UNWTO WORLD TOURISM BAROMETER

A Closer Glimpse

Japan Tops TTDI Ranking for the First Time (2021)

TTDI Rankings 2015-2021

Rank	2015	2017	2019	2021
1	Spain	Spain	Spain	Japan
2	France	France	France	USA
3	Germany	Germany	Germany	Spain
4	USA	Japan	Japan	France
5	UK	UK	USA	Germany
6	Switzerland	USA	UK	Switzerland
7	Australia	Australia	Australia	Australia
8	Italy	Italy	Italy	UK
9	Japan	Canada	Canada	Singapore
10	Canada	Switzerland	Switzerland	Italy

* Changes in parameters prevent a simple comparison between survey years

Until the pandemic struck Japan in early 2020, soaring international arrivals and robust domestic demand had fueled significant 'hard' and 'soft' improvements to infrastructure and service delivery across Japan's tourism industry. This progress was reflected in the World Economic Forum's 2021 Travel and Tourism Development Index (TTDI) report, where ranked Japan #1 for the first time, edging out tourism powerhouse nations such as the United States, Spain and France.

In contrast, Japan's lackluster performance under the new sustainability criteria incorporated into the 2021 survey demonstrated considerable room for improvement when it comes to tourism industry sustainability in Japan. The JTB Group is committed to working collaboratively with stakeholders across the travel and tourism sector to promote sustainable policies and practices and further enhance Japan's allure as an international destination.

Changes in the Social Landscape

As sustainability awareness deepens around the world, the SDGs are inspiring significant changes in the way we live, work and play.

Economic Growth and Employment Equity

If economic growth is to be truly sustainable, every individual must be given access to a quality education and the opportunity to receive fair treatment in the labor market.



Towards Greater Inclusivity

In order to create a more inclusive and equitable society, the rights, individuality, and beliefs of *all* people must be respected - regardless of race, religion, age, gender, economic status, disability, sexual orientation and gender identity.



Responding to Climate Change

Climate change impacts every country and every being on Earth. Greater effort is needed to promote resource efficiency, conserve energy, and harness the power of renewable energy to slow the pace of global warming.



The mindboggling speed of digital evolution is transforming consumer behavior at an unprecedented pace.

Fusion of Real & Virtual

Faster communication speeds and the evolution of AI/VR/AR technologies are increasingly blurring the lines between 'real' and 'virtual', merging digital experiences into our everyday lives, and keeping people and things connected anywhere/anytime.



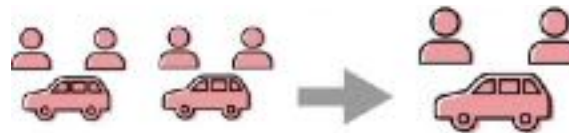
Shorter Trend Duration

Rapidly evolving digital technologies are fundamentally rewriting how we live, work and play, fueling changes in consumer values and spending habits at an unprecedented pace.

Powerful influence of social media on consumer behavior



Value creation through 'asset sharing'



The rise of algorithmic business



Evolving Consumer Values

Maturing consumerism is driving value diversification and market segmentation with a growing emphasis on individual preferences and interests. Consumer spending is increasingly motivated by the emotional value and 'story' obtained *through* a purchase rather than the object or service acquired *by* the purchase.



A Closer Glimpse

Helping Destinations Build a Larger 'Fan Base'



Across Japan and around the world, COVID-19 has drastically affected the way people live, work and play. On upside, the pandemic also led to the development of new ways for people to stay connected to the places they love. In Japan, the Hometown Tax Donation Program has become a popular means for Japanese taxpayers to support their favorite localities.

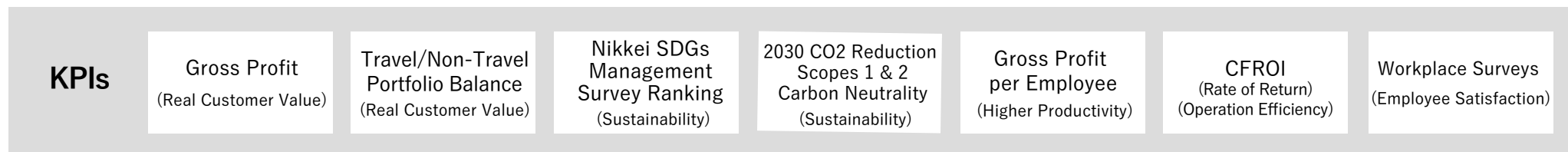
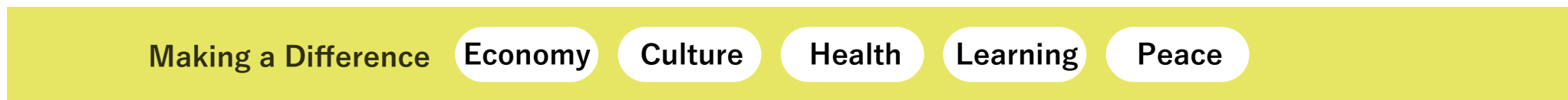
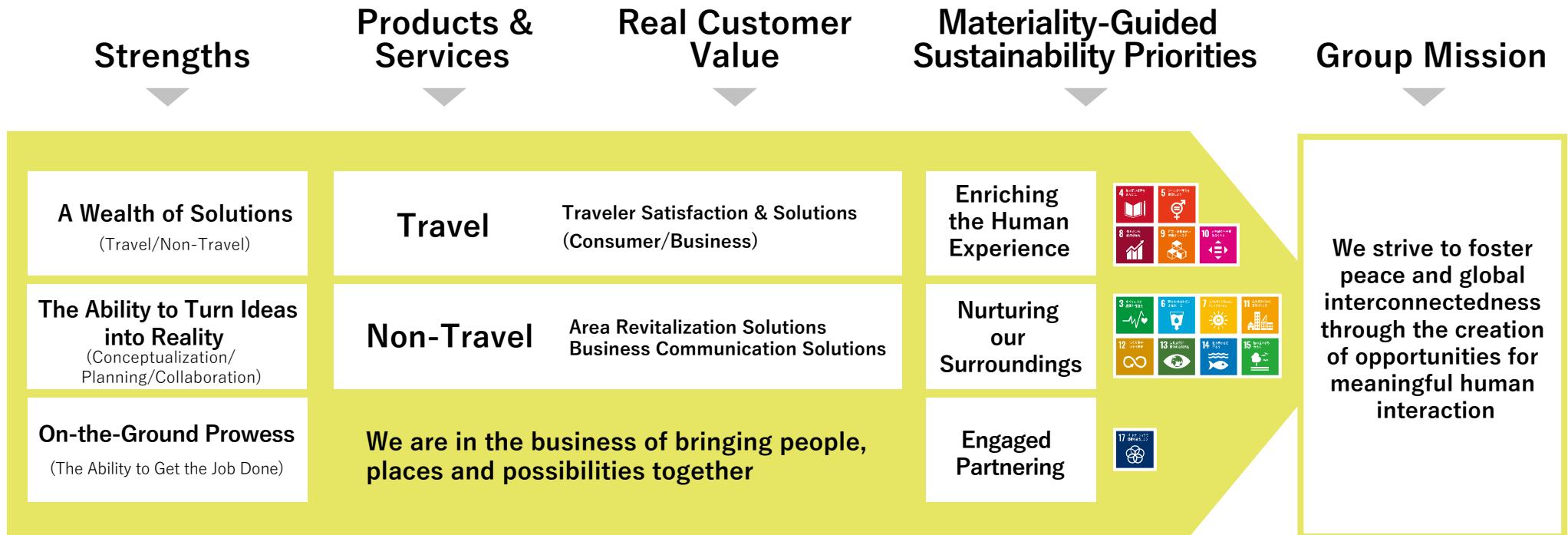
Non-residents who feel a special connection with or actively support another community can be thought of as its 'fan base'. From an economic development standpoint, getting people to engage and develop an emotional attachment with the community is an effective way to expand the 'fan base' and fuel revitalization. It also increases the likelihood and frequency of future in-person visits.

For these reasons, many communities worldwide are pursuing initiatives aimed at communicating what makes them unique and offering non-residents convenient and rewarding ways to get involved from afar.

The JTB Group has extensive experience assisting such communities with the development of strategies designed to increase domestic and international visibility and grow its 'fan base' through the creation of attractive content and touchpoints that promote interest, commerce and tourism.

The JTB Approach to Value Creation

The JTB Group leverages its unique strengths and global reach to bring people, places and possibilities together and contribute to a more sustainable, peaceful and happier planet.



At the JTB Group, we believe that our business has the power to make the world a better place in the following 5 ways.



A Closer Glimpse



Certificates of Appreciation



Supporting JTB runners in Tokyo 2020 promo events



JTB Corp. President & CEO Ejiro Yamakita presenting bouquets

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.

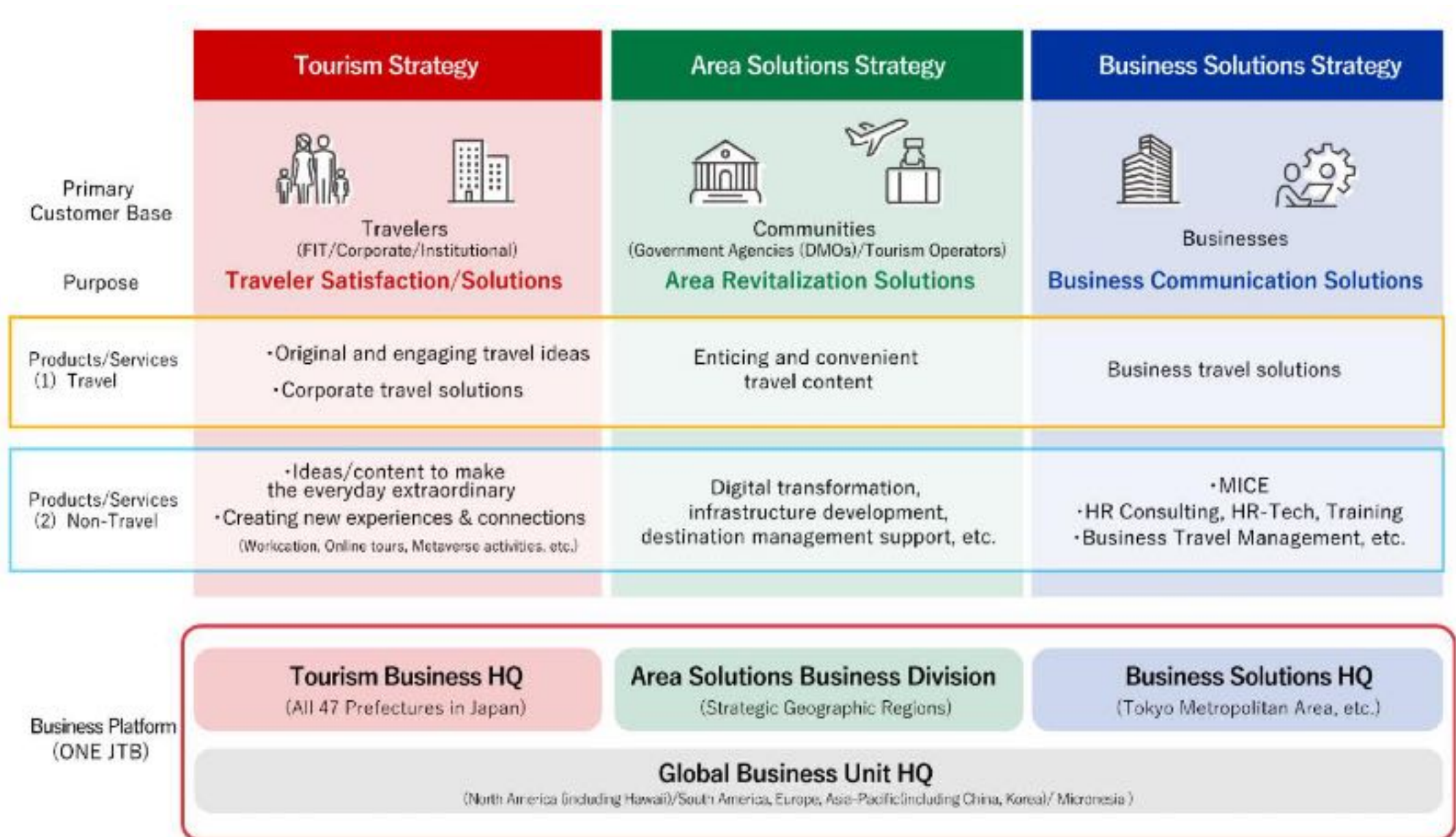
Through this extensive involvement in the 2020 Tokyo Games, the JTB Group developed new services and solutions, expanded its customer touchpoints, and refined its COVID-19 best practices. We also weaved our sustainability strategy into our Tokyo 2020 operations at every turn. When JTB runners suited up to participate in promotional Olympic/Paralympic 'run-up' events, our colleagues and customers joined forces with local residents to conduct neighborhood clean-up drives under the banner of the JTB Brighter Earth Project*.

* A signature JTB Group program that brings JTB customers and employees together with local residents in a wide range of locally-driven projects including cleanup drives, conservation initiatives, and authentic opportunities to experience local history and culture.

Business Strategy

Bringing People, Places and Possibilities Together: The Big Picture

Using tourism as a platform for business evolution, the JTB Group is expanding its lineup of community and corporate solutions. Under a 3-pronged strategy, we are working as *One JTB* to maximize cross-business synergies.



Our core strength lies in our ability to conceive, plan, partner and implement innovative ways of bringing people, places and possibilities together.

Bringing People, Places and Possibilities Together

Core Competencies

A Wealth of Solutions

(Travel/Non-Travel)



80,000
Tourism Operators



10,000
Solution Providers

Robust Global
Network/Resources

Business Delivery
Platform



The Ability to Turn Ideas into Reality

(Conceptualization/Planning/Collaboration)

Delivering satisfaction and solutions to a diverse global customer base for more than a century



35,000 Businesses



550 Communities/
Municipalities



84,000 Students



11,000,000
Travelers/Consumers



JTB 総合研究所
JTB Tourism Research & Consulting Co.



一般財団法人
日本健康開発財団
JAPAN HEALTH & RESEARCH INSTITUTE

(Survey/Research Functions)

On-the-Ground Prowess

(The Ability to Get the Job Done)

Hospitality



Integrity

Boldness of Spirit/
Accountability



Resourcefulness

International Mega-Event Experience

Strong Partnerships with Gov't Agencies, etc.



あなたの学びの応援団
JTB UNIVERSITY

HRD platform supporting the professional development of JTB Group colleagues worldwide

The Cumulative Know-how of 110 Years / The Power and Global Reach of the JTB Network

JTB's extensive global network allows us to do what we do best all around the world...seamlessly.

Japan (All 47 Prefectures)

Domestic Presence

385 Locations
(Consumer Sales Offices/
Corporate Sales Offices)

Affiliated Sales Offices

Full-Service Affiliated Offices:
72 Companies/181 Offices

Corporate Alliances:
15 Companies/16 Offices

Overseas

161 Locations/81 Cities/35 Countries & Regions
(HQ Offices, Branches, Sales Offices and Affiliated Sales Offices)

Europe 30 Locations/20 Cities/17 Countries

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

Oceania 6 Locations/5 Cities/2 Countries

Sydney(2)	Melbourne
Cairns	Auckland
Gold Coast	

Micronesia 2 Locations/2 Cities/1 Country

Guam	Saipan
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China 11 Locations/3 Cities/1 Country

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

Korea 11 Locations/3 Cities/1 Country

Seoul(9)	Busan
Jeju	

Asia 64 Locations/27 Cities/10 Countries & Regions

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

North/South America 28 locations/18 Cities/3 Countries

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

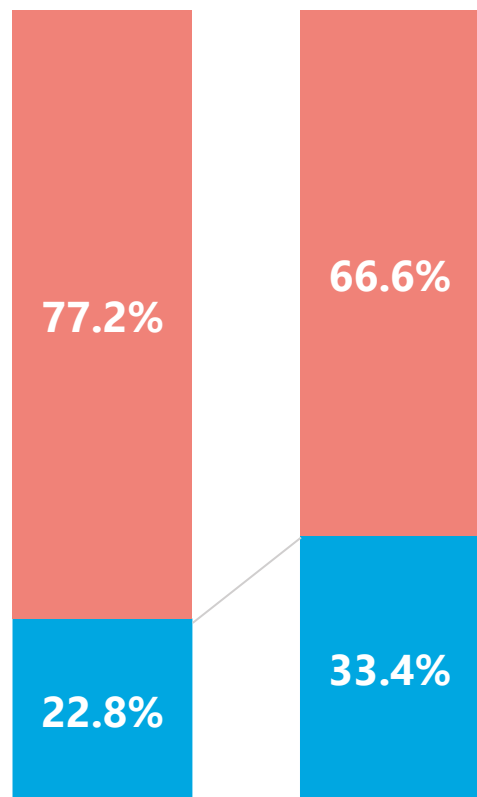
Hawaii 9 Locations/3 Cities

Honolulu(7)	Maui
Kona (Big Island)	

Under its Mid-Term Management Plan, the JT B Group aims to rebalance its business portfolio in order to lay a stable foundation for ongoing organizational growth.

Products & Services

■ Travel
■ Non-Travel
 Percentage of Total

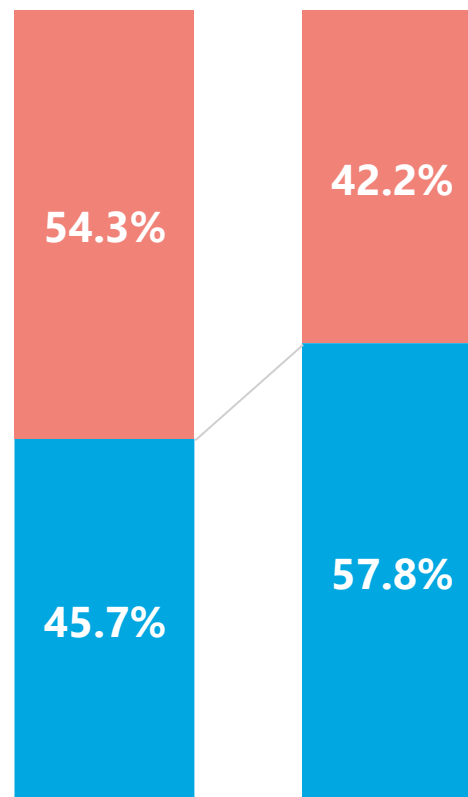


2019

2028

Customers

■ Consumer
■ Corporate
 Percentage of Total

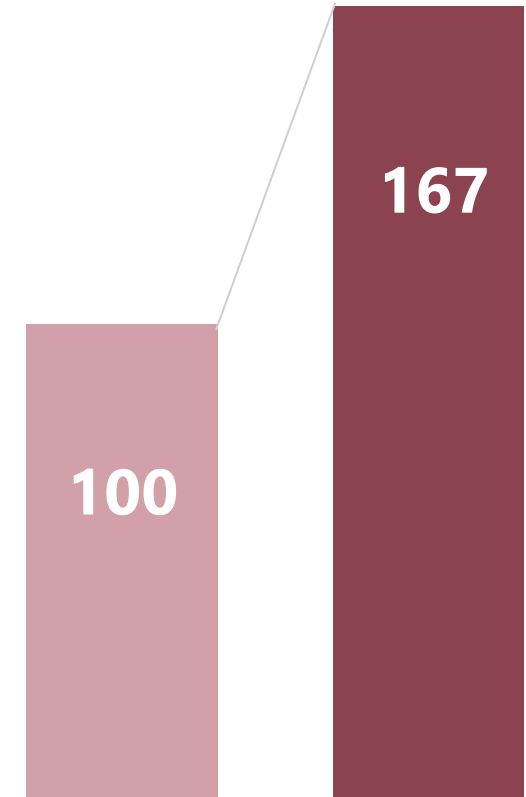


2019

2028

Japan Inbound

67% Projected Growth over 2019 Levels by 2028



2019

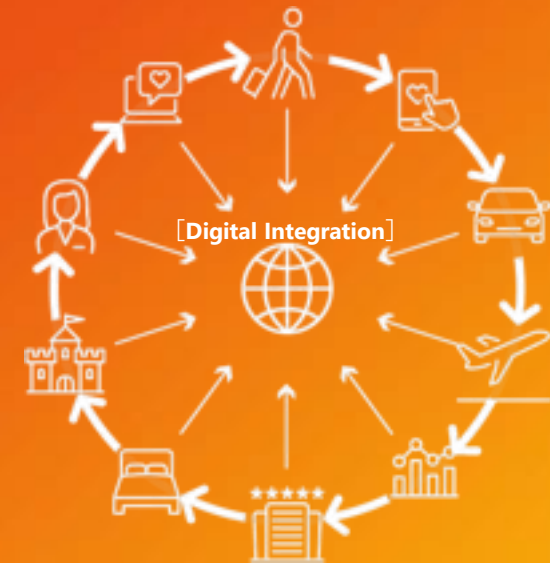
2028

Tourism Business Strategy

Connecting Travelers & Communities

The JTB Group is creating new business models that bring people, places and possibilities together.

The Future of Tourism



By digitally and organically interweaving the entire travel experience, we deliver an optimized customer journey that integrates the everyday and the extraordinary.

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Through digital transformation, we deliver enhanced 'real value' across the entire travel and tourism experience.

More Customer Touchpoints

Through a web-centered cross-channel approach, we seamlessly support every stage of the customer journey. Understanding each individual customer better enables us to deliver a tailored menu of products and services that optimize the customer experience beginning with the everyday and continuing through travel and beyond.

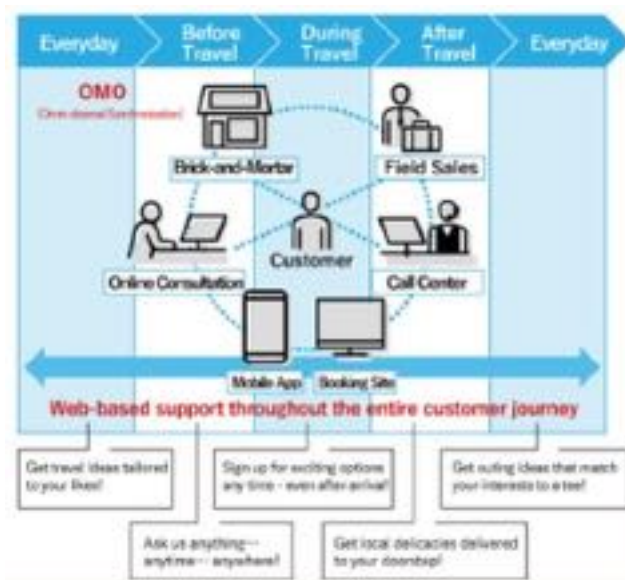
Channel & Tour Flexibility

Online travel consultation services put the expertise of industry professionals and destination experts at the customer's fingertips. (Upper image)

Dynamic packaging ensures maximum rail, air and hotel selection flexibility as well as price optimization. (Lower image)

Convenience on the Fly

Through the convenience of a mobile device, travelers can quickly and easily access tour and activity ideas, choreographing their own personalized visitor experience in real time from the destination.



**Online-Merge-Offline:
The Customer Journey Begins with
the Everyday**



Online Travel Consultation

<https://stores.jtb.co.jp/cc-0001>



JTB Dynamic Packaging: My STYLE

https://www.jtb.co.jp/kokunai/dynamic_air/



E-Coupons: A Smarter Way to Travel

<https://tabisugo.jtb.co.jp/>

As a Destination Management Company, the JTB Group works closely with community stakeholders to enhance destination allure.

Destination Products & Services

Also available for Inbound

Success Story (1): Achi Village in Nagano Prefecture has been recognized as 'the country's No. 1 Nighttime Sky' by Japan's Ministry of the Environment, Working with community stakeholders, JTB has developed original tours featuring this heavenly brilliance. In just six years, tour participation has increased from 6,000 to 130,000. (Upper image)

Success Story (2): In collaboration with local residents, JTB created the Tsunan Sky Lantern Launch in Japan's Niigata Prefecture. This original event, incorporated into numerous tour products, allows visitors to experience the breathtaking release of sky lanterns into the night sky. (Lower image)



Achi Village, Nagano Prefecture:
Japan's No. 1 Nighttime Sky Tour

<https://sva.jp/>



Tabimonogatari Charter Tour:
Tsunan Sky Lantern Launch

Wide-Area 'Theme' Products

Success Story (1): JTB's original online ticketing platform supports sales of 'universal' admission tickets to local museums and art galleries. (Left image)

Success Story (2): Showcasing seasonal local delicacies, JTB's 'Japan-in-Season' program has been helping to revitalize communities through increased tourism and merchandising since 1998. (Right image)



The Museums of Tokyo
Gurutto Pass 2023
(Organized by The Gurutto Pass
2023 Executive Committee)

<https://www.rekibun.or.jp/en/grutto/>



Japan-in-Season

<https://www.jtb.co.jp/nihonnoshun/hokkaido/>

Tourism x Transportation Infrastructure

The JTB Europe Group offers 1,300 sightseeing bus tour routes with multiple connections to virtually every major city across Europe. By opening up our 'grid' to the distribution channels of other operators, these bus routes have become an integral part of the ground transportation infrastructure across Europe. Departure is guaranteed with a minimum of one passenger.



Europamundo

https://www.jtb.co.jp/kaigai_opt/landcruise/index.html

JTB goes far beyond travel and tourism, offering a rich variety of 'lifestyle content' that expands our customer touchpoints.

Curated Online Product Collections

The JTB Group's curated collections of local delicacies and specialty products from across Japan and around the world are just a click away.



Rurubu Farm-to-Table



JTB SHOPPING

<https://shopping.jtb.co.jp/>

'Lifestyle' Companion: Rurubu

JTB's 'Rurubu' guidebook series is designed to bring new excitement to everyday outings. (Upper image)

Our original media platform for women encourages lifestyle creativity and originality. (Lower image)



Rurubu Themed Outings



Rurubu & more:
(around-the-town media for women)

<https://rurubu.jp/andmore>

Interest & Hobby Publications

In addition to its acclaimed travel publications featuring the hottest things to see, eat and do in Japan and around the world, Rurubu's new 'explore, create, learn' lineup is designed to feed curiosity and stimulate the imagination.



New Rurubu Frontiers:
finding wonder everywhere

<https://jtbpublishing.co.jp/topics/CL000243>

The JTB Group helps communities better position and market themselves as visitor destinations.

Destination Marketing Support

Also available for Inbound

The JTB Group provides tourism strategy development and implementation support as well as world-class content development solutions for local governments and destination management organizations (DMOs). (Upper images)

Data captured through hotel reservations systems supports the development of tailored marketing campaigns. (Lower image)



'Kyoto by the Sea' DMO strategy, content development, and destination products and services



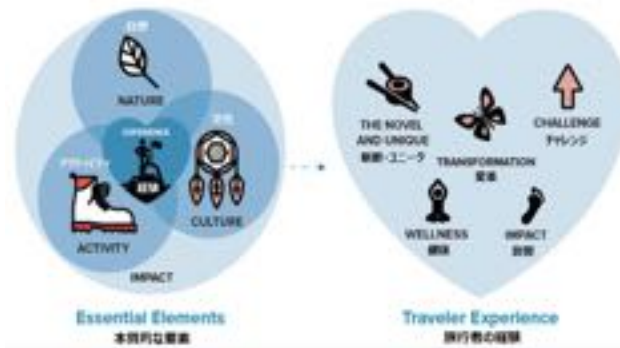
Tourism Forecasting Platform

<https://kankouyohou.com/>

Improving Hospitality Infrastructure

Also available for Inbound

The JTB Group supports the development of hospitality infrastructure as well as high-quality tourism attractions and activities catering to the adventure tourism needs of affluent travelers.

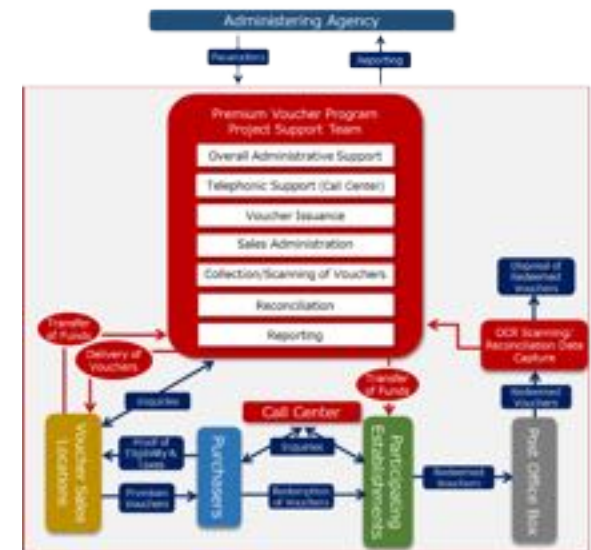


Adventure Tourism

<https://www.jtbbwt.com/government/trend/detail/id=1884>

Business Process Outsourcing

We support local economic development and post-disaster tourism recovery by providing one-stop outsourcing for visitor promotions and premium discount voucher programs. JTB's reach and experience enable us to quickly put together operational teams and systems, while signature JTB service ensures peace of mind for clients and participants alike.



Premium Vouchers: Operational Flow

<https://www.jtbbwt.com/government/case-study/solution/area-support/detail/id=1314>

Our depth in educational support and event coordination services enables us to create dynamic and engaging school events.

Educational Content

We offer a wide variety of educational content ranging from inquiry-based and career education modules to SDGs awareness training and global education.

Inquiry-based Learning



Career Education

SDGs



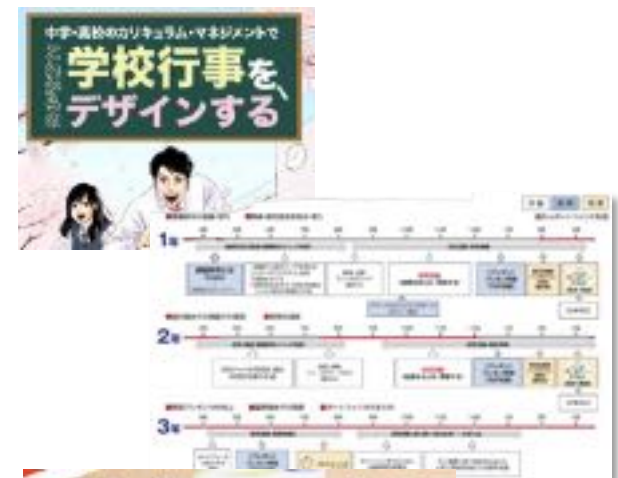
School Events

Through tailored event support services, the JTB Group helps educational institutions advance their mission in creative and enjoyable ways.



Turnkey Event Design

By integrating educational travel, career education and other extracurricular experiences with classroom-based learning, JTB helps schools cultivate well-rounded, community-minded students.



Tailored school events seamlessly support the school's curriculum and character development goals

Area Solutions Strategy

Creating recurring revenue models to supporting local development

The JTB Group promotes area revitalization through a wide array of tourism, merchandising and other platform solutions.

(1) Digital Transformation

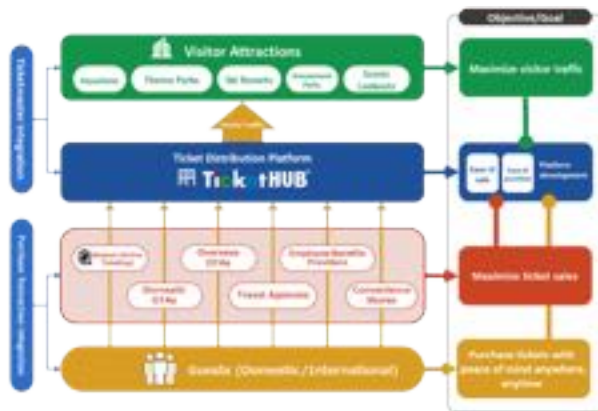
(2) Destination Development
& Management

(3) Area Development

Our leading-edge DX solutions help local governments, DMOs and tourism industry operators promote local tourism industry development efficiently and effectively.

Sales Platforms: (DX Solutions for Operators)

We provide leading-edge ticketing platforms (upper image) as well as sales and inventory management platforms for experiential travel and tour products (lower image). Our Direct-to-Consumer (D2C) digital platforms help tourism industry operators reach more customers directly and contact-free.



Good Fellows JTB Ticketing Platform

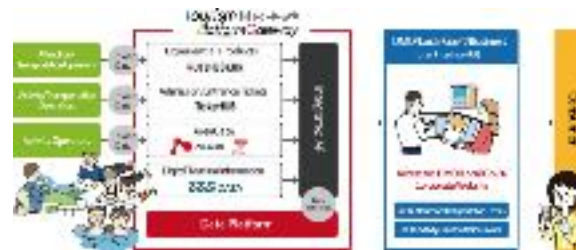
<https://gfjtb.co.jp/>



JTB+BOKUN <https://www.jtbbokun.jp/>

Integrated Distribution Platforms

JTB software applications can be readily integrated into DMO, tourism bureau and MaaS websites to support sales and management of a broad range of travel content.



Tourism Platform Gateway™

<https://www.jtbbwt.com/government/service/solution/ict-kankou/maas/tourism-platform-gateway/>



NIKKO MaaS + Tourism Platform Gateway
(Tobu Railway, Tochigi Prefecture,
ORIX Auto Corporation,
Toyota Tochigi Rental & Leasing, JTB Group)

<https://press.jtbcorp.jp/jp/2022/03/maasnikko-maas39.html>

Customer Relationship Management

Our cloud-based customer relationship management (CRM) platform promotes effective management of customer contact and communications and supports the formation of lasting relationships between visitors, businesses and communities.



Local Collaboration Platform®

<https://www.jtbbwt.com/government/service/solution/area-management/digital-marketing/chiiki-kyoso/>

We support tourism destination development and management through a wide array of leading-edge merchandising, financial and information flow solutions.

Branding & Promotions

Also available for Inbound

JTB supports destination branding and promotion efforts through traditional 'Rurubu' publications as well as customized publications developed for the corporate market. The JTB Timetable, first published in 1925, also serves as an effective medium for area/destination promotions.



Publications by JTB Publishing

<https://books.jtbpublishing.co.jp/>

Hometown Tax Donation Program

JTB's 'Furupo' Service, selected by travel aficionados as Japan's No. 1 hometown tax donation site*, provides local communities with a source of much-needed capital.

Our 'Furusato Connect' platform provides a convenient tool for connecting businesses and communities.

* Japan Marketing Research Organization (12/2021 Brand Image Survey)



<https://furu-po.com/>

Travel & Experience Gift Catalogs

From a stay at one of Japan's leading hotels to a day trip to a hot spring or an unforgettable dining experience, JTB original catalogs make it easy to find the right travel or experience gift for that special someone.

たびもの撰華 JTBえらべるギフト



Tabimono Senka

<https://www.jtb.co.jp/gift/nicegift/tabimono/>

The JTB Group offers a range of innovative solutions to help accommodation providers increase operational efficiency.

Reservations Systems

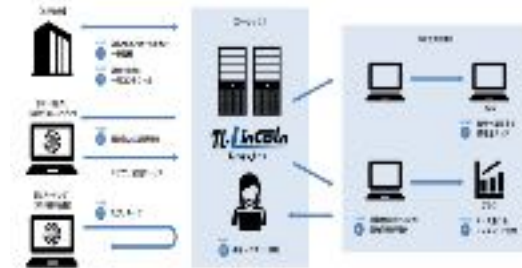
We help lodging facilities digitize their operations through Incharge 7, our state-of-the-art cloud-based reservation management system. (Upper image).

Our TL-Lincoln channel manager system streamlines room inventory management, pricing and reservations data across all distribution channels. (Lower image)



Incharge 7

<https://incharge7.jp/>



TL-Lincoln

<https://www.seanuts.co.jp/product/lincoln/>

TL-Lincoln is offered by Seanuts through a joint venture with Recruit.

Payment Services

The JTB Group's reservations and prepayment systems integrate seamlessly into lodging provider's website. (Upper image)

Dedicated mobile terminals support a variety of cashless payment options at lodging facilities and visitor attractions (Lower image)

JTB Book & Pay



Book & Pay

<https://product.jtb-jbi.co.jp/jtbbookandpay/>



C→REX

<https://www.jtb.co.jp/crex/>

Multilingual Communications

A quick QR code scan converts the guest's cellphone into an interactive translation and communication tool, enabling international guests to easily access hotel services and amenities. As of April 2022, the Kotozna In-room system has been deployed at 210 properties (30,000 guestrooms).



Kotozna In-room

<https://kotozna.com/en/in-room/>

The JTB Group's HR/HRD solutions help businesses overcome staffing shortages and enhance competitiveness.

Full-Service HR Services for the Hospitality Sector

We offer a full lineup of HR solutions that combine the recruiting, hiring, and HR management expertise of World Holdings with the JTB Group's proprietary HRD and hospitality training methodologies developed and refined over the course of more than a century of serving the tourism and travel industry.



- Extensive talent bank harnesses nationwide Group network and proprietary 'consortium' model
- Proprietary training approach ensures high-quality talent
- Outsourcing solutions enhance facility management efficiencies

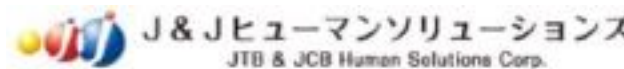
JW Solution: HR Solutions for the Hospitality Sector

<https://www.jwsol.co.jp/>

Travel Industry Staffing Solutions

J&J Human Solutions* offers a deep pool of experienced tour guides and tourism professionals who can hit the deck running.

* A joint venture with JCB



J&J Human Solutions: Hospitality Staffing Services

<https://www.jjhs.co.jp/>

The Academy of Food, Agriculture & Tourism

The Academy of Food, Agriculture & Tourism develops professionals capable of creating local partnerships that harness the potential of food, dining and agriculture as vehicles for tourism development.



The Academy of Food, Agriculture & Tourism

<https://www.jtbtwt.com/government/service/solution/area-support/kankou/kankoujuku/>

Destination Development & Management Support: Facility Space and Operation Solutions

Also available for
Inbound



From strategic planning to facility operations, the JT B Group offers full-service solutions to support tourism facility development and management.

Total Support for Accommodation Providers

As the full-service partner of choice for lodging providers, the JT B Group harnesses its nationwide sales and support networks to deliver solutions that improve guest experience and increase operational efficiency.



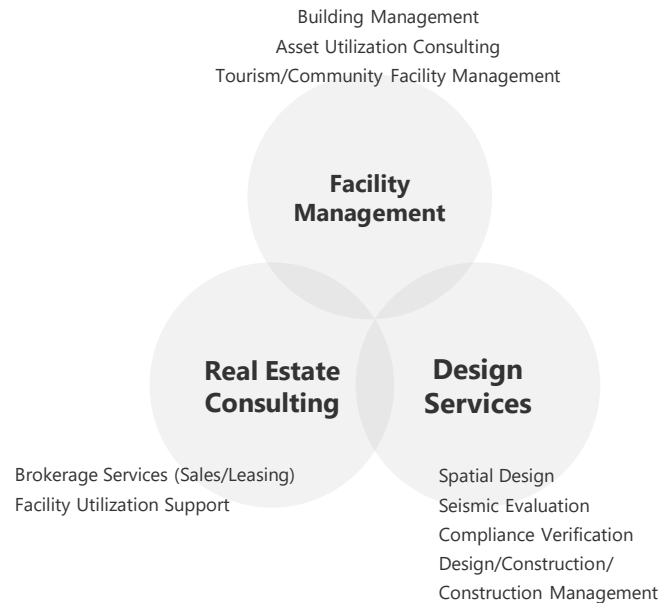
JTB Trading: Real solutions for the lodgings industry

<https://www.jtbtrading.co.jp/houjin/shukuhaku/consalu/hanjiyo.html>

Spatial Design Solutions

The depth and breadth of our expertise in real estate brokerage, property development, building management, and facility construction enables us to provide a wide array of leading-edge space design solutions.

Through a capital tie-up with Nippon Kanzaï Group, we can take on even the most complex real estate challenges.



Overview of Service Offerings

<https://jtbest.co.jp/>

Full-Service Facility Development

From strategic planning and design to facility operations, the JT B Group harnesses its extensive management and marketing capabilities to provide comprehensive facility development and operational solutions. By positioning visitor facilities as 'hubs' for visitor-community interaction, we contribute to sustainable local development as well as quality-of-life improvements for destination residents.



JTB has provided support for over 60 large-scale visitor complexes, cultural attractions, and information centers

<https://www.jtbcom.co.jp/service/areamanagement/facility/>

We support sustainable destination development through the creation of original travel content and organically integrated destination 'ecosystems'.

Destination Development Solutions

By delineating a 'zone of focus' and organically integrating existing as well as newly created visitor content under a coordinated vision/theme, the JTB Group helps create a tourism destination 'ecosystem' that supports synergistic and sustainable area development.

Tourism Development & Management Solutions

We work collaboratively with local and national partners in real estate, finance and other industries to develop, build and operate sustainable hospitality infrastructure.

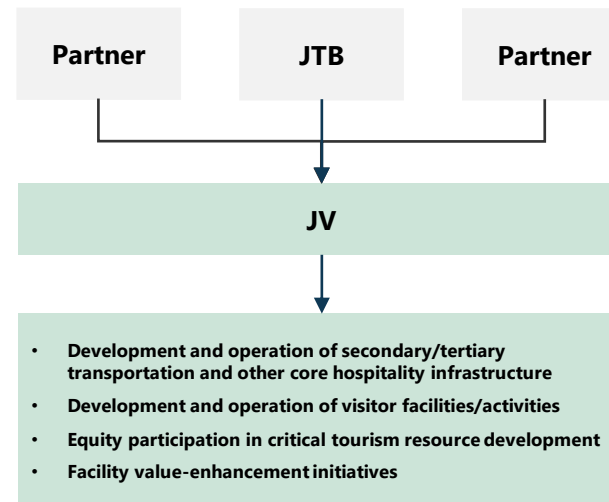
Expo 2025 & Integrated Resorts

We are rapidly expanding our solution capabilities to capitalize on opportunities presented by Expo 2025 Osaka Kansai as well as the proposed development of integrated resorts in Japan.



Destination 'Ecosystem' Model

For more information on local initiatives in Okinawa, visit <https://jtb-okinawa.co.jp/oddp/>



Achieving more through partnering



Photographs courtesy of Japan Association for the 2025 World Exposition

A Closer Glimpse



The TRIPS II System (1974-1980) was developed as an advanced centralized reservations system for rail, air, and lodgings.



Enterprise Architecture

For more than a century, the JTB Group has pioneered the creation of inventory management and sales systems to support a wide range of travel content and operational needs. With the passing of time, these disjoint and increasingly complex systems developed into an operational bottleneck, curtailing efficiencies and business evolution.

In response, JTB has turned to Enterprise Architecture (EA) to create a consistent, optimized platform capable of supporting cross-functionality and accommodating the evolving needs of our markets and operations. Through emphasis on responsiveness, cost-effectiveness and sustainability, our business support systems continue to accommodate the expanding need for digital transformation across our organization and industry.

Our M&E solutions help businesses maximize the strategic value of meetings and events.

Support for All M&E Modalities

JTB produces meetings and events across all delivery platforms (in-person, virtual, hybrid), helping businesses achieve their external (customer) and internal (workforce) objectives more effectively and efficiently.



Global 'Live Broadcasting'

JTB's Live Broadcasting service allows businesses to expand the reach and impact of their meetings and events. Speakers can take the podium just about anywhere in the world with JTB staff by their side to deliver world-class logistical support and signature hospitality.



Taking the podium just about anywhere

<https://www.jtbbwt.com/business/case-study/solution/medical/detail/id=1808>

Strategic M&E Management

From the development of M&E KPIs to event management services and after-action analytics, JTB offers comprehensive M&E support using CVENT and other cutting-edge tools to help businesses maximize the strategic value of their meetings and events.



Strategic Meetings Management (SMM)

<https://me.jtb.com.co.jp/smm/index.html>



We help organizations improve workforce alignment, motivation and retention through EVP solutions.

Workplace Surveys

Based on more than 25 years of studying employee motivation and engagement, JTB Communication Design's proprietary workplace surveys provide a one-stop source for businesses eager to identify and resolve internal alignment 'gaps'. Survey results are used to quantitatively assess organizational health and develop customized, concrete measures to promote organizational transformation.



WILL CANVAS

(Cloud-based organizational development consulting)

<https://www.willcanvas.jtbcom.co.jp/>

Benefit Services

Harnessing the power of Benefit One's popular employee benefits platform 'Benefit Station', the JTB Group provides businesses with leading-edge employee benefit, workforce wellbeing, and training/HRD solutions.

* Available through a business alliance between Benefit One Inc. and JTB.



Benefit Station

<https://corp.benefit-one.co.jp/en/>

<https://bs.benefit-one.co.jp/bs/pages/bs/top/top.faces>

HRD Consulting

Our HR development consulting services are based on proprietary methodologies designed to cultivate workforce engagement and service-mindedness. The JTB Group has provided HRD support to over 1,000 organizations including government agencies and businesses across a wide range of industries.

How JTB Communication Design Helps Businesses Address Organizational Challenges

1. Capacity Building

Organizations are formed and powered by individuals. By enhancing workforce skills and engagement, we help increase overall organizational capability.

2. Better Internal Communication

By optimizing horizontal and vertical communication, we help organizations achieve greater internal alignment and accelerated growth.

3. Communicating Vision & Values

We help businesses enhance corporate value by effectively communicating vision, direction, values and standards of integrity to internal and external stakeholders.

Human Resource Development Consulting

<https://www.jtbcom.co.jp/service/hrsolution/person/>

We provide a wide range of administrative solutions to help corporations accomplish more for less.

Total Business Travel Management

Through a joint venture with CW Travel, the JTB Group's business travel management (BTM) solutions use streamlined centralized management and continuous process improvement to optimize business travel booking and reimbursement procedures as well as travel policy and travel safety controls.



JTB-CWT Business Travel Solutions
(A joint venture with CW Travel Holdings)

<https://www.jtb-cwt.com/>

Streamlined Expense Reimbursement

J's NAVI NEO is a travel expense reimbursement solution that streamlines the internal reimbursement process. Developed using JTB's expertise in business travel best practices, J's NAVI NEO offers unrivaled ease-of-use as well as compliance with Japan's Electronic Books and Records Preservation Act. (Upper image)

We also offer a platform for issuing virtual (cardless) Mastercard® numbers to help improve the efficiency of payment operations. (Lower image)



J's NAVI NEO

<https://www.jsnavineo.com/>



JTB-Virtual Credit Number

<https://www.jtbwt.com/education/service/solution/it/management/business-travel-expense/jtb-vcn/>

Powering Up for Less

JTB supplies electric power to businesses in and beyond the travel and tourism sector. In-sourced supply-demand management and proprietary logic ensure a consistent and stable supply. As part of our efforts to promote area revitalization, we refund a portion of the bill to each customer.

灯す 動かす 地域と歩む

でんきJTB

旅館	
契約電力: 約100kW 年間電気料金: 約560万円前後 (削減前)	
年間削減額 約55万円	年間削減率 9.8%

JTB Denki:
Illustrative example of savings

<https://denki.jtbcom.co.jp/>

A Closer Glimpse

Supporting Foreign Dignitaries at High-Level Events



Specializing in the inbound Japan travel market, JTB Global Marketing & Travel has the expertise and experience to provide seamless, world-class logistical and support services for royalty, heads of state, cabinet officials and other foreign VIPs through its leading-edge Protocol Logistics Management (PLM) solutions.

The JTB Group is capable of mobilizing teams of hundreds in order to implement ground logistics, accommodations, and welcome/farewell receptions for international expos, conferences and Imperial functions of any size and duration... anywhere in Japan.

<https://www.jtbgmt.com/en/>

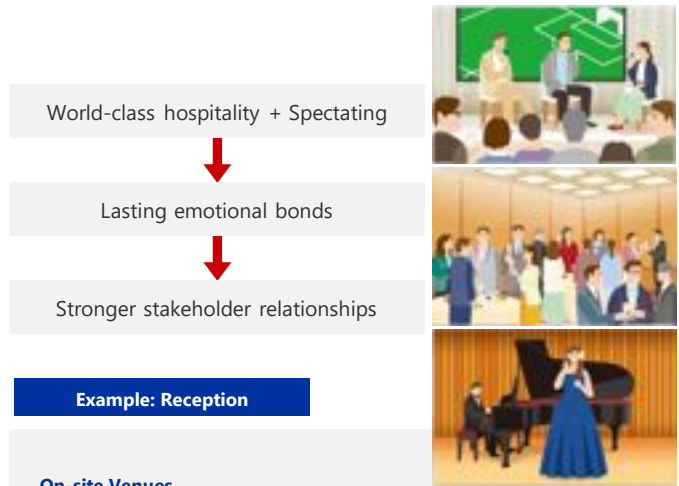
Synergistic Initiatives across Strategic Domains

We help businesses use 'sports hospitality' as a vehicle for promoting employee and customer engagement. We also create new value by bringing businesses, schools, communities and residents together to tackle broader societal challenges.

Businesses × Sports

Also available for Inbound

By combining signature JTB hospitality with original sports spectating opportunities, we help businesses deepen and expand their stakeholder relationships.



On-site Venues

Reserved spaces, corporate booths, VIP rooms, etc.

Off-site Venues

Hotels, customized event spaces, etc.

F&B

Full-course dining, buffets, etc.

Entertainment

A limitless range of possibilities including panel discussions featuring sports stars of yesteryear, meet-and-greets with active players, live music, mixers, etc.

Sports Hospitality

<https://www.jtb.co.jp/sports/rwc2023/hospitality/index.asp>

Businesses × Local Communities

Also available for Inbound

We bring businesses and local community stakeholders together to tackle broader societal challenges.



The Shinano Omachi Mizunowa Project Omachi City, Nagano Prefecture

<https://www.mizunowa-omachi.jp/>

Schools × Businesses

Together with Japanese food giant Meiji Co., Ltd., we have developed the 'School of Onaka', an educational program for middle and high school students aimed at promoting 'gut health'. This unique program complies with curriculum guidelines and inquiry-based learning approaches established by Japan's Ministry of Education, Culture, Sports, Science and Technology.



<https://press.jtbcorp.jp/jp/2021/05/jtb-2021.html>

We harness the power of digital to connect businesses with more possibilities.

Business × The World of Video

Our members-only video streaming platform featuring high-quality online tours of the world's most popular destinations can be used as a powerful customer communication tool or as part of an employee benefits menu. We also offer an extensive range of custom video production services.



Doga.com for Biz

<https://www.jtbwt.com/business/service/solution/meeting-event/outer/doga-com-for-biz/>

Communities/Businesses × Overseas 'Japanophiles'

JTB's members-only digital marketing platform enables businesses and communities to access the purchasing power of 1.25 million 'Japan lovers' across Asia and around the world. In addition to marketing and promotional activities, we also facilitate the flow of merchandise and information through cross-border e-commerce, metaverse events and more.



<https://fj-com.co.jp/company-eng/>

Business Matchmaking

As part of our efforts to support sustainable economic growth and contribute to the solution of broader societal challenges, we bring businesses together through original exhibitions featuring cutting-edge technologies such as nanotech, biotech, and environment/energy solutions. Harnessing our global network and expertise, we also offer a wide array of tailored solutions including local market research, advertising and exploratory meetings and events.



Supporting exports of Japanese products

A Closer Glimpse

Emergency Disaster Response

Partial Listing of Disaster Response Agreements with Local Governments, etc.

自治体・団体名	締結年月	内容
東京都	平成30年3月	〈ワイドコロボ協定〉の一部 4. 防災・減災に関する内容
大阪府・大阪市	平成30年8月	首都圏機能バックアップに向けた取組みに関する連携協定
国土交通省 東北地方整備局	平成31年3月	「災害時における職員の宿泊施設の確保等の協力に関する協定」
国土交通省北海道開発局	令和3年2月	災害時における職員の宿泊施設の確保等の協力に関する協定（北海道開発局とJTB北海道事業部・近畿日本ツーリスト北海道との協定）
名古屋市	令和3年6月	大規模災害時における名古屋市及び他自治体間の応援職員にかかる宿泊施設等の確保に関する協定（名古屋市・JTB名古屋事業部・総合提携店 株式会社アトコとの協定）
国土交通省 東北地方整備局	令和4年4月	「災害時等における人員輸送車両の運行业務に関する協定」

(As of Aug. 2022)

Under disaster response agreements with local governments and critical infrastructure providers, JTB is responsible for providing logistical support for relief personnel working in disaster-stricken areas. These services require speed and intelligence-gathering as well as resourcefulness and flexibility.

In August 2021, JTB was recognized for its role in supporting the local recovery and relief efforts conducted by Japan's Ministry of Land, Infrastructure, Transport and Tourism in the aftermath of the heavy rains that battered the Tohoku Region in August 2021.

JTB is committed to living up to its civic responsibility, harnessing its expertise in travel and logistics to support communities and their residents in times of need.

Sustainability

Sustainability Policy

1. Sustainability Framework and Compliance
2. Promoting Sustainability through Customer Communication
3. Conserving the Earth's Resources and Biodiversity
4. Promoting Sustainable Communities
5. Sustainable Service Delivery through Value Chain Partnering
6. Creating an Inclusive, Fair and Sustainability-Oriented Work Environment



Materiality-Guided Sustainability Priorities

Enriching the Human Experience

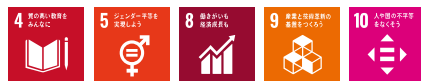
Leisure Experience & Job Satisfaction



Learning & HR Development



Diversity



Nurturing Our Surroundings

Destination Preservation & Enhancement



Caring for the Earth



Engaged Partnering

Creating Stakeholder Connections

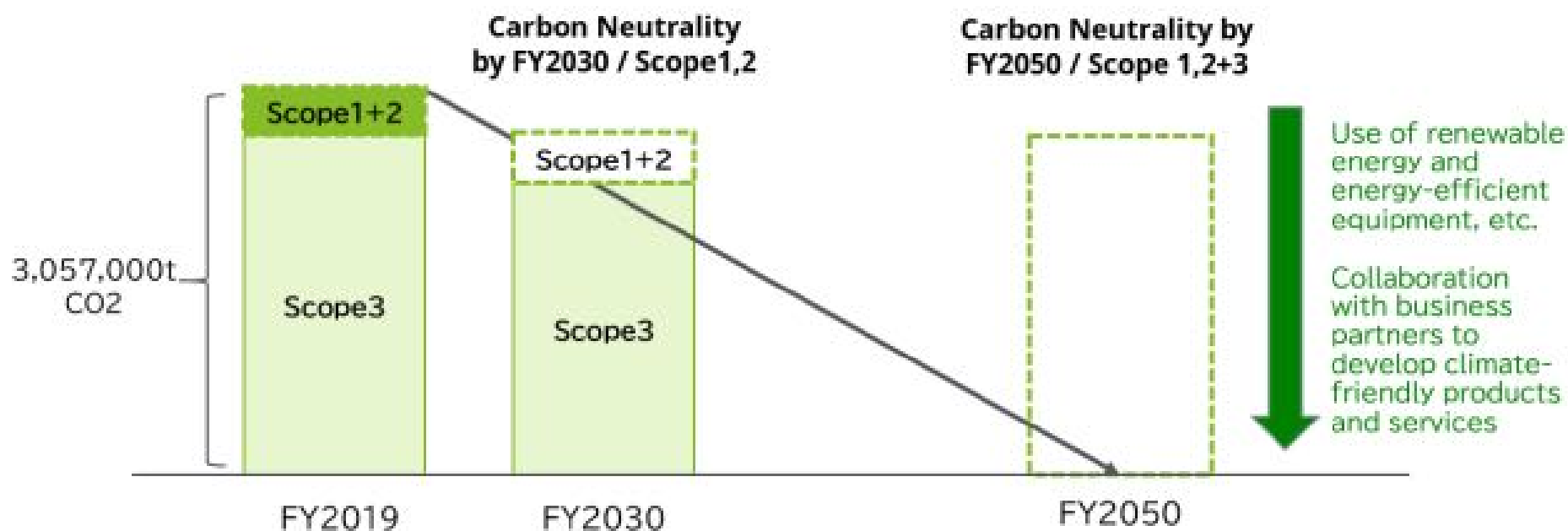


JTB Group's Sustainability Priorities work synergistically to support additional SDGs



Medium-Range Target: JTB to achieve carbon net zero by FY2030

Long-Range Target: JTB to achieve carbon net zero across all business domains by FY2050



Scope 3 Target developed in accordance with guidelines issued by Japan's Ministry of the Environment. Although emissions calculations include only Agent-Organized and Tailor Made tour products (but not Arranged Tours), JTB is committed to pursuing common emission reduction initiatives across all tour categories.

Scope 1: Direct greenhouse gas emissions generated by company-owned and company-controlled resources (fossil fuel combustion, manufacturing processes)

Scope 2: Indirect emissions associated with the purchase of electricity, steam, heat, and cooling

Scope 3: All indirect emissions not included within the boundaries of Scopes 1 and 2 (emissions associated with all upstream and downstream activity in the value chain)

Carbon Offsetting in MICE, Leisure & Business Travel

Through products such as CO₂ Zero MICE® and CO₂ Zero Travel®, the JTB Group offers corporate clients planet-friendly MICE and business travel options powered by renewable energy.

What is CO₂ Zero MICE®?



What is CO₂ Zero Travel®?



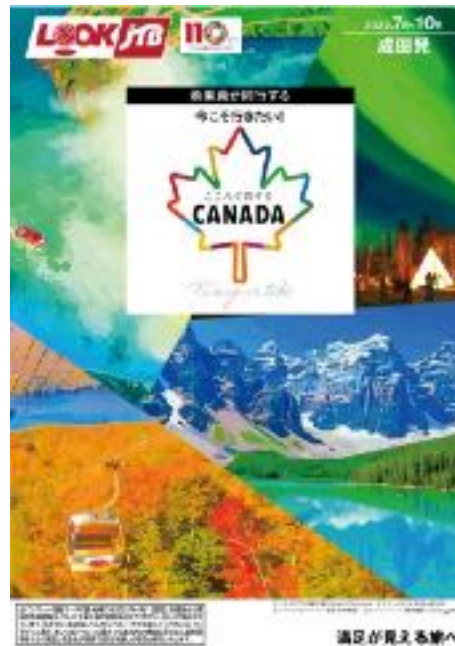
ESG-BTM Service Overview



CO₂ Zero MICE® / CO₂ ZERO Travel®
Environmentally Friendly
Business Travel Management

Creating a Sustainable Travel Experience

Through a partnership with Destination Canada, the JTB Group is developing a range of regenerative tourism products and services that weave sustainability into the very fabric of the visitor experience, from transportation and lodgings to dining and activities.



LOOK JTB
Soul-Travel CANADA
 ~Tsunagari Tabi~

Promoting SDGs Awareness & Action

JTB's SDGs Virtual Camp offers participants a unique opportunity to master the ABCs of SDGs by exploring and comparing a variety of sustainability initiatives across Japan and Asia. Students are encouraged to examine the challenges faced by different countries around the world and to channel their sustainability learning into solution-oriented action.



SDGs Virtual Camp
 ~Be a Global Leader~

Mori no Nigiwai **(The Buzz in the Woods)**

Mori no Nigiwai (The Buzz in the Woods) is a signature JTB program featuring cultural extravaganzas that offer travelers the unique opportunity to experience the rich cultural and artistic heritage of Japan's backlands and byways. JTB works hand in hand with local governments and tourism bureaus to ensure that these stage celebrations showcasing local traditions, festivals and performing arts support local revitalization goals.



<https://www.jtb.co.jp/chiikikoryu/mori/>

Honolulu Festival

Held every March on the Island of O'ahu in Hawaii, Honolulu Festival is the Aloha State's premier intercultural gala. Providing participants of every age and background the opportunity to expand their cultural horizons, Honolulu Festival plays an important role in promoting understanding, economic cooperation, and ethnic harmony between the peoples of Hawaii, Japan and the Pacific Rim.



<https://www.honolulu festival.com/ja/>

The Brighter Earth Project

Officially recognized in 2014 as a UNDB-J Collaborative Initiative, the JTB Brighter Earth Project brings JTB customers and employees together with local residents to participate in environmental cleanup drives, conservation efforts, and other projects that nurture an appreciation of local ecology and culture.

* Inaugurated in 1982 as the Tourist Destination Cleanup Campaign, the program was renamed in 2012 on the occasion of JTB's 100th corporate anniversary.



<https://www.jtbcorp.jp/jp/csr/clean/>

A Closer Glimpse



Online MOU Signing Ceremony (March 2022)



Randy Durband
CEO
GSTC



Eijiro Yamakita
President & CEO
JTB Corp.



Sustainability Based on Global Criteria

In March 2022, JTB Global Marketing & Travel obtained Travelife Certified status, the highest level of certification for excellence in sustainability issued by Travelife*. That same month, the JTB Group took another significant step forward on its journey towards sustainability by becoming an official member of the Global Sustainable Tourism Council (GSTC).

Working collaboratively with stakeholders to promote sustainable policies and practices throughout the value chain, the JTB Group is pioneering sustainability across and beyond the domestic tourism industry in alignment with GSTC's global criteria.

As part of JTB's global commitment to sustainable tourism, our Europe Group is partnering with Switzerland Tourism to promote 'Swisstainability'. Under this partnership, we are developing sustainable travel products and services tailored to the Swiss market and actively enlisting the participation of our business partners in a variety of initiatives aimed at promoting travel and tourism sustainability across Switzerland.

* Travelife is a leading travel industry certification body authorized by the Global Sustainable Tourism Council (GSTC).

Diversity & Inclusion

JTB Group D&I Vision Statement

We pursue diversity as an organizational strength

D&I Posture

By embracing diverse values and work styles, we generate ongoing organizational growth and innovation.

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

Advancement of Women in the Workplace

We support the professional advancement of our female colleagues through networking communities such as *Nadeshiko Forum* as well as a range of in-house training and employee benefit programs designed to help navigate life events.



D&I Training : Supporting Diverse Work Styles for Female Employees

Accommodating Diverse Work Styles

JTB continues to evolve its HR and digital infrastructure to accommodate diverse work styles, giving our colleagues greater freedom and flexibility to choose the work arrangements that best fit their needs.

Relocation-Free Transfers

Shorter Work Week

Guidelines on Outside Employment

Telecommuting

Employee-Friendly Work Style Options

Employment of Individuals with Disabilities

For three decades, JTB Data Service has been actively working to promote the employment and advancement of individuals with disabilities.



HR Solutions

Solutions for hiring, retaining and empowering employees with disabilities.

Business Support Services

Operational support and solutions for JTB Group companies.

Job Creation

Office supply restocking, internal mail delivery, janitorial services, etc..

JTB DATA SERVICE

<http://www.jtb-jds.co.jp/>

Human Resource Development

JTB Travel & Hotel College

Founded in 1981 as the International Institute of Tourism & Culture, JTB Travel & Hotel College develops the travel industry's leaders of tomorrow through a carefully crafted curriculum that balances knowledge, practical skills and a global perspective.



<https://www.jtb-college.ac.jp/>

Tourism Education and Certifications

The JTB Group publishes an extensive range of educational materials, including tourism reference publications and exam preparation guides. We also sponsor national certification exams in a number of specialized travel-related disciplines and develop customized training programs for corporate clients.



<https://www.tourism.jp/consulting/sector/education/>

University Lectures & Workshops

The JTB Group delivers lectures and workshops on the latest travel industry theory, practice and management at universities across Japan, proudly contributing to the development of the next generation of travel professionals.



A Closer Glimpse

Summer Festival of Learning & JTB Diversity Week



Launched in 2021, JTB University's Summer Festival of Learning is an in-house virtual learning and communication event that gives management and staff the opportunity to learn from outside experts as well as from one another and to shape the culture and direction of our organization.



Diversity Week 2021 Program

Held every December, JTB Diversity Week is a focal internal event promoting open D&I dialogue across the JTB organization. Harnessing the power of digital to connect our colleagues to their work, to their employers and to one another, Diversity Week supports the JTB Group's commitment to D&I by encouraging internal communication and raising employee awareness.

Human Resource Development

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

Research & Development

Predicting the Trends

Since their inaugural publication in 1969, JTB Group travel industry forecasts have served as a trusted source of information and insight regarding trends in Japan's travel and tourism market. Published four times a year*, these forecasts draw on proprietary research as well as publicly available data.

* Annual Forecast, Golden Week Forecast, Summer Forecast and New Year's Holiday Forecast)



<https://press.jtbcorp.jp/jp/2022/03/2022112.html>

Travel, Hot Springs and Wellbeing

Since its formation in 1974, Japan Health & Research Institute has been engaged in a broad range of R&D activity aimed at understanding the restorative benefits of hot springs as well as related preventive care. The Onsen Medical Science Research Center, established by the Institute in 2012, with various research institutes, businesses and local government agencies to carry out research focused on the health and healing benefits of hot springs.



<https://www.jph-ri.or.jp/>

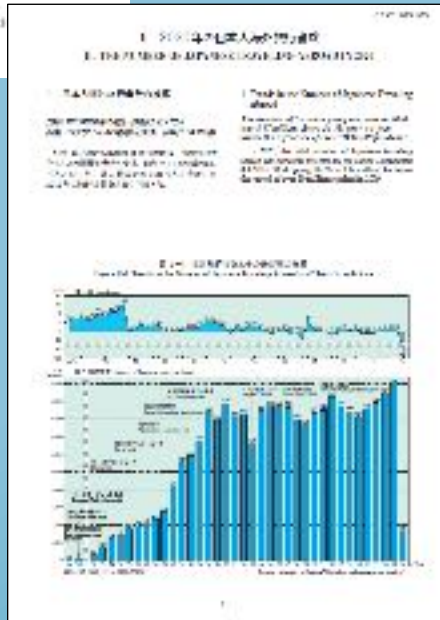
JTB's Tourism Think Tank

Formed in 2012, JTB Tourism Research & Consulting seeks to promote tourism as a vehicle for socioeconomic development. In addition to conducting independent research on traveler behavior and values, this JTB Group 'think tank' offers cutting-edge hospitality training and a wide array of consulting services aimed at developing optimized, sustainable solutions for area revitalization, inbound tourism and destination development.



<https://www.tourism.jp/>

A Closer Glimpse



JTB Outbound Tourism Report: A Wealth of Insight into the Japan Outbound Market

Since 1988, when the Japanese government lifted restrictions on overseas FIT travel by its citizens, the JTB Outbound Tourism Report has provided a panoramic view of outbound travel from the Land of the Rising Sun.

Prepared using independent research and analysis, the JTB Outbound Tourism Report has become one of the most trusted publications of its kind, consulted widely by tourism industry professionals, researchers and educators to track trends and developments in this key international market.

<https://www.tourism.jp/en/tourism-database/publications/>

R&D Partnering

Innovating from Within

JTB encourages its people to innovate. All year round, suggestions from JTB employees help us improve our products and services and conceive new business opportunities. One such idea - the introduction of monetary incentives and disincentives to reduce visitor trash - is currently undergoing proof-of-concept validation in multiple destinations.



<https://press.jtbcorp.jp/jp/2022/02/gome.html>

Expo 2025 Osaka Initiatives

In collaboration with the Dotonbori Night Culture Creative Council and NTT Docomo, JTB has conducted proof-of-concept testing for a promising tourism digital transformation (DX) initiative merging real and virtual visitor experiences in the Dotonbori area.



**“TEAM EXPO 2025” Program
Co-Creation Partners Registered**

<https://press.jtbcorp.jp/jp/2022/03/dotonborixrpark.html>

Medical & Health Tourism

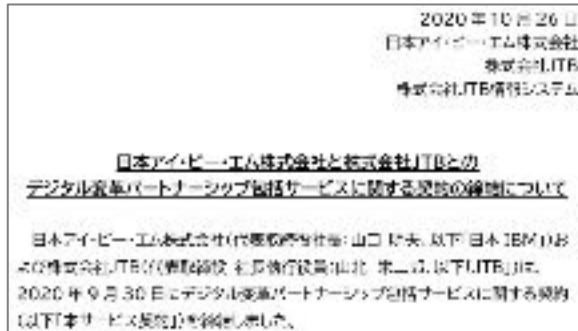
As a Registered Medical Visa Guarantor (Travel Agencies) and Accredited Medical Travel Assistance Company, Japan Medical & Health Tourism Center (JMHC) provides medical tourism coordination services and assists inbound visitors with a wide range of medical tourism needs in Japan. JMHC also leverages its expertise in medical and health tourism to create synergies across business domains, providing corporate clients with overseas expansion support and IT-based solutions.



<https://j-medical-healthcare.com/en/>

IT Infrastructure Development

By combining the JTB Group's extensive network and tourism industry knowledge base with IBM Japan's cutting-edge IT technology and talent, we are harnessing the power of digital to provide businesses with high-quality IT platforms and enhanced business value.



Click here to view News Release
<https://press.jtbcorp.jp/jp/2020/10/post-32.html>

Click here for recent JTB Group News Releases (April 2021 to present)
<https://press.jtbcorp.jp/en/>

Employee Benefit Solutions

Through an alliance with Benefit One*, the JTB Group is leveraging mutual strengths and synergies to enhance its lineup of employee benefit solutions in order to help businesses increase administrative efficiency and employee satisfaction.

* A leading provider of corporate HR and administrative services such as 'Benefit Station'.



Click here to view News Release
<https://press.jtbcorp.jp/jp/2021/08/post-49.html>

Area Revitalization Initiatives

Under a partnering agreement with Mitsubishi Estate, JTB is showcasing local allure and culture as part of an area revitalization effort centered around the TOKYO TORCH and TOKYO TORCH Park urban redevelopment projects. We are also connecting businesses and communities through a corporate version of JTB's popular Hometown Tax Donation Program.



Click here to view News Release
<https://press.jtbcorp.jp/jp/2022/04/jtbtokyo-torchjtb.html>

Enhanced Real Estate Solutions

By welcoming real estate industry powerhouse Nippon Kanzai as an equity partner, JTB Asset Management has further enhanced the breadth and depth of its area solutions lineup.



Click here to view News Release
<https://press.jtbcorp.jp/jp/2022/04/jtb-20221.html>

Click here for recent JTB Group News Releases
 (April 2021 to present)
<https://press.jtbcorp.jp/en/>

Tourism x Agriculture

JTB and the National Federation of Agricultural Cooperative Associations (ZEN-NOH) have executed a partnering agreement aimed at harnessing agriculture as a vehicle for job creation and regional revitalization. As part of this multi-party collaboration, JTB is working with ZEN-NOH Yamagata and the Tohoku Regional Office of Japan Airlines to promote sales of Yamagata cherries.



Click here to view News Release
<https://press.jtbcorp.jp/jp/2022/06/jajtbjal.html>

Promoting Tourism Industry DX

Through a wide-area partnering initiative with Kyushu Tourism Organization and Salesforce Japan., JTB is supporting a variety of digital transformation efforts across Kyushu's travel and tourism industry.



Click here to view News Release
<https://press.jtbcorp.jp/jp/2022/06/jtb-dx.html>

External Recognition

Commitment to Society & the Environment



UNWTO Global Code of Ethics for Tourism



World Travel and Tourism Council (WTTC) initiatives



The Code



Creating Shared Value



Cabinet Office Local Revitalization Telework Promotion Campaign Action Declaration



Global Sustainable Tourism Council



Diversity Management Selection 100 (FY2015)



Health and Productivity Management - White 500 (since FY2019)



Kurumin-Certified Business (2020)



Eruboshi-certified under Japan's Female Career Advancement Act (2020)



Good Career Company Award 2020



WTTC Safe Travels Stamp

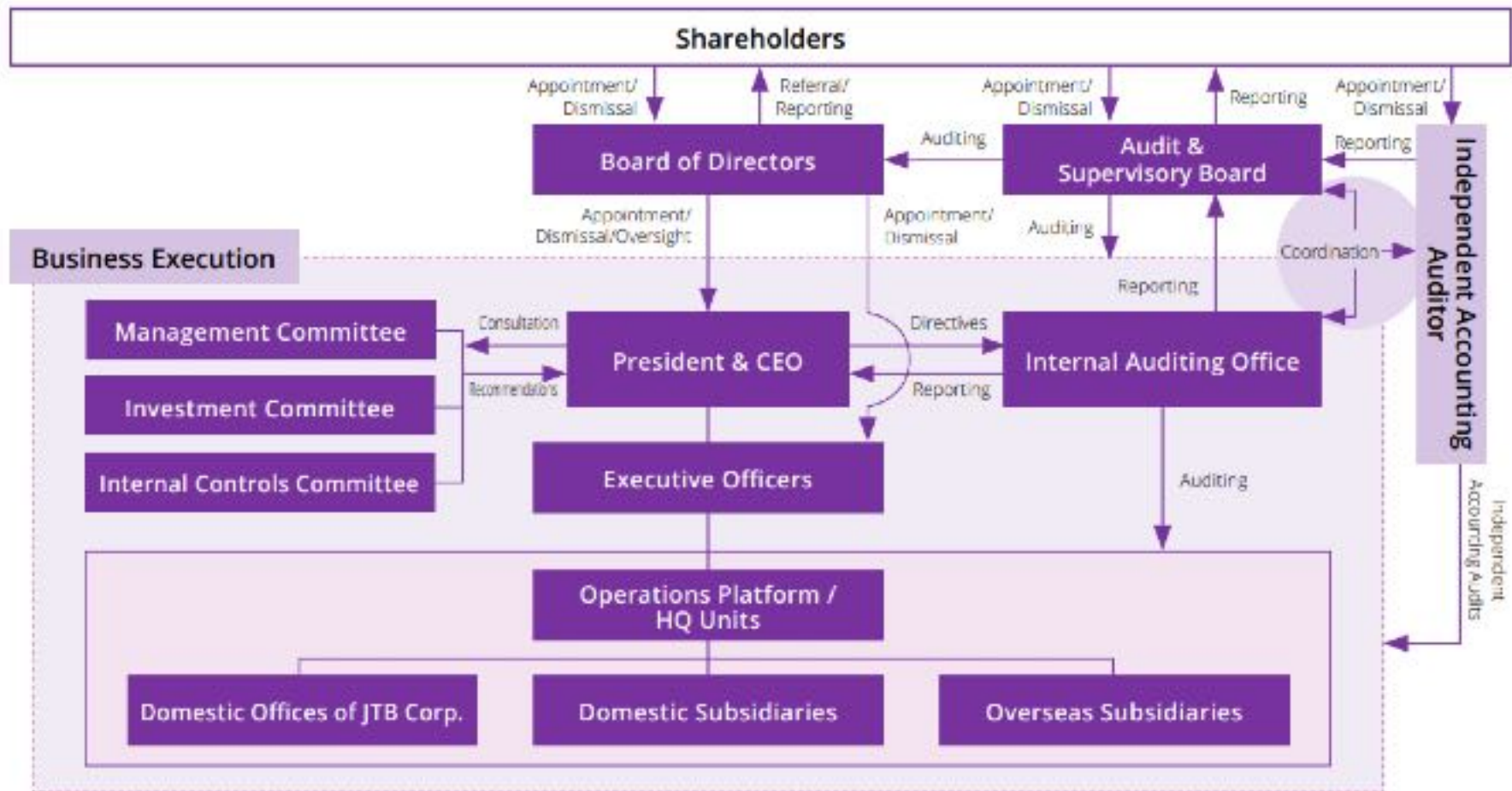
Organizational Structure & History

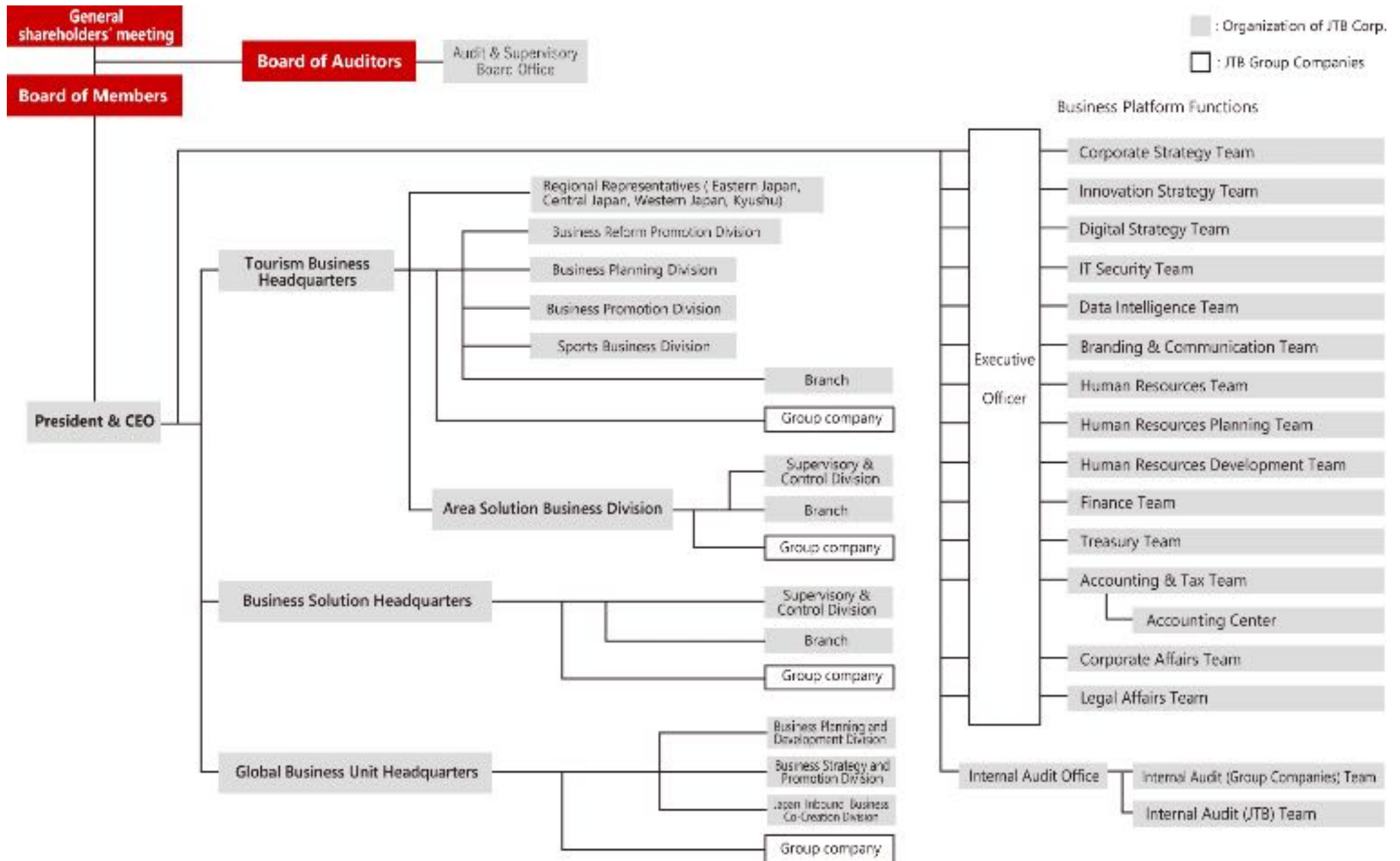
Corporate governance is essential to our Mission and underpins everything we do.

Guiding Principles

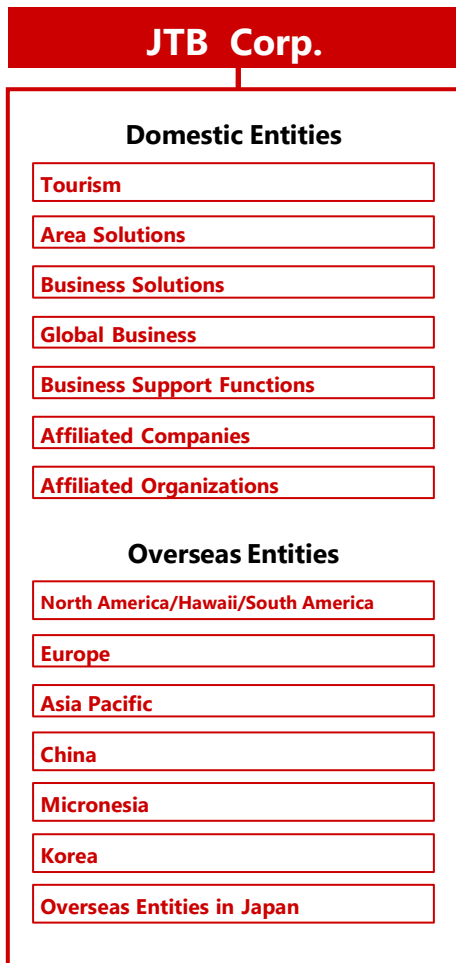
- We strive to ensure the rights and equality of our shareholders
- We work collaboratively with our stakeholders
- We are committed to fair disclosure and transparency
- We continuously refine our internal control systems

🎯 Schematic Representation of Corporate Governance Framework





JTB Group's operating companies are classified by business line and geographic region as follows:



Domestic Entities

Tourism

JTB Media Retailing Corp.
 JTB GAIAREC INC.
 Travel Plaza International, Inc.
 JTB GLOBAL ASSISTANCE, INC.
 Fun Japan Communications CO., LTD.

Area Solutions

JTB BUSINESS INNOVATORS Corp.
 JTB Trading, Inc.
 JTB OKINAWA Corp.
 JTB Publishing, Inc.
 PULS Inc.
 CHUGOKU TERMINAL SERVICE CO., LTD.
 Good Fellows JTB Corp.
 JTB Asset Management Corp.

Business Solutions

JTB Business Travel Solutions, Inc.
 JTB Communication Design, Inc.
 JTB Next Creation Corp.

Global Business

JTB Global Marketing & Travel Inc.

Business Support Functions

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

Affiliated Companies

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

Affiliated Organizations

Japan Health & Research Institute
 JTB International Cultural Academy

Overseas Entities

■ North America/Hawaii/South America

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

■ Europe

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

■ Asia Pacific

JTB PTE LTD / JTB Asia Pacific Headquarters
 JTB PTE LTD / JTB Singapore office
 JTB (Thailand) Ltd.
 Japan Travel Bureau (Malaysia) Sdn. Bhd
 PT. JTB Indonesia
 世帝喜旅行社股份有限公司
 JTB-TNT (JTB Vietnam)
 PT. Kura Kura Indonesia
 JTB India Private Limited
 Tour East Singapore (1996) Pte Ltd
 JTB Asia Pacific Phil. Corp.
 PT. Panorama JTB Tours Indonesia
 BIG S' Holiday Pte. Ltd.
 JTB Oceania Pty Ltd
 JTB Australia Pty Ltd
 JTB New Zealand Limited
 Tumlare Software Service Pvt. Ltd.
 Net Service Holding Ltd.
 Kuoni Global Travel Services (India) Pvt. Ltd.
 Kuoni GTS (Singapore) Pte. Ltd.
 Kuoni Tumlare (Thailand) Ltd.
 PT GTA Indonesia
 Kuoni GTS (Taiwan) Limited.
 Kuoni Tumlare Travel Sdn. Bhd.

■ China

上海佳途国际旅行社有限公司
 佳天美(広州)国际旅行社有限公司
 杰科姆国际会展(北京)有限公司
 KGTS (Hong Kong) Ltd.
 GTA (Hong Kong) Ltd.
 Gullivers (Beijing) Commercial Consulting Services Ltd.
 佳天美香港有限公司
 JTB(澳門)旅遊有限公司

■ Micronesia

T.P. Micronesia, Inc.
 (D.B.A. PMT)
 (D.B.A Lam Lam Tours & Transportation)
Tasi Tours & Transportation, Inc.

■ Korea

LOTTEJTB Co., Ltd.
 Kuoni Korea Ltd.

■ Overseas Entities in Japan

Kuoni Tumlare Japan Inc.

Year	Month	History
		1990
	Feb.	Traveland Kogyo rolls out Total Corporate Identity system and rebrands as JTB Traveland in April
1912	Mar.	Founding of Japan Tourist Bureau
1915	Jan.	Commencement of foreign passenger ticket sales for Japan's Ministry of Railways
1924	Apr.	Inaugural publication of 'Tabi' magazine
1925	Dec.	Commencement of rail ticket sales to domestic passengers
1927	Jul.	Japan Tourist Bureau reorganized as an incorporated entity
1934	Oct.	Company name changed to Japan Tourist Bureau (Nihon Ryokko Kyokai)
1941	Aug.	Company name changed to East Asian Travel Agent
1942	Dec.	East Asian Travel Agent reorganized as an incorporated foundation
1943	Dec.	Company name changed to East Asian Travel Corporation upon assumption of the operations of the International Tourism Association
1945	Sep.	Company name changed to Japan Travel Bureau
1960	Dec.	Completion of corporate headquarters in Marunouchi (Tokyo)
1962	Apr.	Opening of Japan Travel Bureau's Central Training Institute
1963	Nov.	Japan Travel Bureau reorganized as a joint stock corporation with a capitalization of ¥800,000,000 and issued Travel Agency License No. 64
1964	Mar.	Launch of SUNRISE TOURS product line to service the Japan inbound tourism market
1968	Apr.	Commencement of overseas tour wholesaling operations
	Jun.	Launch of 'LOOK' brand of overseas package tour products
1971	Jan.	Launch of 'ACE' brand of domestic package tour products
	Feb.	Formation of Traveland Kogyo (later JTB Traveland)
1973	Dec.	Capitalization doubled to ¥1.6 billion
1979	Feb.	LOOK customers top 1 million
1982	Mar.	Launch of 'Palette' brand of overseas package tour products
	May.	Launch of JTB Retreat Center Network
1983	Aug.	Rollout of YES JTB Card
1984	Jan.	ACE customers top 10 million
	Feb.	LOOK customers top 2 million
	Apr.	SUNRISE TOURS customers top 3 million
1985	Apr.	Launch of 'TabiTabi' prepaid travel program
1986	Jan.	'TabiTabi' awarded the Excellence Award by Nikkei Marketing Journal
1987	Mar.	Capitalization increased to ¥1.92 billion
	Apr.	Full-scale entry into mail-order sales: Formation of JTB Media Retail Division
	Sep.	LOOK customers top 3 million
	Nov.	Commencement of sales of 'Nice Shop' department store merchandise vouchers
1988	Apr.	JTB World begins wholesaling LOOK and other overseas package tour products
	Jun.	Commencement of sales of 'Nice Gourmet' premier dining vouchers
	Sep.	YES JTB cardholders top 300,000
	Oct.	Japan Travel Bureau becomes the industry's first operator to roll out a comprehensive Corporate Identity (CI) program including launch of new management vision and logo aimed at pioneering a new era in JTB's history
	Nov.	JTB joins MasterCard International
	Dec.	JTB Signature 'Showgirls' event
1989	Jan.	ACE customers top 20 million
	Apr.	'Nice Shop' awarded the Excellence Award by Nikkei Marketing Journal
	May.	Discontinuation of joint operations of LOOK tours with Nippon Express. Brand name changed to LOOK JTB. Redesign of ACE JTB, LOOK JTB, and SUNRISE logos.
	Jul.	Launch of new MasterCard-affiliated 'JTB Card'
	Dec.	Japan Travel Bureau and JR Tokai jointly form JR Tokai Tours
		1991
	Jan.	Outbreak of the Gulf War heavily impacts overseas tour sales
	Oct.	Launch of 'Incentive Business' sales
		1992
	May.	Full-scale rollout of POPS
	Jun.	Grand opening of Sheraton Kobe Bay Hotel & Towers
	Oct.	JTB DATA SERVICE formed to promote employment of individuals with disabilities
	Nov.	Completion of 'Foresta' corporate training and retreat center in Tama, Japan
		1993
	Mar.	Formation of JTB Senior Staffing Inc.
	Apr.	Launch of Japan Travel Bureau Traveler's Checks
	Nov.	Opening of FIT Sales & Support Center
	Dec.	Opening of Business Travel Sales & Support Center
		1994
	Jan.	Launch of new LOOK JTB series integrating LOOK and Palette brands
	Apr.	JTB provides travel services and logistical support for Formula 1 Pacific Grand Prix (Okayama Prefecture)
		1995
	Jan.	Five sales offices damaged by the Great Hanshin Earthquake, severely impacting domestic tour sales
	Oct.	Launch of sales of new 'Nice Stay' universal vouchers for hotels and ryokan (Japanese-style inns)
	Dec.	Formation of Travel Net Inc. (a joint venture with ZENCOLO and Mitsubishi Corporation) to support employment of individuals with disabilities
		1996
	Feb.	Commencement of tour sales through 'Automated Multimedia Vending Stations'
	Mar.	LOOK JTB customers top 1 million/year
	Oct.	Formation of J-Net Club
		1997
	Jan.	Launch of JTB Employee Stock Ownership Plan
	Mar.	Capitalization increased to ¥2.304 billion, 85th corporate anniversary
	Dec.	Formation of Bankers Partner, Inc.
		1998
	Apr.	Formation of JTB System Solution
	May.	Full-scale rollout of Internet-based tour sales
		1999
	Aug.	Full-scale entry into Web-based tour sales
		2000
	Feb.	Launch of JTB BENEFIT SERVICE Corp. to provide employee benefits solutions to corporate clients
	May.	Launch of online travel agency Tavigator in partnership with Yahoo Japan and Softbank Group
	Aug.	Japan Travel Bureau and Carlson Wagonlit Travel launch JTB-CWT to service the business travel solutions (BTS) market
		2001
	Jan.	Company name changed to JTB Corporation and corporate headquarters relocated to Shinagawa-ku, Tokyo. Rollout of new corporate vision and tagline: 'Connecting the World: Travel & Spirit'. Launch of new LOOK JTB tiered product architecture: Royal, Regular, Slim.
	Mar.	Commencement of sales of Sports Promotion Lottery tickets at 39 JTB Corp. locations across Japan
	Apr.	Formation of Japan Point Annex (a joint venture information services company specializing in IC cards and loyalty programs) with JCB and 10 other firms
	Jun.	Incorporation of Japan Tourism Marketing, specializing in tourism and travel research
	Sep.	9-11 terrorist attacks in the U.S. heavily impact overseas tour sales
		2002
	Mar.	90th corporate anniversary
	Jun.	JTB named official provider of transportation and tour services for the 2002 FIFA World Cup Korea/Japan
	Oct.	Launch of 'Nice Select' gift vouchers offering flexible selection of lodgings for couples
		2003
	Jan.	Unveiling of JTB Group Environmental Commitment
	Mar.	Iraq War and SARS heavily impact overseas tour sales. ACE JTB customers top 10 million/year.
		2004
	Apr.	Integration of Group-wide overseas tour wholesaling into newly-formed JTB World Vacations
		2004
	Oct.	JTB Publishing Inc. formed to integrate the publishing operations of the JTB Group
	Nov.	Rollout of holding company and new management structure to provide foundation for further growth of the JTB Group
	Dec.	Campaign to support victims of the Chuetsu Earthquake in Niigata Prefecture. Launch of ¥500 bus service between Tokyo and Niigata
		2005
	Feb.	Launch of Japan-Korea Friendship Year 2005! Celebration of Mori no Nigiwai (Buz in the Woods) in Korea
	Apr.	JTB Global Marketing & Travel formed to integrate the Group's activities in the inbound Japan tourism market. Operations of seven Tohoku region offices integrated into JTB Tohoku, Inc.
		2006
	Apr.	Launch of new management structure and Group tagline: 'Your Global Lifestyle Partner'.
	May.	Execution of comprehensive partnering agreement with JCB Co., Ltd. and formation of J&J Business Development to support strategic business development efforts
		2007
	Apr.	JTB Corporate Solutions formed to provide leading edge business solutions to the corporate market
	Jun.	Rollout of 'Nice Gift' vouchers with JCB. Vouchers accepted at 500,000 participating establishments across Japan.
		2008
	Jan.	Acquisition of shares in Tumlare Group as part of reorganization aimed at strengthening European operations
	Oct.	LOOK JTB customers top 25 million
		2009
	Apr.	Publication of 1,000th issue of The JTB Timetable
	Jun.	Establishment of Ryokan Executive HR Development Fund
		2010
	Jan.	40th anniversary of ACE JTB sales
	Dec.	'Rurubu' recognized as the longest series of published travel guides by Guinness World Records™
		2011
	Apr.	Formulation of new JTB Group brand message: 'The JTB Way'
	May.	Launch of 'Youyi' tour products for the Chinese market. JTB Group becomes the first foreign travel agent to be licensed by the government of China. JTB becomes first the foreign travel agency to be accredited by the government of China
		2012
	Mar.	100th corporate anniversary
	Jul.	JTB services over 7,000 guests at the London Olympics
		2013
	Feb.	Rollout of 'JTB Universal Tourism'
		2014
	Apr.	Formation of JTB Domestic Tours. Formation of and JTB Kumamoto Relations Center.
	May.	Acquisition of shares in EuropaMundo Vacaciones (Spain)
	Sep.	JTB becomes a signatory to the United Nations World Tourism Organization (UNWTO) Global Code of Ethics for Tourism
	Oct.	State of Hawaii declares October 1, 2014 'JTB Day' in honor of the JTB Honolulu Office's 50th anniversary
	Dec.	Acquisition of shares in Tour East Group
		2015
	Sep.	Launch of new 'JTB Sports' brand
		2016
	Mar.	JTB appointed Official Partner under the Tokyo 2020 Sponsorship Programme (Travel Agency Services and National Trip Hospitality Services)
	Apr.	Formation of JTB Communication Design
		2017
	Jan.	Acquisition of shares in MC&A in Hawaii
	Mar.	Formation of Panorama JTB Tours in Indonesia
		2018
	Jan.	Name of company changed to JTB Corp.
	Apr.	Migration to new managerial structure
		2019
	Sep.	As the sole domestic Official Travel Agent for Rugby World Cup Japan 2019™, JTB provides lodging and transportation services for athletes and staff, event parking services as well as official agent-organized tours
		2020
	Apr.	Formation of Goodfellows JTB Inc.
	Oct.	Rollout of new Vision and Medium-Term Management Plan
		2021
	Apr.	Launch of new organizational structure
	Jun.	Formation of JTB Business Transformation Corp.
	Aug.	As Official Travel Agency Services Partner under the Tokyo 2020 Sponsorship Programme, JTB provides travel and logistical services to approximately 270,000 customers including the Organizing Committee, athletes and staff
		2022
	Mar.	110th corporate anniversary. Execution of Memorandum of Understanding with Global Sustainable Tourism Council.

Financial Information

<https://www.jtbcorp.jp/jp/company/accounts/>

FY2022 Consolidated Income Statement Highlights



(Units: 100 Million JPY · %)

	FY2022	FY2021	Change from FY21	% Change from FY21	% Change from FY19
Gross Sales	9,780	5,823	3,957	167.9	75.9
Gross Profit	2,545	1,736	809	146.6	90.2
Sales & Administrative Expenses	2,209	1,785	424	123.8	78.7
Operating Profit (Loss)	336	(49)	385	▲→+	2,414.6
Non-Operating Income (Loss)	61	87	(26)	69.7	528.1
Ordinary Income (Loss)	397	39	359	1,027.8	1,559.5
Extraordinary Gain (Loss)	6	248	(242)	2.4	19.1
Net Income (Loss) Before Taxes and Other Adjustments	403	287	117	140.7	714.9
Net Income (Loss)	300	285	15	105.3	1,816.7

FY2022 Consolidated Balance Sheet Highlights



(Units : Millions of JPY · %)

	FY2022	FY2021	Change from FY21	% Change from FY21
Current assets	610,698	567,430	43,268	107.6
Cash and deposits	283,533	345,904	(62,371)	82.0
Notes and accounts receivable	214,416	157,591	56,825	136.1
Marketable securities	592	3,787	(3,195)	15.6
Advance payments	32,801	16,126	16,675	203.4
Short-term loans receivable	1	135	(134)	0.7
Other	79,355	43,887	35,468	180.8
Noncurrent assets	149,967	142,057	7,910	105.6
Buildings, structures and land	19,976	21,902	(1,926)	91.2
Software	10,057	9,082	975	110.7
Goodwill	1,074	1,322	(248)	81.2
Investment securities	44,241	43,578	663	101.5
Deferred tax assets	17,811	10,471	7,340	170.1
Other	56,808	55,702	1,106	102.0
Total assets	760,665	709,487	51,178	107.2

	FY2022	FY2021	Change from FY21	% Change from FY21
Total liabilities	618,329	600,267	18,062	103.0
Notes and accounts payable	127,149	82,519	44,630	154.1
Loans payable (Short-term, Long-term)	41,131	61,104	(19,973)	67.3
Advances received	88,004	53,764	34,240	163.7
Gift coupons and Travel coupons	89,843	93,471	(3,628)	96.1
Deposits received for travel reserve (Short-term, Long-term)	49,520	52,185	(2,665)	94.9
Deposits received	67,748	126,897	(59,149)	53.4
Deferred tax liabilities	4,257	4,342	(85)	98.0
Other	150,677	125,985	24,692	119.6
Total net assets	142,336	109,220	33,116	130.3
Capital	100	100	0	100.0
Capital surplus	34,943	32,665	2,278	107.0
Retained earnings	109,156	80,094	29,062	136.3
Accumulated other comprehensive income	(2,731)	(4,473)	1,742	(61.1)
Non-controlling interests	868	834	34	104.1
Total liabilities and net assets	760,665	709,487	51,178	107.2